

September 12, 2019

2019-2021

Community Engagement Plan

A PLAN FOR ADVANCING LEGAL MENTORING IN COLORADO



The mission of the Colorado Attorney Mentoring Program is to promote professional pride and identity in Colorado's legal community and excellence in service to the public through the teaching of the core values and ideals of the legal profession and training in the best practices for meeting those ideals.

Introduction

Colorado's legal profession is a thriving community that is becoming richer in its mix of lawyers, legal employers, service delivery models, and practice areas. This diversifying profession requires our lawyers, stakeholders, and community organizations to work together to build a mentoring program that provides all Colorado lawyers the opportunity to achieve their full professional potential.

The purpose of this document is to describe the Colorado Attorney Mentoring Program's (CAMP's) plan for advancing legal mentoring for all Colorado lawyers by embedding consistent and strategic community engagement practices within its organizational culture. The plan provides guidance to staff and holds CAMP accountable for designing and delivering services that meet the needs of the lawyers it serves.

At the core of this plan is a community engagement framework that provides CAMP with systematic approaches to developing partnerships with Colorado's legal communities. This ensures community ideas and perspectives are included in shaping our programming, practices, and services.

Community Engagement Framework

CAMP's Community Engagement Plan aims to achieve the following:

- Enhance CAMP's engagement with a broad range of stakeholders, particularly those with whom CAMP does not currently have a robust relationship;
- Increase CAMP's accountability to develop community input and feedback;
- Cultivate uniformity in community engagement practices across all programs; and
- Grow CAMP audience and participation through stakeholder participation in CAMP program planning and strategy.

Core strategic themes incorporated into CAMP's Community Engagement Plan include:

- Creating integrative program development;
- Developing strategic partnerships;
- Engaging in innovating and wide reaching communications; and
- Maintaining excellence in relationship building.

CAMP'S Community Engagement Spectrum

Community engagement is more than a one-time activity; it requires the continuous involvement of communities in planning and decision-making. CAMP has adopted a Community Engagement Spectrum that provides a structured and consistent approach to our engagement process.

This approach recognizes that engagement can occur at any or all levels of the spectrum to support deepening community involvement, understanding, and impact on decisions.



This plan sets out broad goals for community engagement as well as strategies to achieve those goals. As this plan is implemented, strategies may be modified to better achieve the goals. CAMP will set out potential criteria to measure success of this plan. This plan will be evaluated bi-annually and refined as necessary based on findings and outcomes.

This framework provides CAMP a road map to

- Provide consistent yet flexible approaches to stakeholder engagement across Colorado;
- Strengthen community relations through demonstrated commitment to CAMP's values and principles of stakeholder engagement;
- Drive decision-making processes that includes lawyers from rural jurisdictions, urban jurisdictions, diverse lawyers, new lawyers, judges, and law students;
- Partner with a variety of stakeholders to advance lawyer mentoring through better planned and more informed policies, services, and practices; and
- Enhance CAMP's programs, services, and practices through established impact assessment mechanisms.

Goal 1: Catalyze Colorado’s judicial community to increase access to judicial mentors and inform mentoring learning objectives for trial lawyers

Members of Colorado’s judicial community have much to offer CAMP. Judges are on the “front lines” of trial practice in Colorado where they are strategically poised to (1) recognize practice trends in their jurisdictions, (2) assess the collective professional strengths and weaknesses of the lawyers appearing before them, and (3) evaluate issues of practice readiness, professionalism, and lawyer well-being. This knowledge can be cultivated by CAMP to create more dynamic and relevant programming for trial lawyers and in turn, empower judges to serve as program ambassadors to relay CAMP benefits to trial lawyers within their jurisdictions.

While CAMP maintains excellent relationships with Colorado’s judicial community, many of CAMP’s relationships are focused within the Denver Metro area. CAMP lacks global data related to judges across Colorado and consequently aims to strengthen its relationship and partnerships with judges in rural and mountain communities. Expanding judicial relationships will enhance participants’ access to mentors and coaches, support existing CAMP partnerships, and generate new partnerships within the judicial community.

STRATEGIES FOR ACHIEVEMENT:

Inform

1. Develop a database of Colorado appellate, district court, and county court judges organized by jurisdiction. This database will include relevant information regarding how long a judge has been serving, prior practice experience, and current community engagement.
2. Assess how best to communicate with and outreach to Colorado’s judicial community and the subsets of each judicial level.

