

ONLINE MEMBER SERVICES

1. Description and Purpose The Online Member Services budget includes several programs and services as described below.

mnbar.org – Launched in 1997 as the Bar's first web presence, mnbar.org provides information about MSBA programs and initiatives, with links to all of the online member services referenced in this narrative. The MSBA's main website serves as an umbrella for more than 75 separate websites, responding individually to the demands of programs such as Mock Trial, legislative initiatives, Bar governance, and sections and committees. Graphic elements and headlines, incorporated into a home page redesign in July 2008, promote new membership information, upcoming events, and Bar-sponsored CLEs. Open to both the public and MSBA members, mnbar.org also provides information about access to justice and attorney referral services.

practicelaw.org - Site provides MSBA members with practice tools that assist in delivering high-quality legal services inexpensively and efficiently. As a free service to members, it continues to be the MSBA's most regularly used online resource, growing substantially in use and content since its inception in 2001. MSBA members may review or download materials for free, including more than 750 peer-reviewed or court-approved practice forms, dozens of checklists and practice aids, and more than 300 links to additional attorney selected resources available on the internet. Its extensive list of resources is continually under review and revision so that practitioners have the most currently available materials in their field. In September 2009 the site materials were reviewed and largely transferred and reorganized in a newly-designed content management system. The new site is easier to navigate by the user and maintain by MSBA staff. In addition, the new site allows better integration of all the MSBA online resources.

mnfindalawyer.com – Previously known as the MSBA's Lawyer Referral Service, mnfindalawyer.com has two primary and interrelated purposes: first, to provide direct client referrals to participating MSBA attorneys; and second, to provide a free online public attorney search and referral service for individuals who have pending or potential legal issues. mnfindalawyer.com, developed in 2004, is exclusively an online lawyer referral system, replacing the prior phone-based system.

Fastcase – The MSBA launched Fastcase as a free online member service in September 2007. Fastcase provides members with fully searchable online access to state case law from all 50 states as well as federal case decisions from the federal district courts, court of appeals, and the U.S. Supreme Court. It provides natural language, Boolean and citation searching and allows users to maintain a personalized research trail as well as options to print in dual column format in Word and PDF. Statutory and regulatory research materials are also available for all 50 states and the federal system, with the Minnesota statutes made fully searchable within the Fastcase system in January 2009.

mndocs is a document automation system produced and powered by MSBA staff. It allows a user to assemble more than 250 legal forms in five practice areas, including probate, real property, criminal law, family law and guardianship/conservatorship. Forms are as simple as an Affidavit of Service and as complex as a HUD-1 Settlement Statement or a Petition for Dissolution of Marriage.

mypractice is the MSBA's own social and professional networking site for Minnesota legal professionals. The MSBA launched it as an experiment in social networking in January 2008. To date, there are 948 members participating on the site, which allows users to post profiles, participate in groups, track and RSVP to MSBA events, and share information and resources. In 2009, online services staff also created a MSBA presence on Facebook, LinkedIn, and Twitter,

popular social media services, and increased the use of the practiceblawg, a practice-oriented blog.

Legal News Digest is a digest of legal news sent to more than 12,500 members each week, except during the summer, when it reverts to a bi-weekly schedule. LND highlights legal news and events in Minnesota and nationwide, with links to articles and blogs that appear in online publications. LND began publication in 2001.

CourtOps is one of the MSBA's most popular online services. It delivers court opinions to subscribers on the day the opinion is released by the relevant court. Currently, CourtOps delivers civil and criminal opinions from both state and federal courts. Federal court opinions are limited to the U.S. District Court of the District of Minnesota and the Eighth Circuit Court of Appeals. There are currently more than 5,677 member subscriptions to CourtOps.

2. Historical Information mnbar.org, the MSBA's home page and primary web site, launched in 1997 with a modest offering of some 100 files; it now offers more than 80,850 documents. MSBA staff post and maintain most of this content in house. It is the MSBA's most visited web site, averaging approximately 3,000 unique visits each month on one or more of its pages.

All of the Bar's online offerings have evolved in response to emerging technologies and opportunities. Over the years, we have moved from static postings of information -- the same material that might have been mailed in previous years -- to a multi-faceted web presence intended to meet the needs of practicing attorneys. In 2001, the MSBA expanded its online offering by launching practicelaw.org, focusing on providing practice resources for attorneys. In 2004, the MSBA launched mnfindalawyer.com, which replaced the MSBA's phone-based lawyer referral system. In the last two years, the MSBA added Fastcase and mypractice, the two newest online services.

MSBA staff continue to develop, post, and maintain most of this content, relying on outside technical support only as needed to implement new offerings. Beginning with this 2009-12 budget cycle, the former Web Services budget is merged with the budgets for other online services. This new budget category recognizes that the Internet is no longer a separate "publication" or stand-alone service, but rather a tool to meet member needs now and in the future.

See the "Market Penetration" section for usage rates of the programs appearing in this report.

3. Personnel There are 6.13 FTE positions allocated to this program.

4. Report on 2009-10 Performance Standards

A. Monitor Technology -- Monitor technological changes in the legal profession and continue to update all online services to meet changing needs, including close monitoring of social networking as a tool for effective communication, sharing of information, and delivery of services.

Online Services staff created a MSBA presence on LinkedIn, Facebook, and Twitter, and of course, mypractice, the social networking site created by the MSBA for Minnesota legal professionals. This year those sites were used to advertise upcoming MSBA events, primarily MSBA Section CLEs and also used to communicate improvements in [practicelaw](http://practicelaw.org) content. In addition, more frequent use was made of the [practicelaw](http://practicelaw.org) blog. The new content management system for [practicelaw](http://practicelaw.org) enables greater integration of MSBA online services. For example the Colleague program information was reformatted and better integrated into [practicelaw](http://practicelaw.org). Online Services staff worked with Bench & Bar staff to establish an enhanced online presence for Bench & Bar, including converting the print member directory to an online version. Legal News Digest was redesigned; a blog category was added which has proved a popular

addition. Lastly a new service, "Off the Clock", was started. Staff meet with a small group of attorneys on a monthly basis to discuss tech issues and solutions.

