

Performance-Based Marketing



*...The “Fuel”
for Expanding Access to Justice*

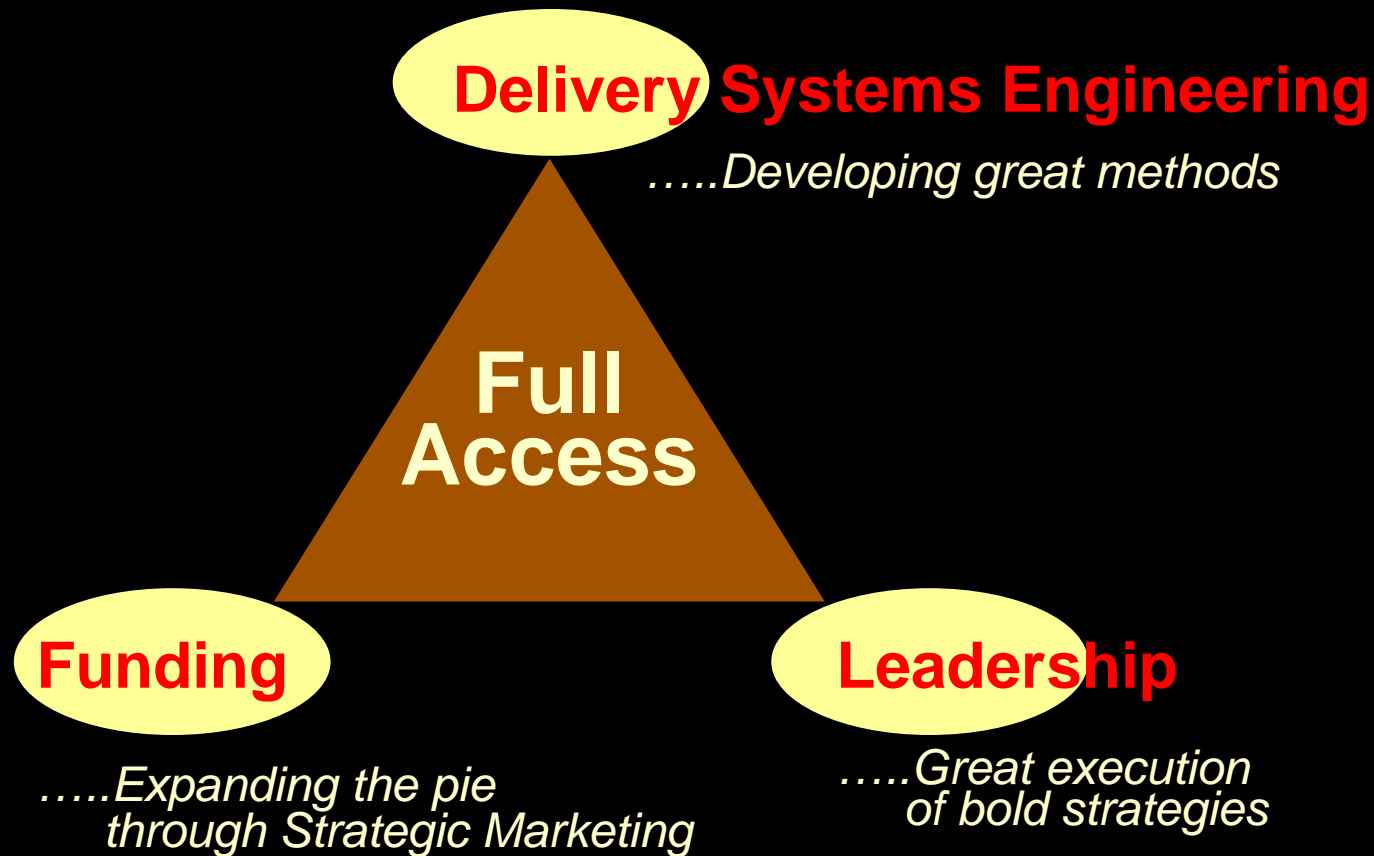
by Ken Smith