Consult

3. Develop and deliver targeted communications to judges and their staff to introduce them to CAMP and request their participation in achieving the tenants of this goal.
4. Identify 30-50 responsive judges well-suited for (1) serving as CAMP mentors, (2) advising on mentoring learning objectives for trial lawyers, (3) serving as program ambassadors, and/or (4) generating new programming.
5. Engage in one-on-one communication with at least twenty judges, with a minimum of ten being judges in rural jurisdictions. For this strategy, “communication” entails a telephone or in-person meeting with judges receptive to CAMP’s targeted outreach.

Collaborate

6. Partner with judicial collaborators to identify trial lawyer mentoring areas of growth, new trial practice program opportunities, and solutions to gaps in practice readiness and

- professionalism for trial lawyers. Through this process, CAMP will partner with the judges to make relevant decisions, including the development of alternatives and identification of preferred solutions.
7. Identify a minimum of five new judges to serve as coffee mentors or traditional mentors in 2020. The expectation is that CAMP will seek to add five judicial mentors each year beginning in 2021.
 8. Develop a minimum of three concrete programming projects (either new or improving/modifying current CAMP programs) which effectively incorporates the expertise, reach, or our influence of judicial partners.

Assess

9. Initial assessment will focus meeting the numeric goals for the number of judges responsive to CAMP's request for collaboration and the number of judges CAMP is able to engage in one-on-one communication and consultation.
10. Longer term assessment will focus on the number of judges recruited to be CAMP mentors year over year, as well as the quantity and quality of new or improved programming arising from collaboration with judicial partners.

Goal 2: Develop strategies for imbedded CAMP presence within the University of Denver and the University of Colorado law schools

Colorado's law schools continues to attract promising law students from within the state and across the country and the world. While both of Colorado's law schools maintain internal mentoring programs for their students, there is a break in the mentoring continuum between graduation and licensure for many new lawyers. CAMP can do more to create an imbedded presence at Colorado's law schools which helps to support internal mentoring programs and ensure a swift and effective mentoring "handoff" as those students transition into practice.

The 2016 *Foundations For Practice Study* completed by the Institute for the Advancement of the American Legal System (IAALS) found that the skills most legal employers value in new associates are "soft skills" such as resiliency, communication, and professionalism. CAMP is uniquely positioned to assist Colorado's law schools in creating programming, courses, and resources for "soft skill" development, including the cultivation of professional identity earlier in a new lawyer's career.

STRATEGIES FOR ACHIEVEMENT:

Inform

1. Identify relevant law school staff and engage in outreach methods to develop relationships and communicate CAMP's value proposition to legal educators and law students.

Consult

2. Identify potential areas of influence for CAMP programming, resources, or expertise within the law schools.
3. Identify barriers to entry within the law schools and address concerns regarding perceived “competition” with or “infringement” on law school mentoring programs.
4. Seek to build bridges with law school mentoring staff and educate stakeholders regarding CAMP’s unique collaboration attributes.

Collaborate

5. Develop or improve “soft skill” programming in both Colorado law schools targeted toward 3L students intending to practice in Colorado.
6. Identify and implement at least one opportunity for CAMP to create a consistent and meaningful presence in both Colorado law schools.
7. Generate an effective “hand-off” system whereby law school mentoring programs will introduce graduating participants to the CAMP program to engage in further mentoring and professional development.

Assess

8. Success will be measured based on the quantity and quality of professional relationships developed between law school stakeholders/decision makers and CAMP staff. Additionally, success will be measured by the development and implementation of CAMP programming, presence, and systems within Colorado’s law schools.

Goal 3: Develop and sustain an infrastructure to support and coordinate engagement among rural & mountain lawyers

Nearly 30% of Colorado’s lawyers practice outside of the Denver metro area. In rural jurisdictions, lawyers may feel isolated for two primary reasons: (1) they practice as solo practitioners or in small firms; and (2) they may be one of the only lawyers in their community. Their opportunities for mentoring can be limited. In addition, as rural lawyers retire, there are limited numbers of young lawyers replacing them. The lack of lawyers in some rural communities creates an access to justice issue that must be addressed to ensure protections for Colorado’s historic and emerging underserved communities. CAMP is uniquely positioned to develop mentoring programs that assist rural lawyers in more effectively connecting with one another and in developing a potential pipeline of newer lawyers to serve the needs of rural Coloradoans.

STRATEGIES FOR ACHIEVEMENT:

Inform

1. Collect current data/metrics on the demographics of lawyers with primary offices in Colorado’s rural judicial districts. In collecting these metrics, assess functionality of the local bar association in those locations and CAMP’s current and past engagement with those bar

associations. In obtaining this information, CAMP will collaborate with current stakeholders within the Office of Attorney Registration and the Colorado Bar Association to leverage the knowledge of these offices.

