

JUSTICE FOR ALL | 2023 Impact Report



Oregon State Bar



Justice for Every Oregonian

It has been a great honor to help lead the Oregon State Bar for the last eight years. This organization embodies a justice-centered mission that speaks to what drew me to the legal profession decades ago. With the vision and courage of our board guiding us, an incredibly dedicated and skilled staff motivated by that mission, and trusted partners working in collaboration with us, I have seen the bar evolve into a highly innovative and impactful organization. Indeed, the Oregon State Bar is among the leaders in the country in access-to-justice work. This report shares that impact.

In November 2022, the Oregon State Bar Board of Governors examined how it reviews the work of the bar to ensure that its limited resources advance the bar's mission and strategic goals. Since the 1990s, the bar has done annual program evaluations, which capture the work of each bar program or department. While these evaluations were exhaustive and impressive, they did not fully answer our most fundamental question: Are we having the impact we seek in service of our public mission?

During 2023, we created a new model for examining the *impact* of our work, rather than the effort. This report is the first using this new model. It provides an overview of the bar's work and highlights areas of particularly meaningful impact on the public, the legal profession and the justice system. It is intended to help the Board meet its leadership and oversight obligations, and to inform the public and legal profession about major issues affecting access to justice in Oregon and how the OSB seeks to address them.

As is true for all of the bar's work, we do not do it alone or in isolation. Hundreds of volunteers have contributed thousands of hours to the daily work of the bar and to the work highlighted in this report. We are inspired by and thankful for their dedication to public service. We are also grateful for our longstanding partnership with the Court, whose leaders inspired, cajoled and supported us. Their partnership helped develop many of the innovations in Oregon's justice system over the last few years.

Finally, a huge thank you to all bar staff who have worked tirelessly in service of the bar's vision to create a justice system that is equitable and accessible to every Oregonian.

Helen Hirschbiel
CEO, Oregon State Bar

Our Impact in 2023

The Oregon State Bar is proud of our work last year to advance our public service mission through both traditional regulatory functions and several exciting new initiatives to increase the public's access to justice in Oregon. Highlights include:

Growing Bar Membership

In response to the slow membership growth rate, the bar has taken several steps to encourage additional applicants, including adopting a new comity rule and simplifying the reinstatement process. The bar also finalized the new Supervised Practice Portfolio Examination, which will allow lawyers to be licensed through an apprenticeship-style program, instead of taking the traditional bar exam.

Licensing Our First Paralegals

In another important step toward increasing the availability of legal services, the bar successfully launched the new Licensed Paralegal Program in 2023. The first class of 10 applicants took the examination in December and were sworn in as members of the bar in early 2024. They are now licensed to provide legal services to Oregonians in family law matters.

Improving Online Resources

The OSB completed development of Oregon Law Help – a new interactive website that will help all Oregonians navigate the legal system. This exciting new project will offer users practical help in finding professional legal assistance or for addressing their legal needs themselves.

Assisting the Public

With all of these new initiatives, public trust remains at the center of the OSB's decision-making process. The Client Assistance Office and Disciplinary Counsel take inquiries from the public and pursue disciplinary matters when necessary and appropriate. In 2023, we **responded to nearly 5,000 requests** for assistance from the public, with results that ranged from providing clients with additional information or resources to serious disciplinary action against OSB members.

We will continue to build on these initiatives and look for new and innovative ways to expand access to justice for Oregonians.

FUNCTIONS AND GOALS

Regulate the legal profession and improve the quality of legal services

Goal: Cultivate competence, integrity, diversity, equity, inclusion, and well-being in the legal profession.

Support the judiciary and improve the administration of justice

Goal: Protect and advance the quality, integrity, diversity, and impartiality of the judicial system.

Advance a fair, inclusive, and accessible justice system

Goal: Foster trust in, respect for, understanding of, and access to the justice system.