The Resource *for Great Programs, Inc.*

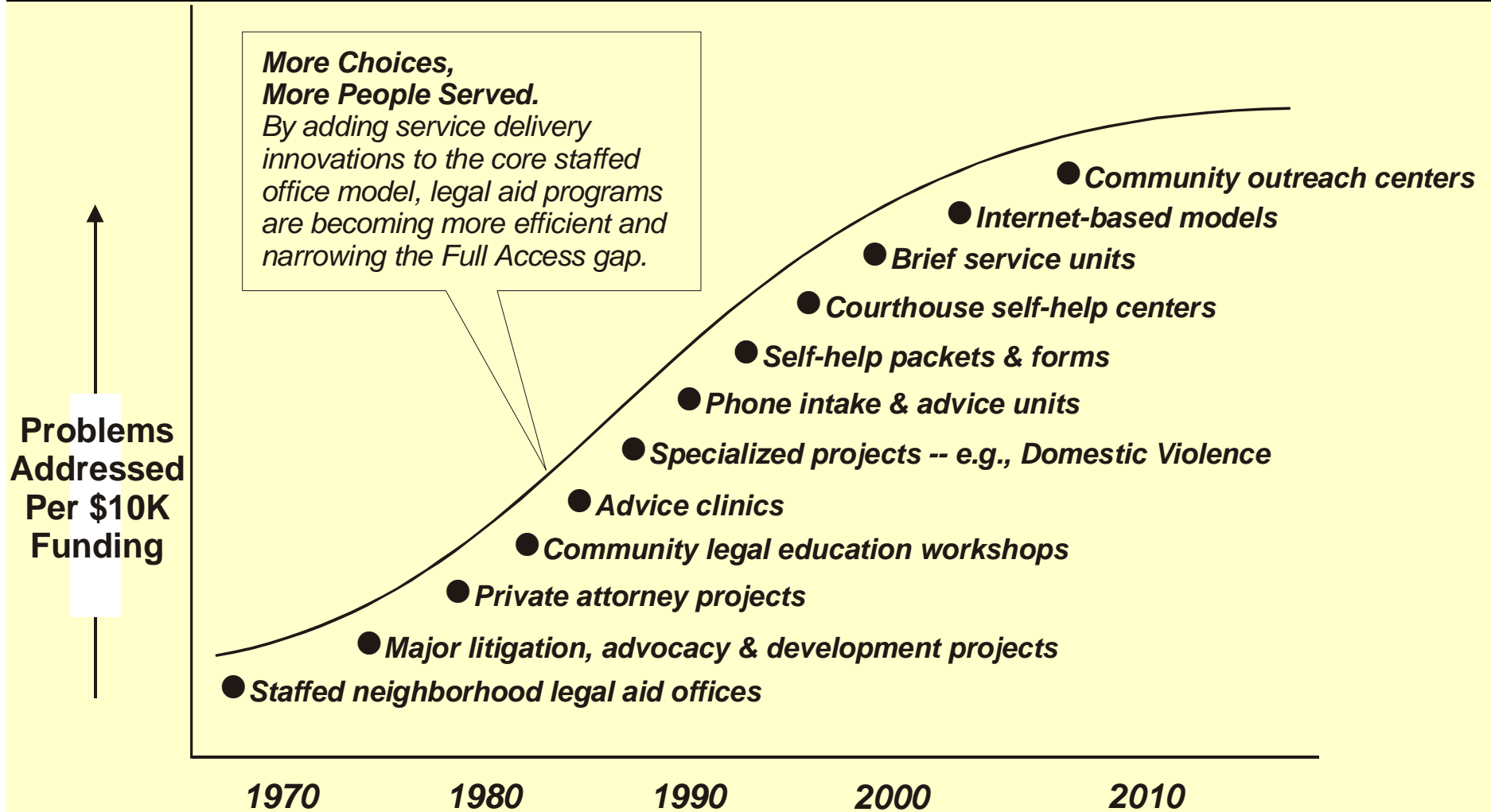
IOLTA Information Services

Full Access to Justice is Possible.