2. Complete a full report on data/metrics of demographics of the relevant lawyers that includes analyzing the points of entry through functional bar associations, judges, government offices, or legal community leaders.

Consult

3. Conduct targeted communication with a sample of at least 30-50 lawyers within Colorado's rural judicial districts, ensuring representation from all four quadrants of the state, to assess and identify the key mentoring and professional development needs of lawyers in these communities.
4. Conduct an internal audit of current CAMP programming to determine CAMP's present capacity to meet the identified needs.

Collaborate

5. Complete a report on the key needs of lawyers in Colorado's rural communities with at least three key needs being identified.
6. Identify at least three concrete programming projects (either new or improving/modifying current CAMP programs) which effectively engage rural lawyers in mentoring and professional development.
7. Implement functional programming initiatives in at least two rural jurisdictions.

Assess

8. Short term assessment of this goal will be measured by (1) successfully identifying critical mentoring and professional development needs of Colorado's rural lawyers, and (2) the effective design of programming to address those critical needs.
9. Long term assessment of this goal will be measured by (1) the successful implementation of new or modified programming for rural lawyers, and (2) the ongoing efficacy of those programs evaluated through participation metrics and participant feedback.

Goal 4: Create pathways to engage new audiences in CAMP programs with an emphasis on practitioners who are not in traditional private practice

CAMP has successfully conveyed its value proposition to Colorado lawyers in traditional practice environments, especially solo and small law firm practitioners. With its credibility more fully developed, CAMP is positioned to expand its footprint to engage additional lawyers in its programming and services and to increase "buy in" for CAMP and its objectives among lawyers of all practice environments. This goal focuses on engaging lawyers who serve in public/government service, in-house roles, or other non-traditional/JD advantage positions. These lawyers tend to be less familiar with CAMP and its programming as a result of their more limited involvement in bar

association activities, external CLE attendance, and heightened availability of intraoffice professional development. Despite their unique practice environments, these lawyers remain in need of relevant mentoring and professional growth opportunities. Additionally, these lawyers bring a distinctive skill set to CAMP's mentor pool and professional development panel events.

STRATEGIES FOR ACHIEVEMENT:

Inform

1. Collect current data/metrics on the number of Colorado lawyers working in government law offices, in-house positions, and non-traditional/JD advantage positions.
2. Complete a full report on data/metrics of demographics of the relevant legal employers and professional organizations serving this population, which includes analyzing the points of entry to reaching these employers and organizations.

Consult

3. Provide effective platforms for CAMP to listen and respond to the mentoring and professional development priorities of relevant stakeholders within these practice settings.
4. Conduct targeted outreach to a sample of 30-50 government, in-house, and JD advantage stakeholders and identify the key mentoring and professional development needs of lawyers in these communities.
5. Conduct an internal audit of current CAMP programming to determine CAMP's present capacity to meet the identified needs.

Collaborate

6. Complete a report on the key needs of each group of stakeholders (government lawyers, public service lawyers, in-house lawyers, and non-traditional/JD advantage lawyers), with at least three critical needs for each group being identified.
7. Identify at least one concrete programming projects (either new or improving/modifying current CAMP programs) to engage each of the identified stakeholder groups.
8. Implement functional mentoring programs or initiatives with at least two of the identified stakeholder groups.

Assess

9. Short term assessment of this goal will be measured by (1) successfully identifying critical mentoring and professional development needs of Colorado's government, public service, in-house, and non-traditional/JD advantage lawyers, and (2) the ability to design programming to address those critical needs.
10. Long term assessment of this goal will be measured by ((1) the successful implementation of new or modified programming for these identified stakeholder groups, and (2) the ongoing efficacy of those programs evaluated through participation metrics and participant feedback.

Goal 5: Engage law firms to expand CAMP's visibility and community reach through development of meaningful resources and credible expertise in building lawyer mentoring programs

CAMP's contribution to Colorado's legal profession is not simply to create individual mentoring relationships. CAMP is Colorado's legal mentoring expert and it has the unique ability to provide consultation and collaboration with Colorado's law firms to develop more meaningful and effective internal mentoring programs. In assisting law firms in creating better internal mentoring programs, CAMP fulfills its mission to promote professional pride in the community and excellence in service to the public. Additionally, in collaborating with law firm partners, CAMP is able to grow its footprint and credibility through access to seasoned mentors and practitioners. CAMP seeks to expand its role in building lawyer mentoring programs to ensure that all Colorado lawyers have access to meaningful legal mentoring within their place of employment.