VALUES

Integrity | Fairness | Justice | Leadership | Accountability | Sustainability | Diversity | Excellence | Well-Being

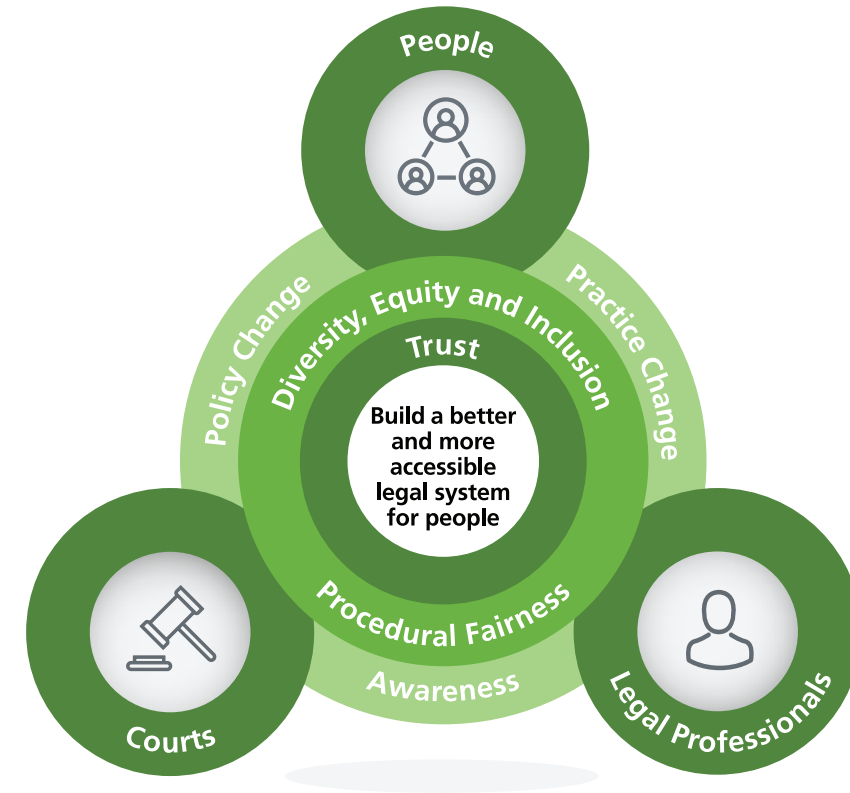
Our Theory of Change

At the center of our work is a vision of a better and more accessible legal system for all Oregonians. In 2023, we developed a Theory of Change to put meaning and shape to the impact we seek. The theory is framed around the knowledge that an effective and accessible justice system is entirely dependent on trust.

If trust is a core principle, then our work around diversity, equity and inclusion is how we get there. The justice system must serve diverse people and communities across the state. It must do so equitably to ensure that the people who depend on the courts and the legal profession have faith that the system is procedurally fair and inclusive of all who depend on it.

The bar's Theory of Change is built around our work to enhance the quality and accessibility of the justice system through support of legal professionals, the courts and, ultimately, the people who rely on the legal system for justice.

As we set our strategic direction for the future, it is with a steadfast focus on bringing our vision to fruition.



Taking Action for Diversity, Equity and Inclusion

2023 marked the official end of the bar's most recent diversity action plan. That plan guided us in much of the work celebrated in this report. Additional accomplishments include:

- **Increased system transparency** in the development and evaluation of regulatory proposals. We implemented a new notice and comment process for all regulatory changes. We also expanded our engagement with stakeholders during the development of the Licensed Paralegal Program and the Supervised Practice Portfolio Exam.
- **Implemented translation service** to allow access to real-time translation for phone calls from members of the public.
- **Conducted an OSB workplace culture survey** and hired a consultant to identify and begin implementation of responsive measures.
- **Integrated funding for the bar's DEI programs** into the base license fee and funding for specific initiatives into department budgets.

The coming years will focus on development of a new strategic plan that will fully integrate DEI into all the work of the bar.



People

With trust as a guiding principle, we build public awareness of the legal system and improve access to legal information and support. We seek to enhance the delivery of equitable, ethical, and quality legal services. We believe that people who can both understand the system and access the help they need will have greater confidence that the system is fair and equitable.

Legal Professionals

We improve the competence, diversity, professionalism, and ethics of Oregon State Bar members. To do that, we ensure the availability of high-quality continuing legal education, resources, tools, and support. We work to diversify the legal profession to serve all Oregonians. These efforts not only support legal professionals, but they improve the quality of legal services and build public confidence in Oregon's legal system.

Courts

We protect the public by enforcing the rules and regulations of the legal profession. We engage with statewide leadership to improve laws and practices related to the administration of justice in Oregon. This includes support and guidance on statutory improvements for the state, as well as advocacy for adequate funding for legal services and courts to serve Oregon's diverse population.



Empowering the Public

A well-functioning justice system requires an informed, empowered public. The Oregon State Bar is dedicated to improving knowledge of the legal system and increasing access to legal resources. The bar works to advance access to justice at every level, from demystifying the legal system through education and outreach to connecting people with equitable, quality representation.