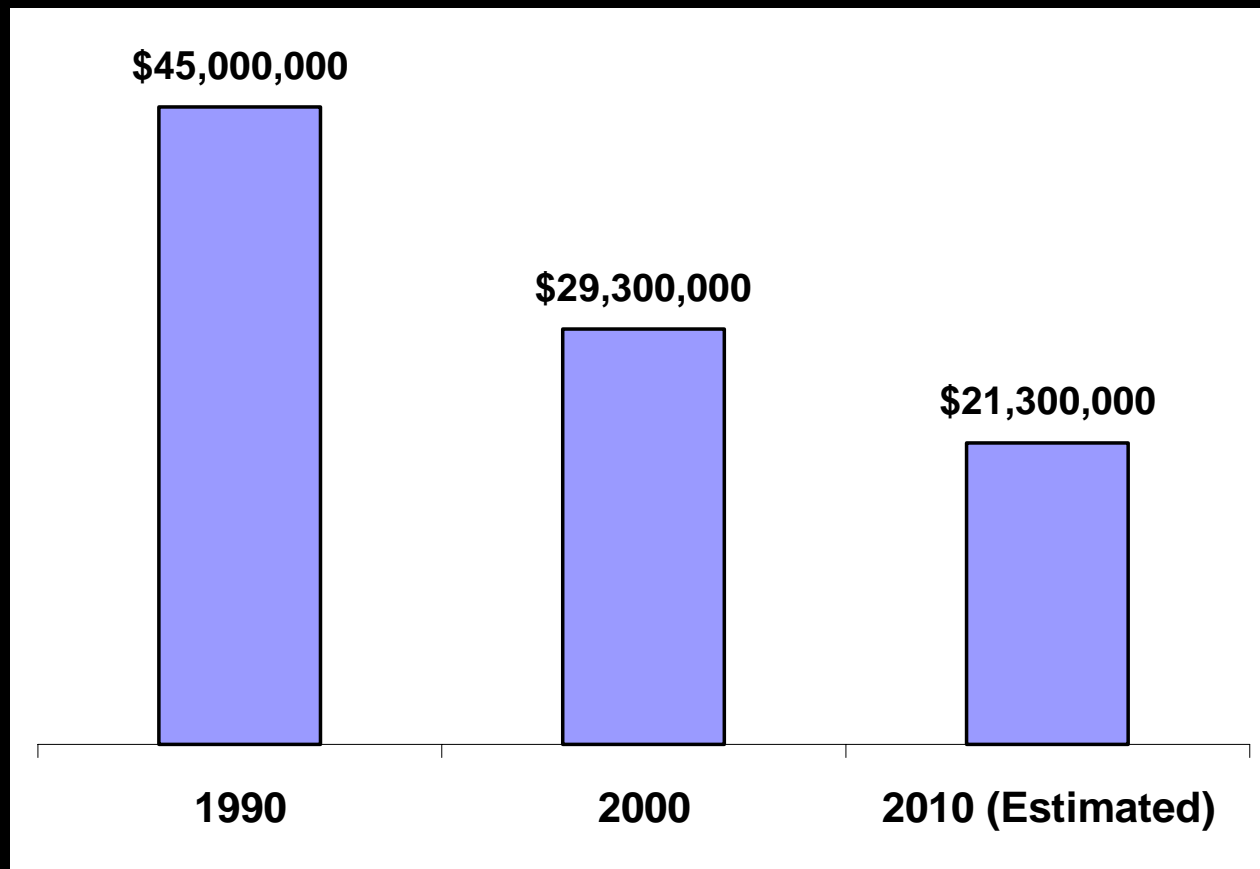
We are working on three fronts.



Delivery Systems Engineering: The Pace...and Impact...of Change Is Accelerating.