B. Develop Content -- Develop new content in two areas: 1) develop a career services or career center for displaced, unemployed, or underemployed attorneys, including resources to meet a growing demand for contract attorney services; and 2) develop an electronic book ("e-book") format for online content concerning the law of lawyering, with the development of a book on Minnesota ethics as the first offering. The first e-book should be made available online by the end of the 2009-10 bar year.

The career services concept was explored but staff determined that what could feasibly be offered already existed in the marketplace. Staff had several conversations with the author of the proposed ethics e-book, discussed various approaches, and created mock-ups. All are working toward the goal of having some content online by the end of the fiscal year.

C. Maintain Quality -- The quality of the online services and materials will be maintained and improved by a combination of staff reviews, consultation with experienced volunteer attorneys, careful formatting of final documents, and user feedback. A maintenance schedule will be established so that all content areas are reviewed at least every six months.

At the time of the redesign of the practicelaw website, all practicelaw content was reviewed for currency. The bulk of the material was then transferred to the new content management system. Outdated material was purged. The new system has various features to allow maintenance of site materials, including adding "sunset" dates on materials.

D. Improve Functionality. Enhance each of the online services to make them easily understood, navigable, and accessible. Focus will be on making online services and sites more graphically-based, with iconographic images replacing text as a means to understand and navigate the sites.

As mentioned previously, both practicelaw and Legal News Digest were reorganized and have a much different look. Icons were added throughout the new practicelaw site to achieve a cleaner look and a more easily navigable site. The new site was designed to allow better integration of all online services; that process is well underway. Going forward we will employ the same icon-based approach to redesigns of Bench & Bar and all other online member services.

E. Implement Content Management Systems – With the rapid growth in the use of practicelaw and other online member services, and the corresponding increase in content, the need for a content management system (CMS) is overdue. During the first year of the three-year cycle, a CMS will be implemented to control and manage content on practicelaw. During the second year of the budget cycle, implementation of a CMS for mnbar.org will be examined and, if appropriate, implemented in the second or third year of the three-year plan.

A CMS was implemented for practicelaw. In addition Online Services staff assisted Bench & Bar staff with the new online version which is in WordPress. The feasibility of converting mnbar into a CMS will be explored this year.

F. Promote Online Services – Promotion of the online service offerings will be improved, with specific goals set to measure the effectiveness of all promotions. Methods for promoting new content and existing content will be established.

Online Services staff worked with both Sections and Marketing staff to coordinate ways to promote online services. Examples include offering mndocs and Fastcase trainings to members and prospects and producing marketing pieces such as a flyer for the Real Estate Institute. In addition to the traditional methods of promotion, the practicelaw blog, Twitter, Facebook, LinkedIn, and mypractice were used to advertise and promote online services.

G. Members' Use of Services. With the exception of mndocs and mnfindalawyer, each of the online services will be used by at least one-quarter of all MSBA members each year, including practicelaw, mnbar.org, and Fastcase. Surveys will be used annually to assess the effectiveness of every online member service.

Staff continue to monitor usage statistics for the various online services and annually survey users to determine what, if any, changes should be made to the services.

H. Employ electronic communications to communicate the value of MSBA membership; cross-post and coordinate messages appearing in MSBA print media; coordinate with staff and volunteers to develop and disseminate information of value to attorneys.

We expanded electronic cross-postings significantly in 2009. In prior years, we posted information at Legal News Digest, mnbar.org, and other media. We now utilize practicelaw and the associated blog, social media, listservs, and Bench & Bar online.

I. Provide support for non-Web Team staff making revisions to their postings.

As always, certain online services staff continue to provide support to all MSBA staff needing information on mnbar. Also the way Legal News Digest is produced was made more efficient and allows easier production by staff. (This is one way HotDocs software has been used internally.) Staff can more easily work with the practicelaw CMS than with the prior site as well.

J. Maintain Excel files and charts tracking member usage of online services.

Yes, these are maintained and appear in the "Market Penetration" section of this narrative.

K. Develop, implement, and maintain policy on "last updated" notices appropriate to the needs of individual program areas.

These notices no longer appear on practicelaw as other ways to assess currency are available in the new CMS. For mnbar, Online Services staff work with other MSBA staff to keep pages updated.

5. Performance Standards for 2010-11

These are the same as the Three-Year Performance Standards.

6. Three-Year Plan Performance Standards –

The three-year plan includes a slight decrease in staff resources associated with all online member services relative to the last three year cycle. With that in mind, performance standards for the current three-year cycle will focus primarily on maintaining existing services, improving quality and functionality of those services, and increasing material and content in targeted areas. Specific objectives for achieving these standards are typically established in regular six-month plans (July-December and January-June) developed by the Executive Director and online member services staff.

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7. Report on 2009-10 User Satisfaction

The numbers below document current and multi-year levels of satisfaction with the MSBA online services. They demonstrate continued strong support for the programs.