New Oregon Law Help Website

Throughout 2023, the OSB finalized development of Oregon Law Help, a major effort to help all Oregonians navigate the legal system. Oregon Law Help is a user-friendly website that connects users with resources tailored to their needs, including free legal guides for pro se litigants, community aid, and free and low-cost legal help.

The site is a joint project with Legal Aid Services of Oregon (LASO), the Oregon Law Center, the Oregon Law Foundation, the Oregon Judicial Department, and Oregon Consumer Justice. The project partners are transitioning the old Oregon Law Help, an information library long hosted by LASO, into a more interactive and user-friendly tool.

Leading up to the new Oregon Law Help's soft launch in early 2024, OSB conducted user testing, consulted with industry experts and partner organizations, and created dozens of legal guides in Spanish and English. The site is already operational for family law and housing law, the two legal areas with the largest unmet need.

OSB will continue to create new content in 2024 and 2025 and aims to make Oregon Law Help the go-to resource for anyone who needs help navigating the legal system.

Creating Access

People can only find meaningful access to their justice system if they know where to turn for help.

In 2023, the bar launched the new Oregon Free Legal Answers pro bono website, a virtual legal advice clinic in which low-income Oregonians ask civil legal questions that are answered by pro bono lawyers. This project is a partnership with the American Bar Association, which collaborates on similar websites in approximately 40 other states. In its first months of operation, the site received 709 questions from low-income Oregonians in all 36 of the state's counties.

The bar also has long increased access to legal help by overseeing the funding of a statewide system of civil legal aid organizations. Following the passage of a 2022 senate bill, the bar now administers funding for statewide civil immigration legal services. Last year, the bar distributed **\$11.6 million in general civil legal aid** and **\$1.23 million for immigration civil legal aid**.

The OSB's Referral & Information Services

The RIS program has long been a primary source for Oregonians to find help and information. It is accessible by phone, the OSB's public-facing website, and now also Oregon Law Help's Find Lawyers and Legal Help Tool.