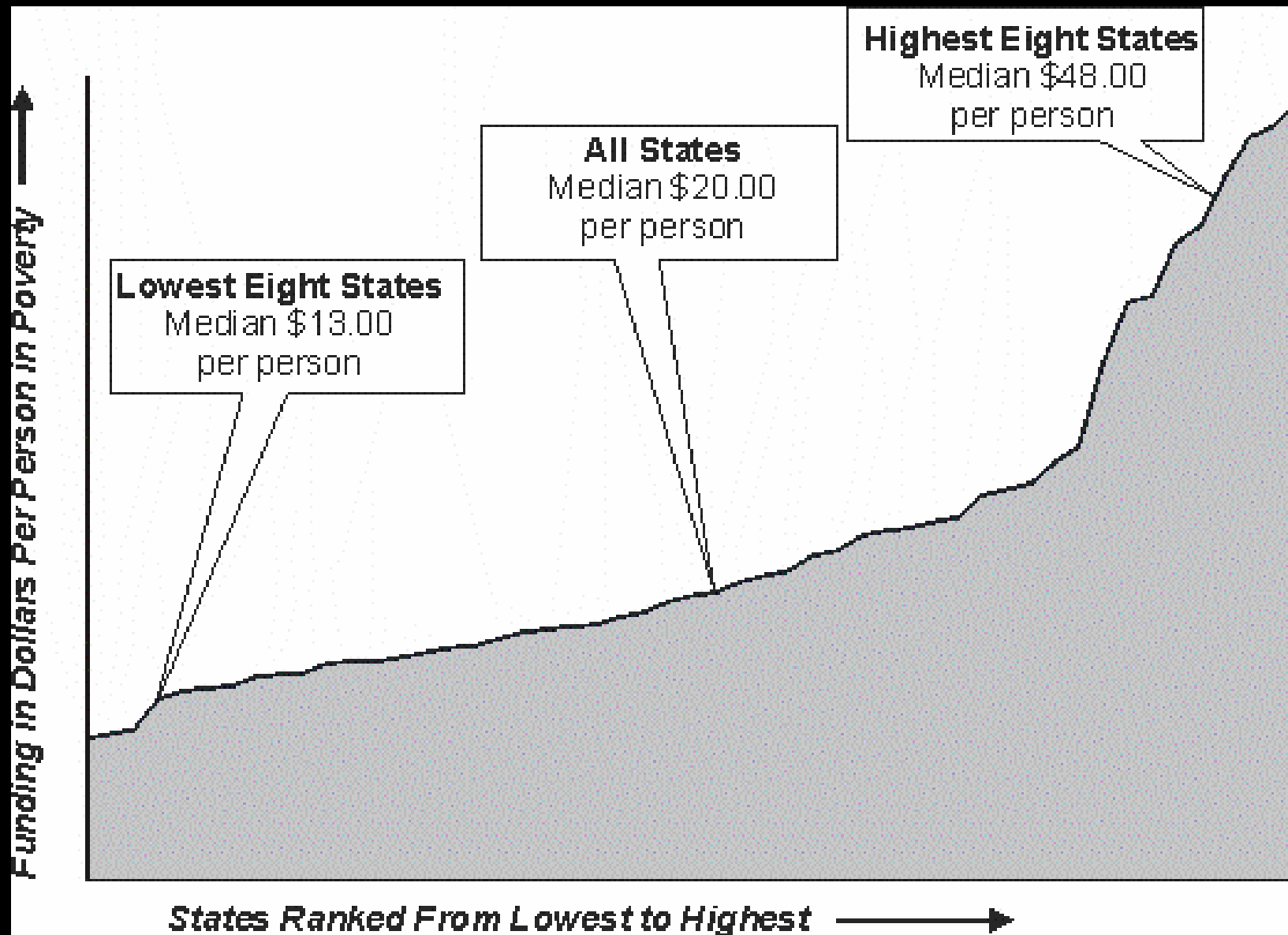


***Delivery Systems Engineering:
The Cost of Addressing
100,000 Legal Problems is Going Down***



Funding:

**States... and Programs... Vary Widely in Funding Levels.
...Somebody knows what they are doing.**



“Strategic Marketing”
*is about discovering connections
between...*

- **NEEDS...** *of clients... of funders... of partners*
and
- **WHAT WE CAN DELIVER...** *services... recognition...
results on a mission*

To do this, we have to speak the language
of **Outcomes.**

*For the past decade, our message has been about un-met **NEED**:*

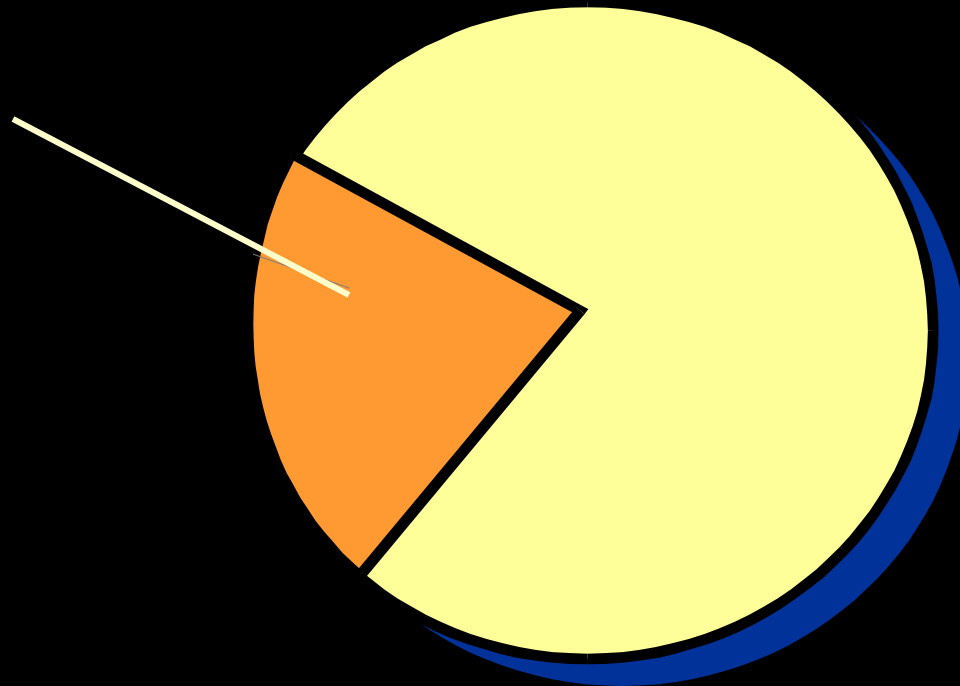


- *“We’re fighting for equal justice.”*
- *“We are able to meet only 20 percent of the need.”*
- *“Our funding is being cut.”*
- *“Give us money to keep things from getting worse.”*

*That reaches only a **SEGMENT**
of our potential “Market.”*

Our Traditional
Core of Support

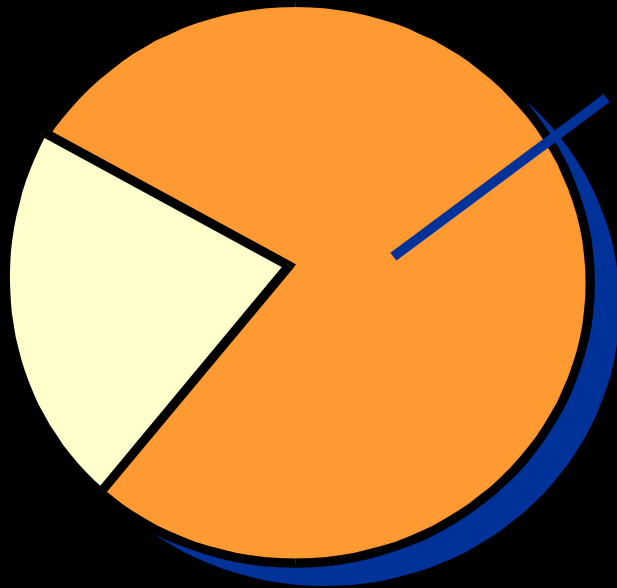
- *Private bar*
- *Progressives*



Outcomes-Based Marketing:

- *There is a compelling **NEED.***
- *“We’re delivering **RESULTS!**”*
- *“Make a difference... Invest in our **WINNING STRATEGY.***

***This message resonates with
a whole new set of audiences:***



- *Local elected officials*
- *Legislators*
- *Corporations*
- *Safety net organizations*
- *Community groups*

“Results” = Successful OUTCOMES



We are shifting the LEGAL AID STORY...

From a **LAWYER'S** perspective...

- Legal problems
- Legal strategies
- Numbers of cases.....



To a focus on **CUSTOMERS**

- *Benefits*
- *Client futures (outcomes)*
- *Making a difference... Better communities*

*We link **NEEDS** of a **CUSTOMER** with **RESULTS** we can deliver.*

Our Audiences (The Market)

- *Bar Leaders*
- *Judges*
- *Legislators*
- *Foundations*
- *Our staff*
- *Client reps*

Needs We Can Meet

- *Service oppys*
- *Smooth-working courts*
- *Constituent services*
- *Results on mission*
- *More tools, more oppys*
- *A voice*

The Results (Benefits) We Deliver

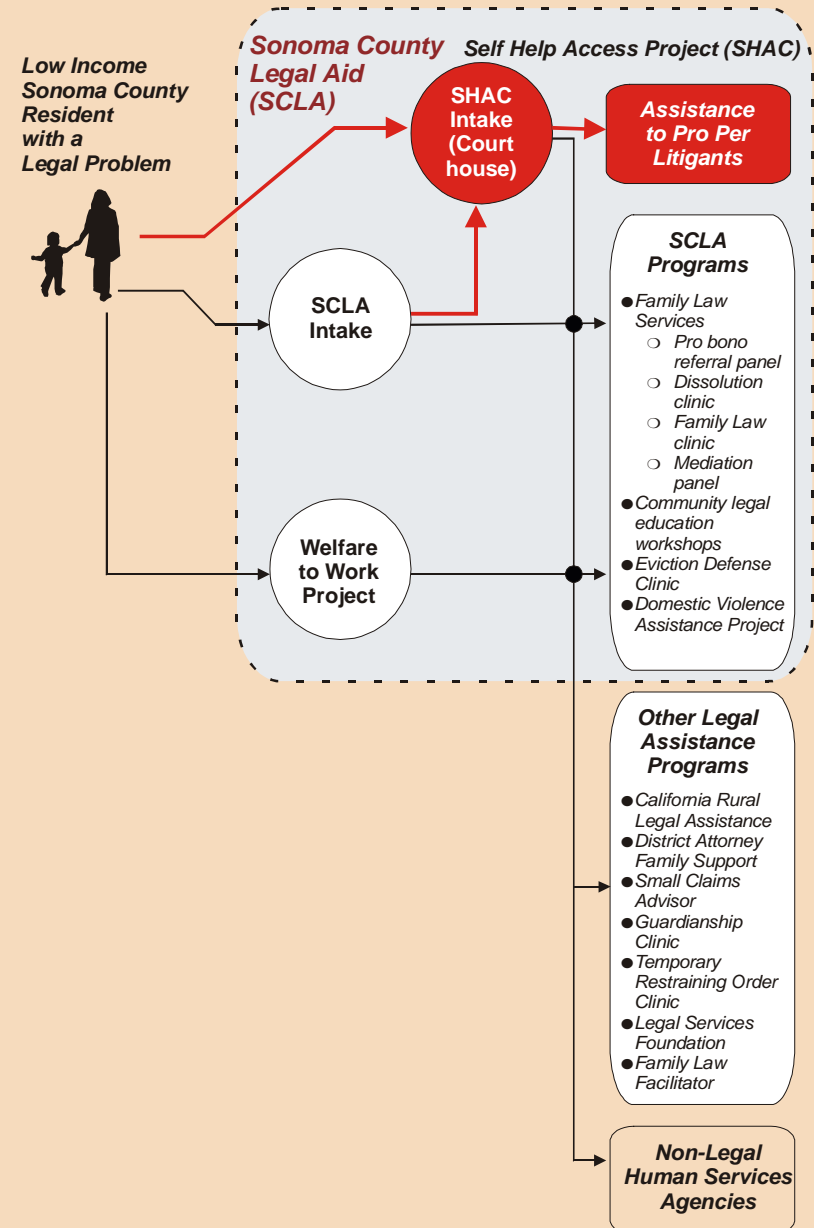
- *Successful pro bono pgms*
- *Proven pro se models*
- *Economic impacts, jobs*
- *Impacts on lives of the poor*
- *Training, mentoring, networking ...*
- *More services, more access*