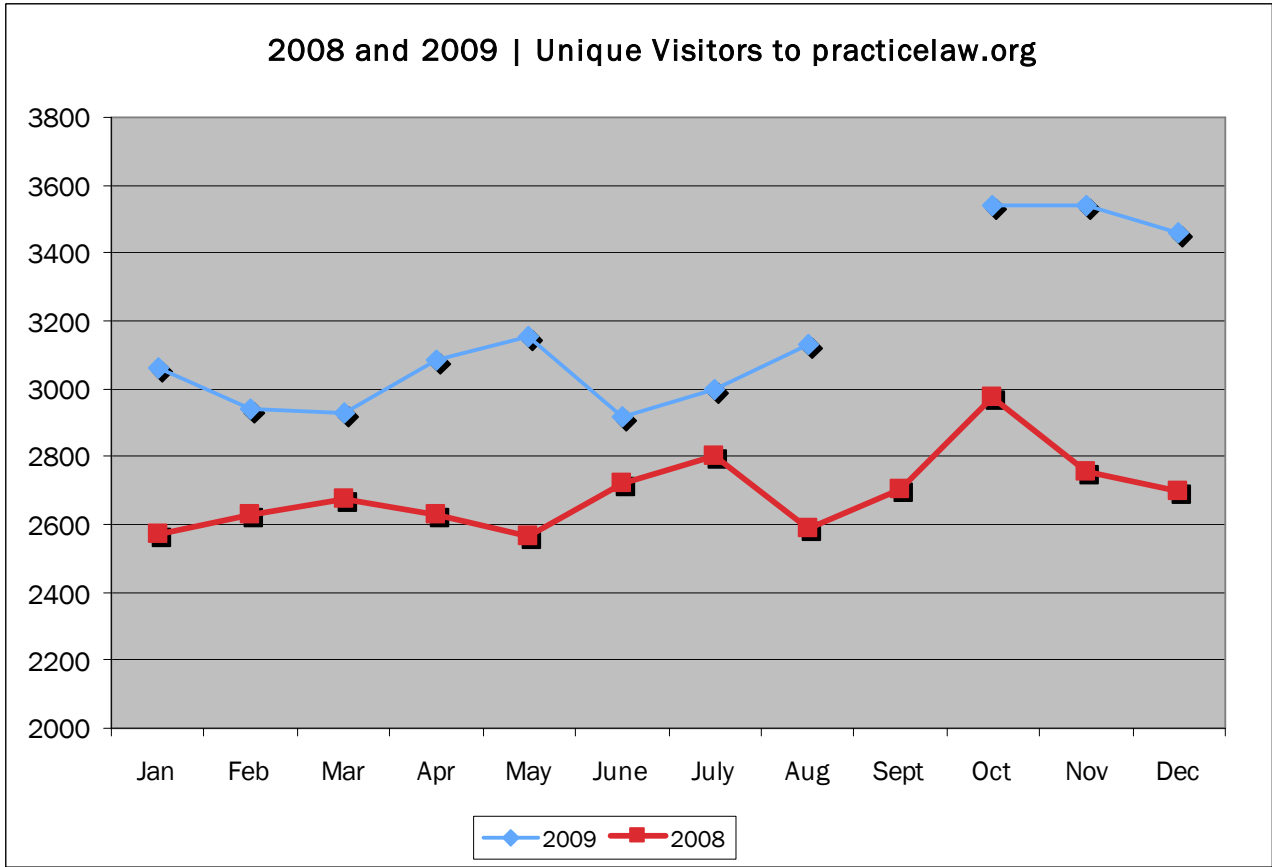
practicelaw User Survey. As it did last year, practicelaw completed a user survey in late 2009 to assess the service and to determine how members use the site. Overall, 72% of the 276 respondents rated practicelaw “valuable or very valuable” to their practice, with 41% stating that it was “very valuable.” Nearly two-thirds of the respondents (65%) indicated that practicelaw was “important or very important” in their decision to maintain membership with the MSBA. In addition, 86% of respondents stated that they were “satisfied or very satisfied” with the materials available on practicelaw, with 91% indicating that the materials or services on the site were “good or excellent.” Nearly half (48%) of those rating practicelaw had more than 21 years of experience. With the exception of the “value” to their practice, these statistics are close to or higher than results in 2007 and 2008.

Membership use of the site is spread relatively equally with respect to practice experience, with a slight plurality (25%) of those having practiced 21 to 30 years, followed by those practicing more than 30 years (23%), followed by 4 to 10 years and 21 to 30 years (both at 17%). Surprisingly, only 16% of those who responded had practiced for less than 4 years. The vast majority of the respondents practice in small or solo firms of 1 to 5 attorneys (80%). These statistics are higher than those from last year (75%).

Residential real estate forms continue to drive traffic to the site, with 65% and 67%, respectively, indicating that they used or relied upon the Uniform Conveyancing Blanks and Residential Real Estate forms in the past year. Forms by far are the most demanded service; with 89% of those polled indicating it is the most important service on the site. New probate forms have been used extensively, with 52% of those polled stated that they rely upon the probate materials, placing it third among all areas or services available on the site. Other areas and their relative use by members include:

Family Law Forms & Materials	37% of those polled
Guardianship/Conservatorship	32%
Civil Litigation Forms	29%
Practice Management Materials	20%
Searching District Court Orders	21%
Trust Accounting Guides	13%
Appellate Practice Materials	10%
Medical Assistance Contacts Database	6%
Criminal Law	5%

Practicelaw usage is increasing. On average, approximately 2,600 members accessed practicelaw each month in 2008. In 2009, that number increased to an average of 3,000 members per month, with the Real Property and Probate areas the most heavily used. (Note: A change in traffic reporting system occurred when the new site went live in September 2009, with the numbers from January-August under one system and from October-December under another.



Legal News Digest and CourtOps Surveys.

For the past six years we have conducted online surveys to assess user satisfaction with our Legal News Digest and CourtOps services. Response rates to these and other online surveys have fluctuated over time (see charts below), however, the responses for each of the specific questions, expressed as percentages, have remained relatively stable.