125,000
PHONE CALLS FIELDIED



59,272
PEOPLE CONNECTED
TO LEGAL SUPPORT

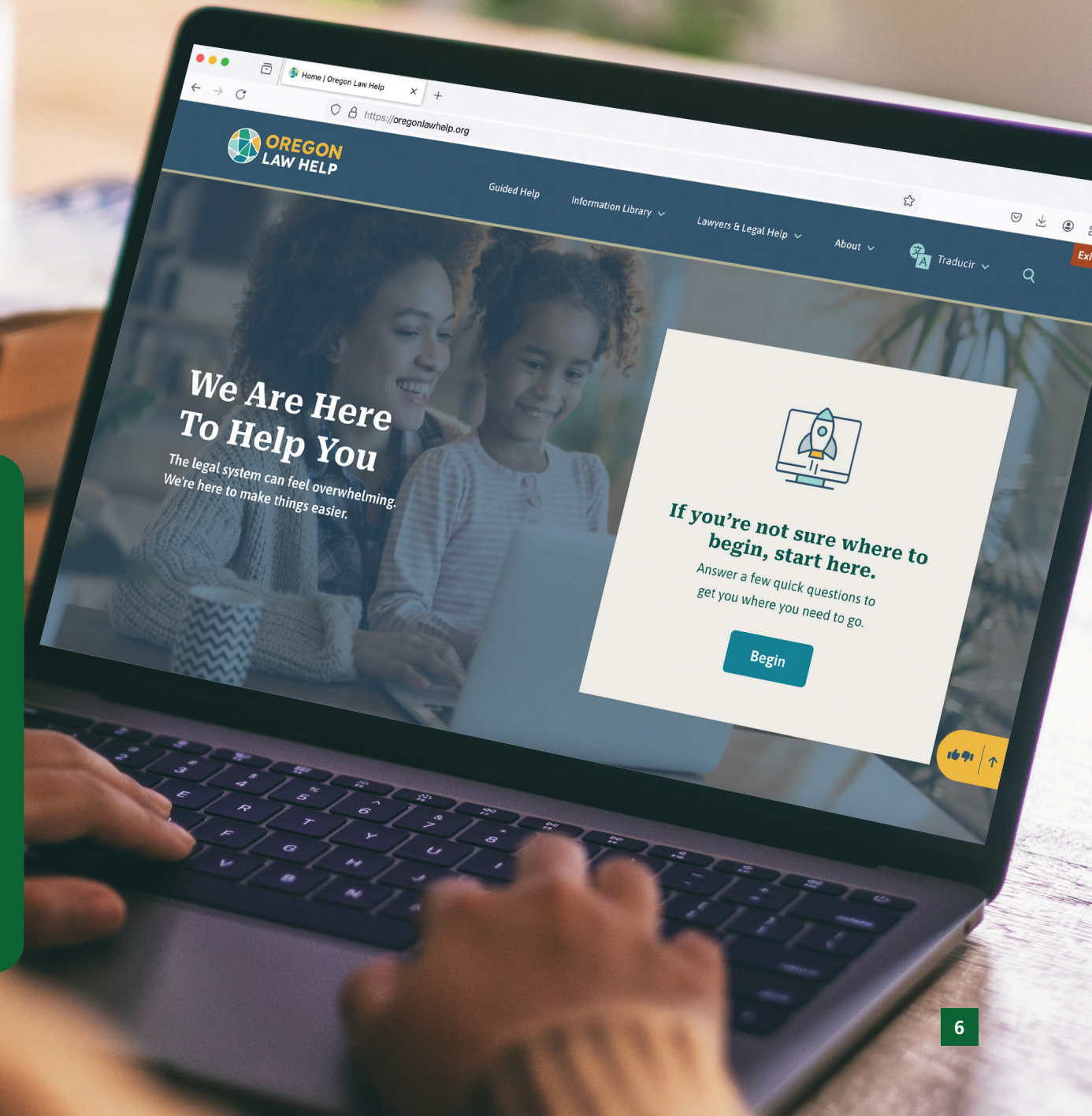


15
DIFFERENT PRACTICE AREAS
AND NEARLY 200 "AREA
OF LAW" SUBPANELS



3.4M+
WEBSITE VISITS

In addition to the bar's direct outreach, we partnered with 22 entities across the state to help distribute OSB-created materials in English and Spanish about free and low-cost legal help for Oregonians facing eviction, launched related media campaigns, and conducted multiple listening sessions to inform the development of the Oregon Law Help website.



Supporting Legal Professionals

Helping Members Thrive

The OSB cultivates professionalism, competence, diversity, and well-being so that its members can better meet the needs of the communities they serve. We help our members be the best professionals they can be with accessible, high-quality legal education, legal resources, and support of their well-being. In conjunction, the bar works to recruit and retain diverse legal professionals, which advances access to justice and strengthens the legal community as a whole.

Promoting Lawyer Well-Being

While lawyer well-being is essential to competent representation, the legal field has historically struggled from high rates of mental health issues, including stress, anxiety, depression, and problem substance use. The bar supports lawyer well-being through education, events, and direct support. We ensure that our communications, from social media posts to articles in the Bulletin, advance a profession-wide culture of well-being.

During a year when many individuals were still coping with the effects of the pandemic, long-standing bar programs that foster social connection took on added importance. Opportunities for Law in Oregon (OLIO), Oregon New Lawyers Division (ONLD), and the Professional Liability Fund's Oregon Attorney Assistance Program (OAAP) provided help and community to lawyers across the state.

In 2023, the OSB, along with the OAAP and the Professional Liability Fund, published the Well-Being Workgroup Report. The report highlighted a number of recurring trends that arose throughout the workgroup discussions.

- A knowledge gap exists among the public, members, bench, and law schools in terms of understanding the need for well-being improvements and resources.
- Both legal culture and business practices are entrenched in some historic traditions that are at odds with well-being practices.
- Admission and disciplinary processes are stressful and stigmatizing for both the public and the lawyer.
- Cultural changes are necessary to foster well-being and longevity in the profession.

The bar is committed to better acknowledging the real well-being struggles faced by legal professionals and to working with our partners to continue to implement much-needed changes. Building on this foundation, we will continue to promote sustainable well-being as a critical element in the improvement of legal services and increasing access to justice.



Building Diversity

OSB aims to recruit and retain diverse legal professionals through dedicated programming that provides community, education, and support. In 2023, **349 legal professionals** participated in programming through the bar's OLIO, which hosts diversity and inclusion programs for law students and legal professionals. In surveys, **95% of participants said they would recommend OLIO** programming to others. Nearly **300 legal professionals** attended CLE programming hosted by ONLD, which connects new lawyers across the state.

Better BarBooks

We have upgraded, expanded, and relaunched our BarBooks online library on a new platform to better serve our members and support the competence of Oregon lawyers.