Two Groups of “Customers”

- **External**
 - Our clients
 - Our funders
 - Our partners
- **Internal**
 - Our staff
 - Our volunteers

Example 1: Evaluation of the Self-Help Assistance Center (SHAC)

The SHAC adds an important capability to the legal assistance network in Sonoma County.



***The evaluation was about
the **results** the SHAC is delivering.***



The report shows that SHAC:

- **Doubles the # people SCLA can serve**
- **Improves litigants' chances of success**
- **Helps Courts fulfill their mission**
- **Enables litigants to perform better in the system**
More prepared...better papers...better behaved...
- **Makes the legal system more user-friendly**
- **Makes serving clients easier for...**
Judges...Court Clerks...Court administration...

**“Partner”
Interviews:
Conversations with
partners were
built into the
evaluation.**

**What the Court Clerks
Say About SHAC**

Benefits for *low income litigants*—

- ! “Efficient, fast assistance.”
- ! “Better understanding of the litigation process”
- ! “An equal footing; an opportunity to respond to opposing parties who are represented by lawyers”
- ! “Saving a lot of money in costs of document preparation”
- ! “Compassionate assistance”

Benefits for court personnel—

- ! “Support; a place to refer litigants for help”
- ! “Confidence in the pleadings: forms are properly filled out”

**What the *Partners*
Say About SHAC**

What’s working well? Everything! We love it. “The volunteers and services are wonderful... Well-informed litigants have more realistic expectations.”

Family Law Judge

Reduced stress in the courthouse. “The clerks can’t give legal advice. The ability to make a referral so an individual can get his or her question answered has been an immense help to court staff.”

Head of the court Family Law Division

Help for those who have nowhere else to go. “Formerly the Law Library was the ‘last resort’ of pro per litigants. The Center, staffed with competent legal professionals, can go much further to help these people.”