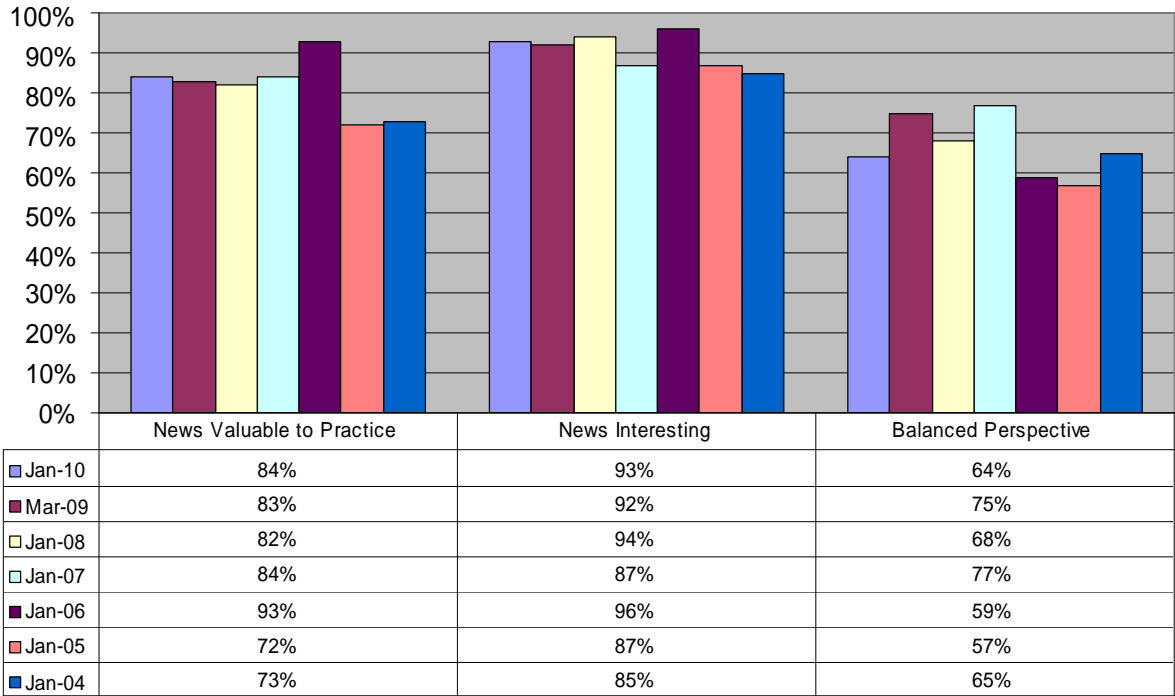
After reviewing prior survey instruments, we decided, for the most part, to carry forward the identical sets of questions for 2010-11. This permits multi-year comparisons. In some instances we added new questions to evaluate new program features.

Actual response rates for 2004-2010:

Surveyed Program	Jan. 2004	Jan. 2005	Jan. 2006	Jan. 2007	Jan. 2008	Mar. 2009	Dec.-Jan. 2010
Legal News Digest	25	588	27	69	345	48	672
CourtOps	57	380	82	537	416	386	313

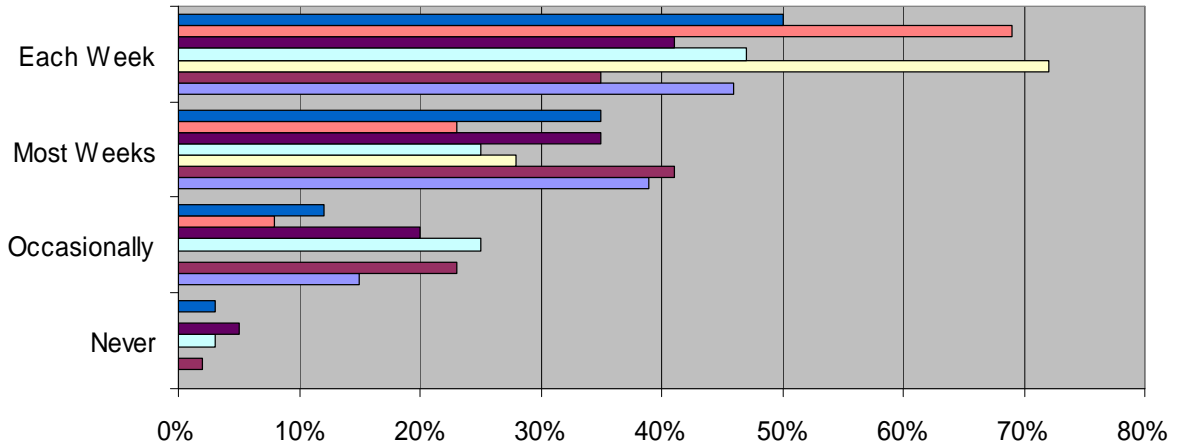
Again, despite fluctuations in response rates, measures of user satisfaction have remained at consistently high levels during each of the seven years. Response rates for each survey are indicated in the charts below, together with comments.

**LND User Satisfaction:
Seven-Year Comparison of Positive Indices**
(**"Strongly Agree/Agree" responses**)
672 Total Responses through January 25, 2010



I Visit LND (Seven-Year Comparison)

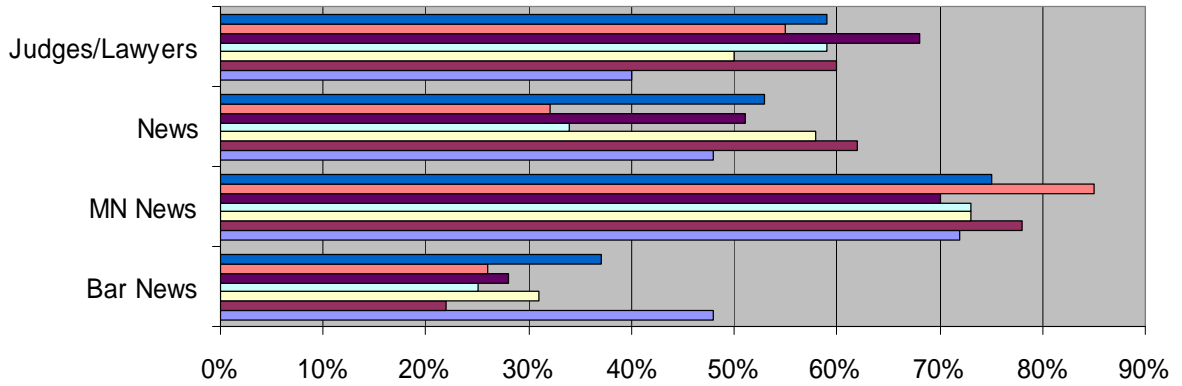
672 Total Responses through January 25, 2010



	Never	Occasionally	Most Weeks	Each Week
■ Jan-10	3%	12%	35%	50%
■ Mar-09	0%	8%	23%	69%
■ Jan-08	5%	20%	35%	41%
■ Jan-07	3%	25%	25%	47%
■ Jan-06	0%	0%	28%	72%
■ Jan-05	2%	23%	41%	35%
■ Jan-04	0%	15%	39%	46%

My Favorite LND Sections (Seven-Year Comparison)