The project, completed last year, saves significant staff time, capitalizes on existing processes, and provides members with a more robust and easily navigable resource. The new platform also allowed Legal Publications staff to add statutory updates to the entire library as public notes.

Almost 8,400 people – including bar members, law students, law library patrons, and adults in custody in Oregon's correctional facilities – access BarBooks each year.

The relaunch project received the Award of Professional Excellence in Technology from the Association for Continuing Legal Education (ACLEA).

Education and Resources

Providing our members with resources and support is essential to lawyer well-being and competent representation.



32%
INCREASE IN BARBOOKS USERS
totaling nearly **8,400** people



2,000+
LAWYERS CALLED THE BAR'S LEGAL ETHICS HELPLINE
a **9.4% increase** from previous years



237
LEGAL PROFESSIONALS VOLUNTEERED
as planners and speakers, some more than once, to fill **260 opportunities**



3,499
LAWYERS ATTENDED OSB-SPONSORED OR CO-SPONSORED CLE PROGRAMS
covering **21 different subject areas**

Expanding the Bar

Oregon has struggled in recent years with a lack of legal professionals in many important practice areas, such as family law and landlord-tenant law. There has also been an acute shortage of public defenders and state prosecutors, and a lack of legal help in rural areas.

The Oregon State Bar, in collaboration with the Oregon Supreme Court and the Oregon Board of Bar Examiners (BBX), is working to ease this increasing lawyer shortage by creating new ways to join the bar. Many of these efforts have also benefited by engaging public and community organizations and member volunteers across the state.

In recent years, we have welcomed more attorneys from other states, made it easier to reactivate licenses, created a new licensed paralegal program, and launched a new pathway to attorney licensure with an examination of legal work product rather than the traditional bar exam.

Here's how we are making progress toward filling that need:

New comity rule: In 2022, the bar worked with the BBX and the Oregon Supreme Court to replace its reciprocity rule with a comity rule. Previously, Oregon would admit lawyers from other states without a bar exam if the state offered a similar pathway to licensure for Oregon attorneys. With the new comity rule, Oregon admits lawyers from any U.S. jurisdiction, as long as they meet all other requirements.

Streamlined reinstatement: We amended the reinstatement rules to allow attorneys who had retired or taken a break from practicing law to smoothly reactivate their license, providing a new reserve of experienced lawyers to assist Oregonians.

Licensed paralegals: Following years of effort and outreach from staff and volunteers, the bar finalized the rules for admission and obtained final approval from the Oregon Supreme Court to begin the licensed paralegal program. The bar administered the first licensed paralegal examination in December 2023 to 10 applicants. In April 2024, the Supreme Court admitted Oregon's first 10 licensed paralegals as members of the bar.

New models of bar examination: The Oregon Supreme Court approved rules in 2023 to allow for a new pathway for admission to the bar. As of May 2024, graduating law students can be licensed in Oregon without taking the traditional bar exam by completing an apprenticeship-style program with a supervising attorney and submitting a portfolio of work to the BBX. We are looking forward to reviewing the first portfolios in fall 2024.



488

BAR MEMBERS ADMITTED THROUGH COMITY

in the first 22 months following the rule change



64%

INCREASE

over the previous 22 months of admissions via reciprocity

Poised for More Growth

In 2023, we saw a slight upward trend in membership, with an increase in comity applications. We are on track to see an even greater increase in 2024. The first full year of comity (2023) had 58% more applicants than the last full year of reciprocity.

Supporting Oregon's Judicial System

The Oregon State Bar engages with the Oregon Legislature to enhance laws related to the administration of justice. The bar collaborates on legislation introduced by justice system partners to improve access to justice. It also offers input on legislation that might impact the regulation of the practice of law. In 2023, **the bar helped pass all eight bills proposed by the OSB Board of Governors and OSB sections.**

Working closely with the legislature, the Oregon Judicial Department and other stakeholders in the legal community, the Oregon State Bar advocates for adequate funding for the court system, indigent defense and low-income civil legal services.

Legal Services Funding

One of the major successes of this collaborative effort in recent years has been steady improvements to funding for low-income legal services. For example, in 2023 **the legislature increased biennium funding for civil legal aid by more than 9% from the 2021-22 budget and provided additional one-time funding for immigration legal services.**

The bar has historically provided fiscal and regulatory oversight of state funding for low-income legal services and continues to do so with this new funding.

Court and Justice System Funding

The OSB also founded the Oregon Campaign for Court Funding to bring together leaders in the legal and business communities to support funding for courts.