STRATEGIES FOR ACHIEVEMENT:

Inform

1. Collect current data/metrics on Colorado's mid-size and large law firms, including identifying relevant points of contact and entry.
2. Assess how best to communicate with and outreach to Colorado's mid-to-large law firm stakeholders.

Consult

3. Develop and deliver targeted communications to law firm administrators, managing partners, and professional development staff to introduce them to CAMP and request their participation in achieving the tenants of this goal.
4. Complete initial consultation with a minimum of 10 identified law firm/law office points of contact. This consultation will seek to obtain their feedback and input related to this goal through one-on-one conversations and focus groups.
5. Utilize consultation to identify ways in which CAMP can expand its footprint and build relationships with law firms/law offices with the specific goal of providing expertise and consultation in building or improving internal mentoring programs.

Collaborate

6. Develop CAMP handbook for law firm/law office administrators to assist in their development of in-house programs.
7. Develop materials to assist the points of contact in facilitating in-house mentoring programs. This may include, for example, developing materials to advise and guide facilitators of in-house mentoring programs in effective lawyer mentoring best practices.
8. Expand and distribute CAMP's mentoring orientation and training programs as critical resources for legal organizations offering internal mentoring programs.

9. Expand and distribute CAMP’s professional development training offerings for legal organizations seeking resources on developing lawyer professionalism and professional identity.

Assess

10. Initial assessment will focus on the number of law firms responsive to CAMP’s request for collaboration and the number of law firm stakeholders CAMP is able to engage in one-on-one communication.
11. Longer term assessment will focus on the number of law firm partner programs developed year over year, as well as the quantity and quality of new or improved programming and materials arising from CAMP’s collaboration methods.

Implementation Timeline

		Data Collection	Preparedness
<p style="text-align: center;">Data Collection & Preparedness</p>	<p style="text-align: center;">October 2019 - March 2020</p>	<ul style="list-style-type: none"> • Develop a database of Colorado appellate, district court, and county court judges organized by jurisdiction. • Identify relevant law school staff. • Collect current data/metrics on the demographics of lawyers with primary offices in Colorado’s rural judicial districts. • Collect current data/metrics on the number of Colorado lawyers working in government law offices, in-house positions, and non-traditional/JD advantage positions. • Collect current data/metrics on Colorado’s mid-size and large law firms, including identifying relevant points of contact and entry. 	<ul style="list-style-type: none"> • Assess how best to communicate with and outreach to Colorado’s judicial community and the subsets of each judicial level. • Assess functionality of the local bar association in rural locations and CAMP’s current and past engagement with those bar associations. • Assess how best to communicate with and outreach to Colorado’s mid-to-large law firm stakeholders. • Complete a full report on data/metrics of demographics of the relevant lawyers that includes analyzing the points of entry through functional bar associations, judges, government offices, or legal community leaders. • Complete a full report on data/metrics of demographics of the relevant legal employers and professional organizations serving this population, which includes analyzing the points of entry to reaching these employers and organizations.
<p style="text-align: center;">Inform & Consult</p>	<p style="text-align: center;">April 2020 - September 2020</p>	<ol style="list-style-type: none"> 1. Develop and deliver targeted communications to judges and their staff to introduce them to CAMP and request their participation in achieving the tenants of this goal. 2. Identify 30-50 responsive judges well-suited for (1) serving as CAMP mentors, (2) advising on mentoring learning objectives for trial lawyers, (3) serving as program ambassadors, and/or (4) generating new programming. 3. Engage in one-on-one communication with at least twenty judges, with a minimum of ten being judges in rural jurisdictions. For this strategy, “communication” entails a telephone or in-person meeting with judges receptive to CAMP’s targeted outreach. 	