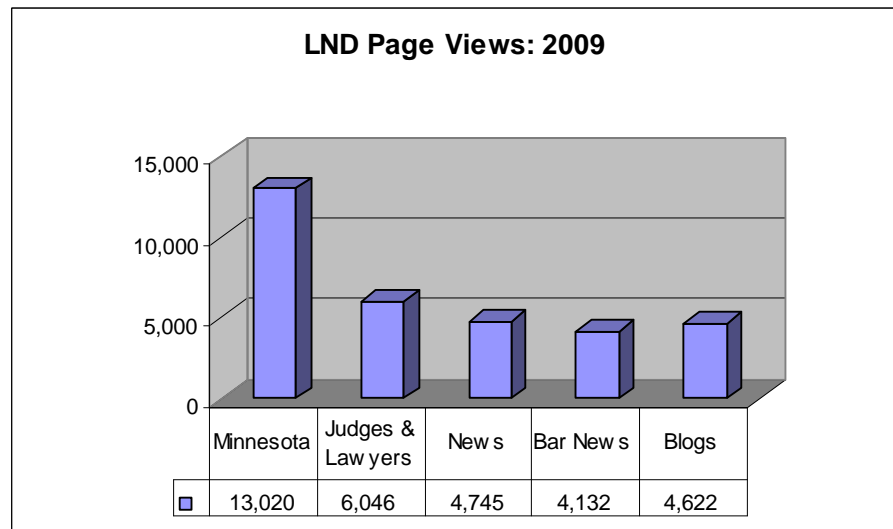
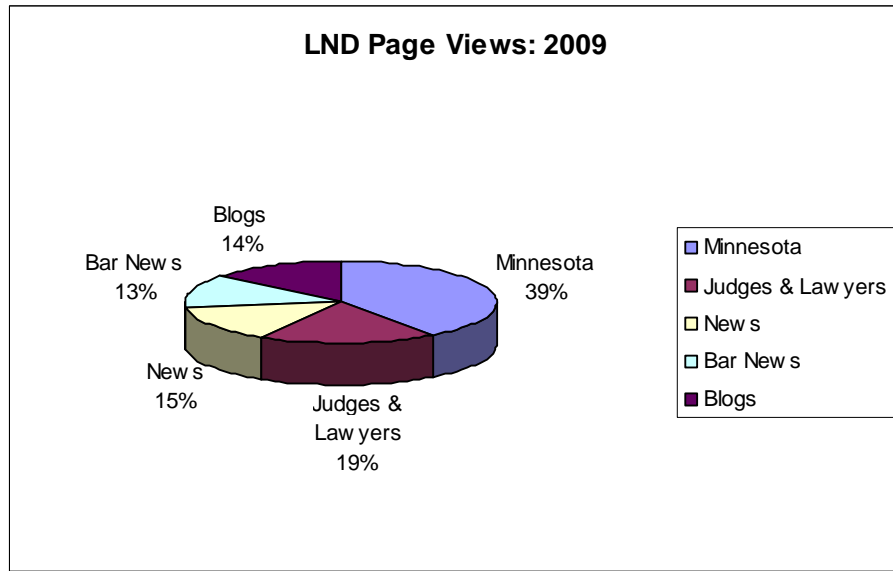
672 Total Responses through January 25, 2010



	Bar News	MN News	News	Judges/Lawyers
■ Jan-10	37%	75%	53%	59%
■ Mar-09	26%	85%	32%	55%
■ Jan-08	28%	70%	51%	68%
■ Jan-07	25%	73%	34%	59%
■ Jan-06	31%	73%	58%	50%
■ Jan-05	22%	78%	62%	60%
■ Jan-04	48%	72%	48%	40%

Comments on LND survey: These seven-year charts suggest that Legal News Digest is well received by our members. High percentages of respondents report that they find news items to be valuable to their practices (84%) and interesting (93%). Some 85% of respondents indicated that they viewed LND postings "each week" or "most weeks."

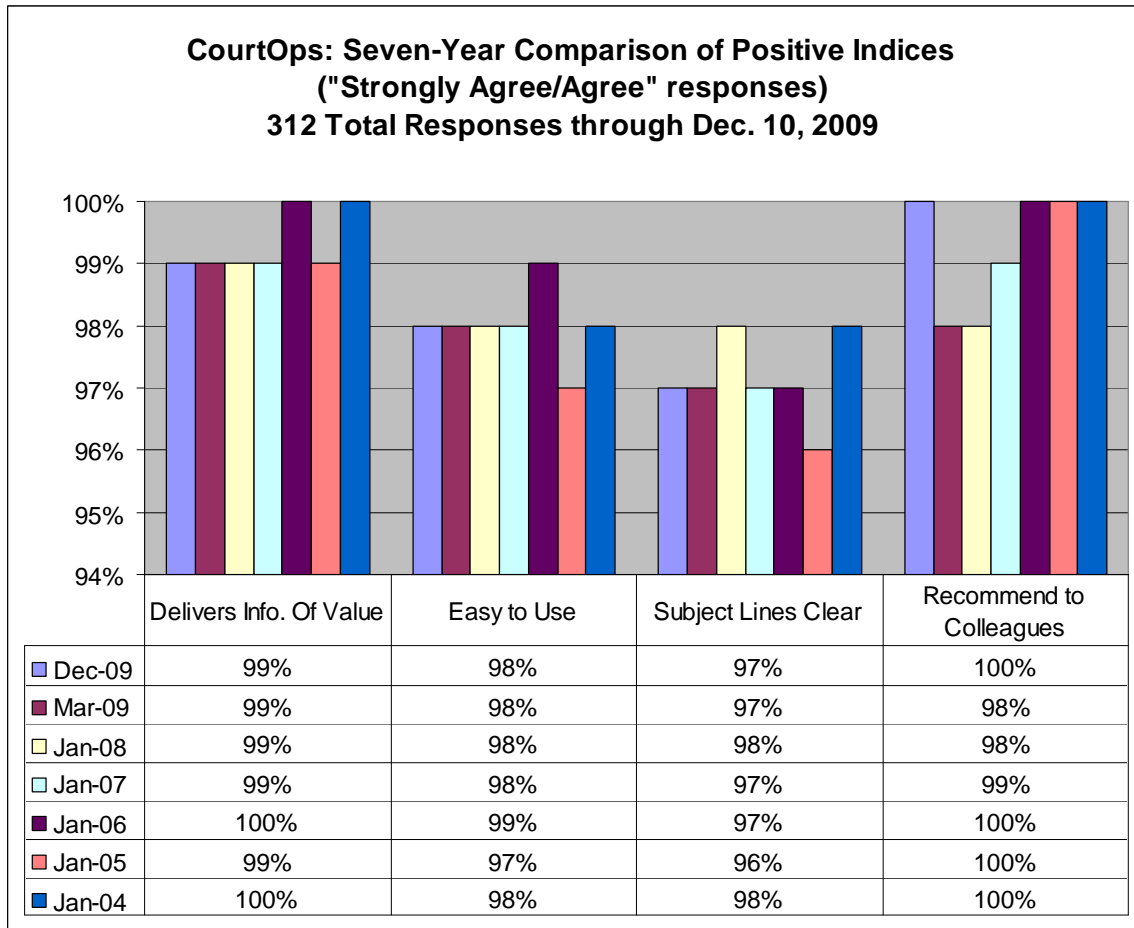
The charts below document page views at each of the subject areas of LND, measured in raw numbers and as percentages of total LND traffic.