With support from the OSB and the Campaign, six Oregon counties – Clackamas, Morrow, Curry, Benton, Deschutes, and Columbia – received bonding authority and state matching funds for projects to replace or renovate their existing courthouses. This continues a decade-long partnership between the legislature and justice system advocates to improve court facilities across Oregon.

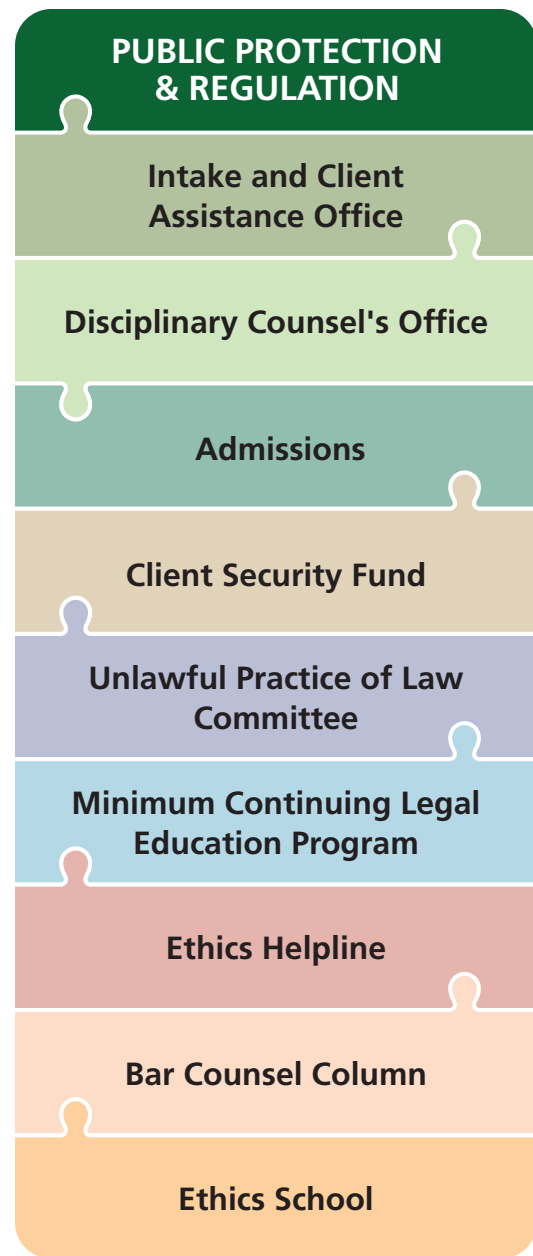
In 2023, the legislature also took major steps in restructuring Oregon's public defense system. While the bar took no position on the policy of the restructure, the OSB continued to work with stakeholders to advocate for a fully funded system that provides constitutionally adequate representation to all defendants. Ultimately, **funding for indigent defense was increased by almost 15% in 2023.**



Increasing Rural Access

The Oregon New Lawyers Division is focusing on increasing the number of legal professionals practicing in rural Oregon, which faces an acute lack of lawyers in many areas. In 2023, the division surveyed rural practitioners to identify possible approaches to address the issue. This work extends into 2024 with the continued engagement of the ONLD.

As an initial step, the Board of Governors has expanded the Loan Repayment Assistance Program to make it more accessible to rural practitioners. Under new policies, all civil rural practice counts as qualifying employment, making more rural lawyers eligible for forgivable loans to help repay student debt.



Protecting the Public

Public protection is among the most vital elements of the bar's work, core to its statutory authority and mission. It is essential not only to efficiently address unethical conduct by individual bar members, but also to maintain the public's trust in the legal profession and the justice system. While the disciplinary role is among the most familiar, the bar's public protection work is far-reaching, multifaceted, and critical to our overall impact on Oregonians.

Procedural Efficiency in the Discipline System

Six years ago, following a recommendation by the OSB Board of Governors, the Oregon Supreme Court implemented changes to the Bar Rules of Procedure and created the position of a statewide adjudicator to chair all disciplinary trial panels. The objective was to increase the efficiency of disciplinary proceedings and improve the consistency and quality of written trial panel opinions. The bar's current adjudicator was appointed on January 1, 2018.

Shifting from an all-volunteer process for disciplinary trial panels – which previously comprised two lawyers and one public member – eliminated many procedural inefficiencies and inconsistencies in the trial panel opinions.