		<ol style="list-style-type: none"> 4. Engage in outreach methods to develop relationships and communicate CAMP’s value proposition to legal educators and law students. 5. Identify potential areas of influence for CAMP programming, resources, or expertise within the law schools. 6. Identify barriers to entry within the law schools and address concerns regarding perceived “competition” with or “infringement” on law school mentoring programs. 7. Build bridges with law school mentoring staff and educate stakeholders regarding CAMP’s unique collaboration attributes. 8. Conduct targeted outreach to a sample of at least 30-50 lawyers within Colorado’s rural judicial districts to assess and identify the key mentoring and professional development needs of lawyers in these communities. 9. Conduct targeted outreach to a sample of 30-50 government, in-house, and JD advantage stakeholders and identify the key mentoring and professional development needs of lawyers in these communities and provide effective platforms for CAMP to listen and respond to the mentoring and professional development priorities of relevant stakeholders within these practice settings. 10. Develop and deliver targeted communications to law firm administrators, managing partners, and professional development staff to introduce them to CAMP and request their participation in achieving the tenants of this goal. 11. Complete initial consultation with a minimum of 10 identified law firm/law office points of contact. This consultation will seek to obtain their feedback and input related to this goal through one-on-one conversations and focus groups. 12. Utilize consultation to identify ways in which CAMP can expand its footprint and build relationships with law firms/law offices with the specific goal of providing expertise and consultation in building or improving internal mentoring programs. 13. Conduct an internal audit of current CAMP programming to determine CAMP’s current capacity to meet the identified needs.
<p style="text-align: center;">Collaborate & Implement</p>	<p style="text-align: center;">October 2020 - October 2021</p>	<ol style="list-style-type: none"> 1. Partner with judicial collaborators to identify trial lawyer mentoring areas of growth, new trial practice program opportunities, and solutions to gaps in practice readiness and professionalism for trial lawyers. Through this process, CAMP will partner with the judges to make relevant decisions, including the development of alternatives and identification of preferred solutions. 2. Identify a minimum of five new judges to serve as coffee mentors or traditional mentors in 2020. The expectation is that CAMP will seek to add five judicial mentors each year beginning in 2021. 3. Develop a minimum of three concrete programming projects (either new or improving/modifying current CAMP programs) which effectively incorporates the expertise, reach, or our influence of judicial partners. 4. Develop or improve “soft skill” programming in both Colorado law schools targeted toward 3L students intending to practice in Colorado. 5. Identify and implement at least one opportunity for CAMP to create a consistent and meaningful presence in both Colorado law schools. 6. Generate an effective “hand-off” system whereby law school mentoring programs will introduce graduating participants to the CAMP program to engage in further mentoring and professional development. 7. Complete a report on the key needs of lawyers in Colorado’s rural communities with at least three key needs being identified. 8. Identify at least three concrete programming projects (either new or improving/modifying current CAMP programs) which effectively engage rural lawyers in mentoring and professional development. 9. Implement functional programming initiatives in at least two rural jurisdictions.

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| | | <ol style="list-style-type: none"> 10. Complete a report on the key needs of each group of stakeholders (government lawyers, public service lawyers, in-house lawyers, and non-traditional/JD advantage lawyers), with at least three critical needs for each group being identified. 11. Identify at least one concrete programming projects (either new or improving/modifying current CAMP programs) to engage each of the identified non-traditional practice stakeholder groups. 12. Implement functional mentoring programs or initiatives with at least two of the identified stakeholder groups. 13. Develop CAMP handbook for law firm/law office administrators to assist in their development of in-house programs. 14. Develop materials to assist the points of contact in facilitating in-house mentoring programs. This may include, for example, developing materials to advise and guide facilitators of in-house mentoring programs in effective lawyer mentoring best practices. 15. Expand and distribute CAMP’s mentoring orientation and training programs as critical resources for legal organizations offering internal mentoring programs. 16. Expand and distribute CAMP’s professional development training offerings for legal organizations seeking resources on developing lawyer professionalism and professional identity. |
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Financials Implications

It is anticipated that the cost associated with data collection, informing stakeholders of our work, and collaborating with stakeholders will be absorbed by CAMP’s current outreach and travel budgets. However, CAMP anticipates a need for increased budget allocations during the collaboration and implementation phase of this plan.

We expect the CAMP FY20-21 and FY21-22 budgets to include additional outreach funds in the amount of \$7,000 to \$10,000. We also expect to include additional travel funds in the amount of \$3,000 to support ongoing community engagement efforts in rural Colorado.

Engagement in rural Colorado may also result in the need for additional funding for virtual mentoring software and/or funding for an additional PTE focused solely on rural Colorado community engagement.

Assessment

Assessment of our progress will occur concurrently with implementation. As a short-term measure, the table above will be utilized as a “check list” to discern what we have been successful in completing with respect to informing, consulting, and collaborating.

At the completion of the plan term (October 2021) we will assess our success in implementing the tangible activities outlined herein and developed along the way. At that time we will publish a report on our activity to date, including a long term assessment plan to measure the ongoing success of community engagement initiatives derived and implemented as a result of this plan.