Written responses to the LND survey were generally favorable, with some members offering suggestions for design, formatting, and issues to be covered. These suggestions will guide development in 2010-11. Sample comments:

- Thanks for providing this service! I find the LND very helpful.
- Legal News Digest represents one of the most informative and interesting emails I receive. One of the few "newsletter" type emails that I actually read.

- I usually read through it every week. I really like it and it is so helpful in keeping me up to date on both local and national legal news both in a timely and efficient manner.



Comments on CourtOps survey: CourtOps continues to enjoy satisfaction rates at or near 100 percent in all areas surveyed.

This observation is reflected in comments from survey respondents; 95 respondents submitted written comments. Sample responses:

- KEEP THIS SERVICE. This is the best benefit of MSBA for me!
- I think the program is excellent. I was one of the initial testers of the program many years ago and have used it ever since. The title lines of the emails generally let me know at a glance if the case is one I need to read immediately. I browse the other opinions to keep current with my profession. Thanks, keep up the good work.
- I love getting the caselaw updates this way. It's probably the only way I could stay current on the changes in the law.

mnfindalawyer Panelist Survey A survey of 267 users was completed in early 2010; 64 responded by the time of this narrative. Of those polled, 77% indicated that they were satisfied or very satisfied with the ease of use of the site, up from last year's rate of 73%. With respect to the value of the referrals received, a total of 28% were satisfied or very satisfied with the value of the referrals received, while 37% were dissatisfied or very dissatisfied. These percentages reflect a slight improvement over last year. Generally, complaints about the value of referrals relate to a general issue with mnfindalawyer and members of the public who seek reduced-fee or pro bono

legal services through the site. We are looking at ways to limit this as an issue in the future. Nevertheless, 62% of those polled indicated that they were either likely or very likely to renew their participation on the panel, with 27% neutral on that decision. Eleven percent (11%) (i.e., 7) of the respondents said that they were unlikely or very unlikely to renew their listings.

With respect to the cost of the service, 61% indicated that they were satisfied or very satisfied with the cost, down from a rate of 73% last year, while 40% indicated that they were satisfied or very satisfied with the overall value to the respondent's practice, up from 36% last year. Comments from the survey results are now being used to modify the service and to improve it so as to meet indicated performance standards. Comments include:

- It would be nice if it was easier to access your profile to make changes.
- This is a great resource and the most cost effective way of letting the public know who we are.
- None, I think it is a great service for clients and attorneys. Thanks.

8. 2010-11 User Satisfaction

Online Member Services staff will continue to monitor both member usage and satisfaction to determine the best course for future development.

9. Market Penetration

The following charts present average monthly web traffic data for key online services. See notes following these charts.

Page Views (= displays of individual documents of any type)

	2004	2005	2006	2007	2008*	2009
mnbar (monthly)	See notes	See notes	146,852	192,620	246,987	305,525
practicelaw	59,764	55,826	69,244	50,808	43,998	43,235
mnfindalawyer	--	--	--	--	13,506	13,831
mypractice	NA	NA	NA	NA	5,749	3,317

Sessions (= visits to the individual sites)

	2004	2005	2006	2007	2008*	2009
mnbar (monthly)	See notes	See notes	54,587	81,092	72,956	80,856
practicelaw	6,924	6,796	8,583	8,774	6,889	8,364
mnfindalawyer	--	--	--	--	2,474	2,883
mypractice	NA	NA	NA	NA	739	607

Notes on traffic reports:

mnbar: Changes in traffic reporting systems, together with restructurings of our site itself, may produce apparent disparities in the raw numbers reported. The figures in the chart above represent all data from our current "Urchin" reporting system for mnbar, installed in 2006.