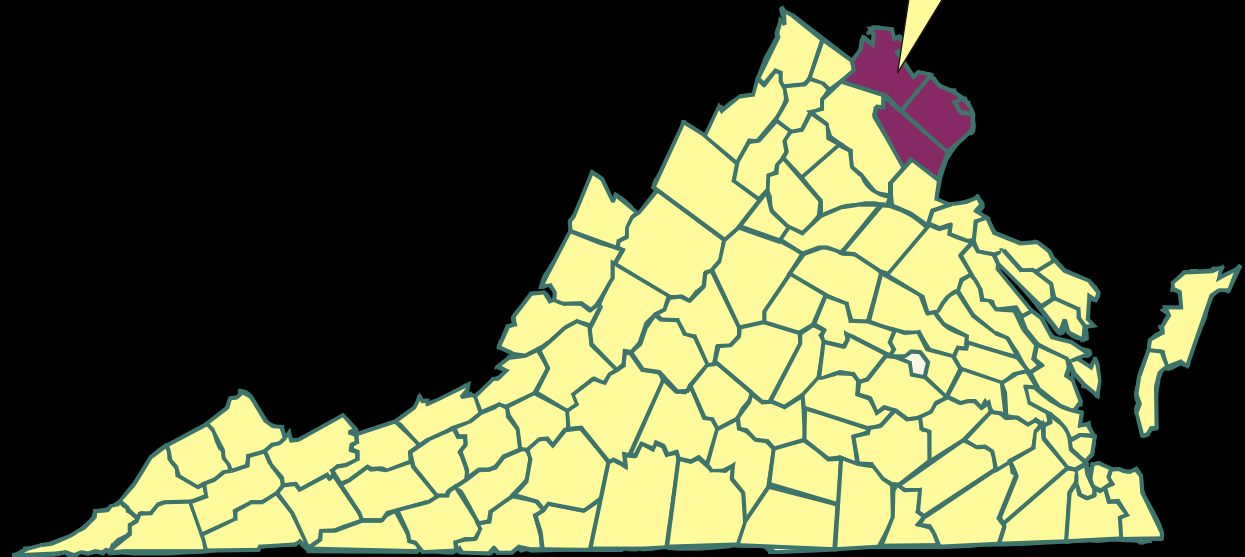
Law Library Director

s and feel supported

are not hard-written.”

***Example 2: Legal Services of
Northern Virginia “OurStory”
Report***

***“We provide advice and help
with legal matters
for people who have nowhere
else to turn.”***



*Legal Services of Northern Virginia (LSNV)
has an exciting story to tell about **results.***

We...

- **Deliver successful outcomes for our clients**
- **Improve the justice system**
- **Have extraordinary people**
- **Work to improve quality of the legal system**
- **Are effective partners in addressing community needs**
- **Have restructured to improve our capacity to serve clients**
- **Are a great investment!**

...Produce \$\$millions in benefits for clients...Impact local economies...Leverage voluntary contributions of the private bar

Outcomes for clients

Income Maintenance: 669 people were able to get access to jobs and/or public benefits to support themselves and their families.

The Social Security Administration charged “Bill” with an overpayment of almost \$14,000 in Social Security and SSI benefits, alleging that he was engaging in substantial gainful activity. Bill, who is severely mentally disabled, was working in a unique position that was financially supported by the local Community Services Board. An LSNV paralegal was able to prove that the position was “accommodated employment,” Don was eligible for the benefits he had received and the benefits did not represent “overpayment.” The Social Security decision was reversed and almost \$14,000 in withheld benefits will be remitted to our client.

The Social Security decision was reversed and almost \$14,000 in withheld benefits will be remitted to our client.

Economic Impact on Communities

Federally-supported benefits and grants brought into local communities by LSNV provide income and jobs for working Virginians.

\$ 1.63M Benefits

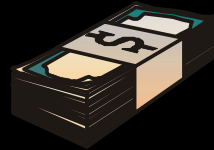
+\$.70M Grants*

\$ 2.33 Million



x 1.64
Multiplier

= \$3.83
Million

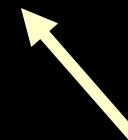


=65 jobs

A Strategic Map for a Growth Agenda

***Program Vision:
“Double Our Impact in Five Years.”***

To achieve this we can deliver three kinds of outcomes...



1.

Better “Client” Outcomes”

- *Legal problems solved*
- *Information received*
- *Satisfaction achieved*
 - *Life improved*

2.

Better “Partner” Outcomes

- *More holistic approach*
 - *More ways to help clients*
- *Broader political support*

3.

Better “Funder” Outcomes”

- *Funding purposes achieved*
- *Bang for the buck improved*
- *Stability / Political safety*

*To grow our programs,
We make **Offers...** and **Requests.***



The Offer:

- *We deliver results you care about.*
- *We leverage your funds.*
- *We will make a measurable difference.*

The Request:

- *We want your support!*