Moreover, this change created a paid Disciplinary Board position in the adjudicator, who could develop expertise in this area of law and in the Bar Rules of Procedure, streamline the administrative processes between the filing of a complaint and the trial panel hearing, and bring uniformity of structure and quality to written opinions.

The position has since also been charged with decision-making in several categories of pre-trial suspension, including when a lawyer fails to respond to the bar, when a lawyer may be subject to reciprocal discipline based on findings in another jurisdiction, or when a lawyer poses a risk of likely public harm by the continuing practice of law. Placing these decisions within the adjudicator's authority is a further public protection in cases that require expedited consideration.

With several years of data, we can point to improvements in several areas, as a result of this change.

Time from Case Received to Disposition

In cases where a formal complaint is filed with the Disciplinary Board, the addition of the adjudicator has substantially improved the time to disposition of the case. Overall, we saw a drop of approximately 100 days from case filing to disposition since the appointment of the adjudicator, with the exception of 2020 and 2021. The ability of the adjudicator to resolve trial motions and hearings quickly for parties has helped expedite the resolution of cases through the system.

Average days (where formal complaint filed)

2017	2018	2019	2020	2021	2022	2023
449	384	325	453	467	310	313

Time from Final Transcript of Hearing to Trial Panel Opinion

With the adjudicator helping to assist trial panel members in the drafting process, the time for a trial panel to draft an opinion has been reduced substantially. The Bar Rules of Procedure require that an opinion be submitted 28 days after the submission of the final transcript, unless an extension is approved. Prior to 2017, extensions were extremely common. With the adjudicator, most opinions are now completed well before the required 28 days.

Average days to opinion completion

2017	2018	2019	2020	2021	2022	2023
66	30	22	15	16	12	25

Additionally, Disciplinary Board members noted that the adjudicator has substantially improved the Disciplinary Board process as well as the opinion writing process. One DB member noted, "I have served on panels before having an adjudicator, and working with [the adjudicator] is a big improvement. The continuity and experience he brings is very helpful." Another DB Board member commented about a recent trial panel that "[the adjudicator] prepared a thorough and timely Trial Panel Opinion necessitating no edits. The process was efficient and successful."

Resolving Client Issues

The Intake and Client Assistance Office takes inquiries from the public regarding lawyer conduct. Frequently, they are able to help callers without the need to open a file on a lawyer. As an example, clients may have trouble reaching their lawyer or getting materials back from a lawyer. They may need help understanding a lawyer's obligations or help with a referral to other Oregon resources. When CAO can work with a caller or lawyer to quickly resolve the issue, it is a particularly efficient manner of assisting the public.

The CAO also screens complaints to determine if they warrant potential action by Disciplinary Counsel's Office. In 2023, CAO:

- Assisted more than 3,000 callers without opening a file;
- Opened 1,750 investigation files; and
- Referred 244 matters (14.5%) to the Disciplinary Counsel's Office.

Sanctions

The Disciplinary Counsel's Office imposed sanctions in 31 matters and offered admonitions or diversions in 16 matters. Sanctions included:

- 4 disbarments;
- 7 Form B resignations (functionally equivalent to disbarment);
- 13 suspensions;
- 3 suspensions (stayed pending probation); and
- 4 reprimands.

The bar prevailed in 100% of matters that had been approved for prosecution and were resolved in 2023. This included settlements, as well as four matters that went to either trial or appeal.

Measuring Our Performance

The Oregon State Bar monitors and evaluates our operational health and impact through key sustainability indicators in areas such as finance, governance, staffing, and environmental impact. We started developing these indicators in 2023, and we are continuing to refine them to track and improve our performance. Here is a look at our progress.

Governance, Accountability and Transparency

Trust is at the heart of our mission to serve justice and the public interest. We must maintain good governance, transparency, and accountability in our operations to earn the confidence of our members and the public.

Under the authority of the Oregon Supreme Court, the bar's 19-member Board of Governors oversees our activities with input from the OSB House of Delegates, made up of 200 representatives from across the state, including both lawyer and public members.

We monitor our progress on accountability and transparency with annual reporting to the Oregon Supreme Court, annual auditing of OSB finances, and timely response to public records requests. All annual reporting requirements were completed on time, and external auditors had no findings requiring any follow-up.

As a public body, the OSB prioritizes transparency, including in its handling of public records requests. The bar responded to 92% of requests within 90 days. Additionally, it waived public record fees for 100% of requests coming from legacy media outlets across Oregon.