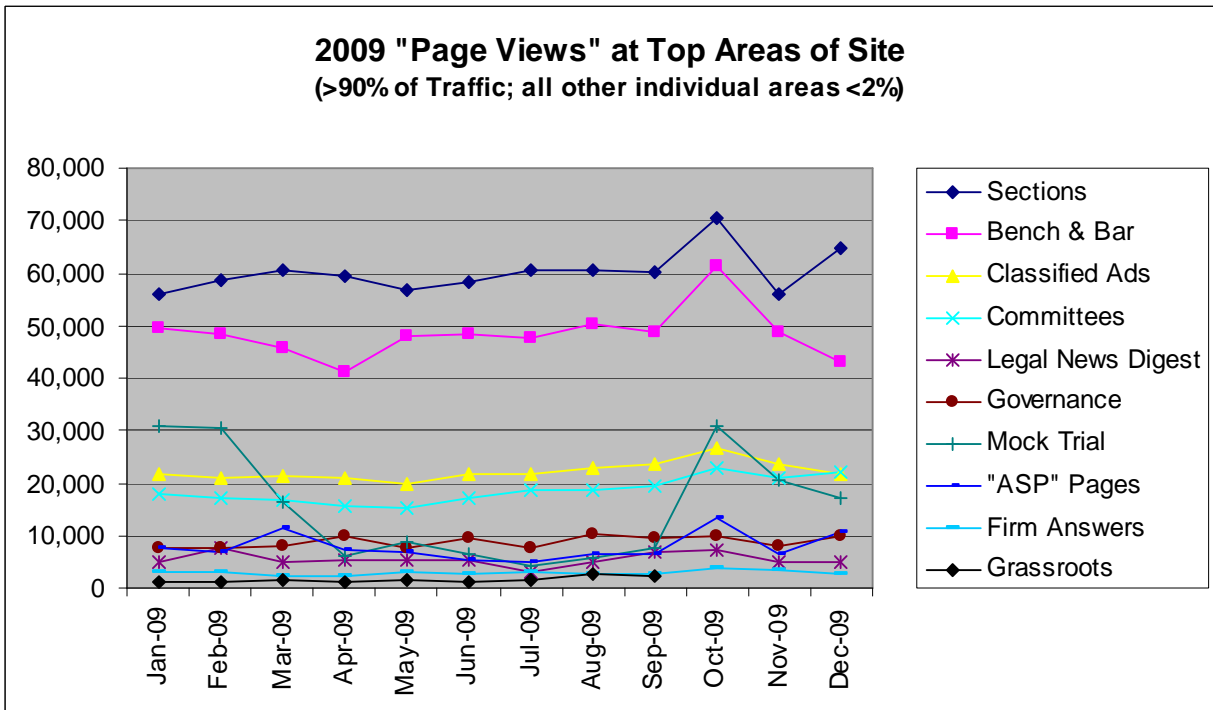
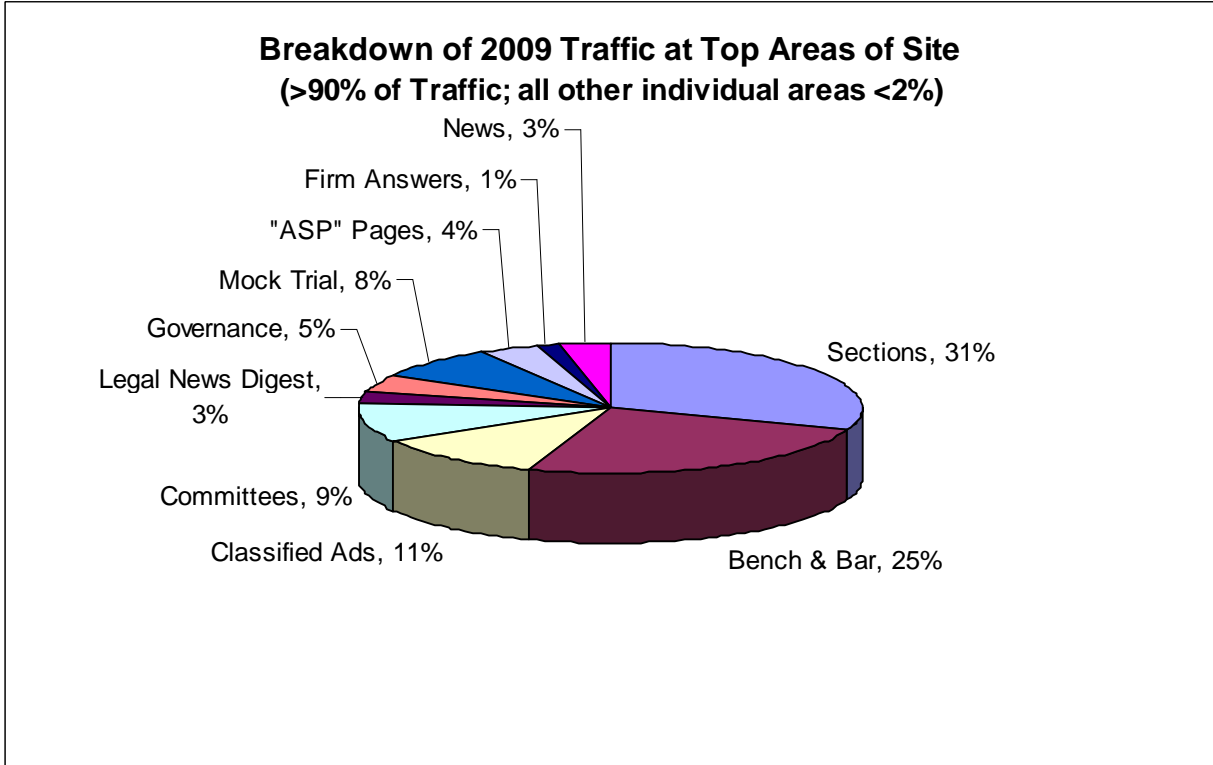
mypractice: New service added in January 2008

practicelaw: Statistics for 2009 are for the newly designed site, which launched on September 9, 2009. The new site now allows for partial public access to general content but does not allow public access to forms and other more valuable content, which are still reserved only for MSBA members.