A governing body that is fully engaged and represents the diversity of our community also promotes trust among the public, bar members, and the court.

While more than 60% of BOG and HOD elections are uncontested, once in office, those serving show up; we have never lacked quorum in any of the meetings. We are working on a quotient to evaluate the diversity of our governing bodies over many factors. Stay tuned.

Staffing and Workplace Culture

A highly skilled and experienced staff is key to an effective and sustainable organization. For that reason, we are prioritizing recruitment and retention in our initial indicators. Our goals include:

- Ensuring all new hires meet or exceed the qualifications for their role; and
- Limiting annual turnover to no more than 10%.

We began the year with 92 full-time employees and ended it with 96, largely to meet the needs for expanded access to justice programming. All new hires met or exceeded the qualifications for their roles. We had a turnover rate of 9.57% in 2023, which is in line with our objectives.

We also know that a workplace culture that embraces diversity and well-being will foster innovation and creativity, as well as drive recruitment and retention of top talent. In 2023, we began work with a consultant to develop a plan to respond to what we learned from the 2022 workplace culture survey. We are also in the process of identifying key indicators to measure our progress in these areas and developing methods to capture the data.

Financial Health

The Oregon State Bar is funded largely through member fees and program revenue. Except for limited funds allocated by the legislature for specific purposes, we do not rely on public funding to achieve our public-service mission. As a result, we closely monitor membership trends and program revenues and expenses.

We also track a number of measures to monitor our financial sustainability, including whether we have cash on hand to cover six months of operating expenses and whether at year-end we have a balanced budget and sufficient net cash to carry us forward until the next planned fee increase.

At the end of 2023, we met our goals for these items. We achieved this despite a slight increase of 1.1% in membership, offset by higher inflation in 2023, and 10 years of flat membership growth in the years prior.

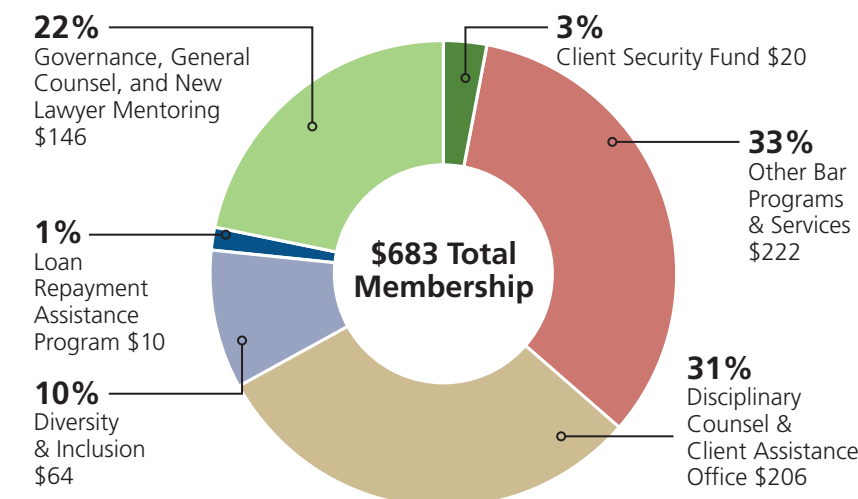
2023 Budget

Total Revenue: 16,617,499
Total Expenses*: 15,739,240

Final Net Cash Position: 878,259

**This accounts for non-cash expenses such as depreciation, etc.*

Value of Membership



Environmental Sustainability

In 2023, OSB staff developed environmental outcomes and measures to track our environmental impact, including our use of electricity, gas, and water.

Additionally, the bar continued several projects related to maintaining or reducing the bar's overall carbon footprint, including:

- **Using 100% clean energy sources** through the PGE clean energy certificate program.
- **Opening six new EV charger stations** in November 2023 with help from a PGE matching fund.
- **Initiating an energy study** with the Energy Trust of Oregon and Trane, our HVAC provider. We expect the results will lead to a mechanical upgrade and a substantial reduction in our energy usage.

Looking Forward

We are excited to share this first annual impact report and proud of the incredible progress we have made – as an internal team and with our partners – in advancing our mission in 2023.

In the coming years, we will focus on completing implementation of the projects started in years prior and on developing the bar's next strategic plan. We expect that plan to focus further into the future and continue to bring a DEI and well-being lens to all of the bar's work. We look forward to improving upon these annual reports to share the ways the bar is fulfilling its mission to serve justice and the public interest by promoting respect for the rule of law, improving the quality of legal services, and by increasing access to justice.

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