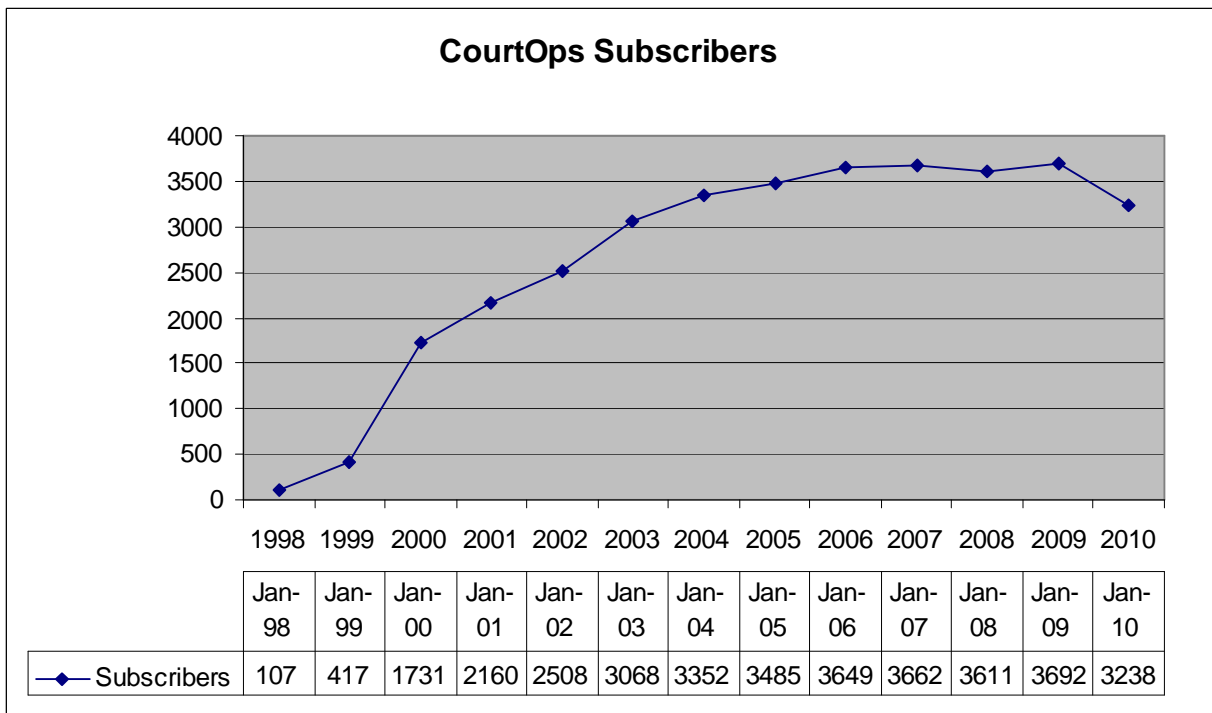
mnfindalawyer: Redesigned in July 2008. Partial data from September through December 2008. The new site, however, is greatly simplified and has far fewer pages to view.

In addition to the raw numbers for mnbar, we also track the top areas of the site. These numbers may provide a more reliable measure of market penetration. In each year from 2006 to 2008, 10

key areas at mnbar represented the bulk of traffic (in calendar 2009, the figure was just over 90%). Each of the other categories represented less than 2% of overall traffic. While the raw numbers comprise traffic by the public and members alike, these tracked categories represent services of immediate value to members. See charts below.



CourtOps and E-Mail Listservs Two other program areas also enjoyed high levels of market penetration in 2009. A complete history of CourtOps subscribers appears below:

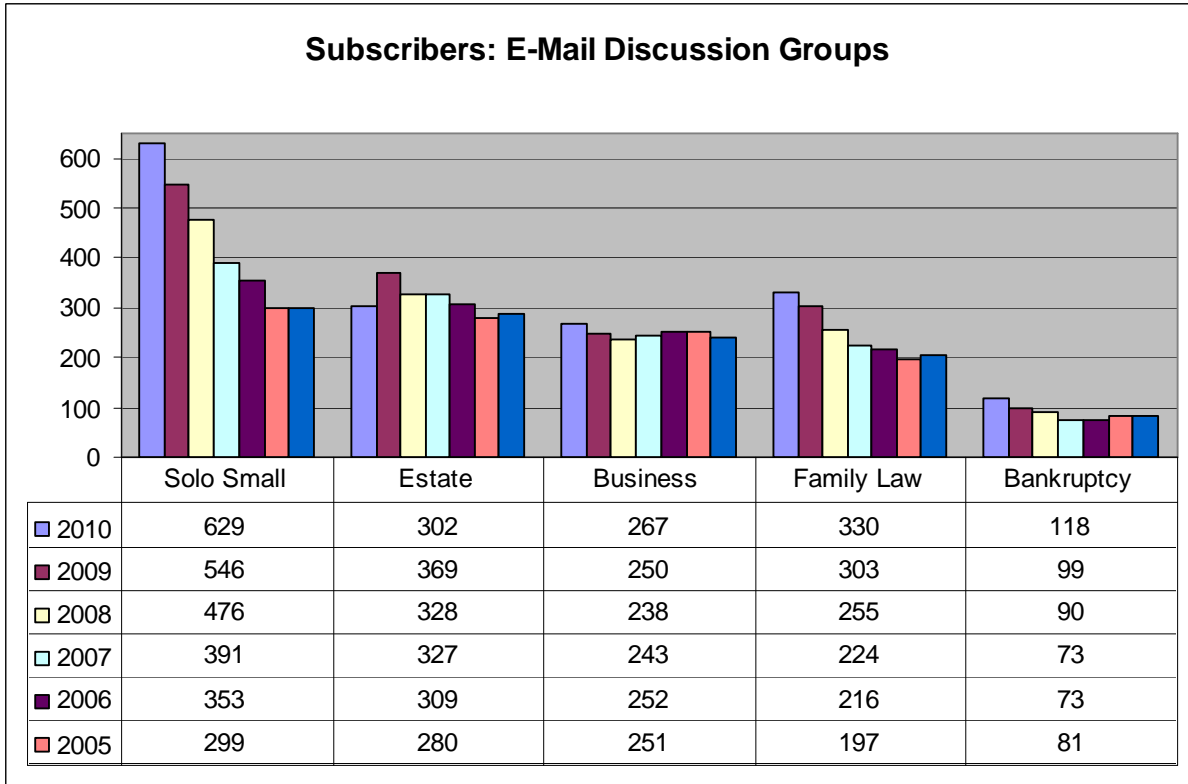


The current figure of 3,238 CourtOps Subscribers reflects individual members. Many MSBA members subscribe to more than one CourtOps list (for example, both state and federal decisions). The total number of all subscribers in calendar 2009, including those "duplicates" who received more than one category of court opinions, is 5,677.

The seeming drop in the number of individual subscribers may not be real. We installed a new spam-blocking appliance in January, 2010 to protect the list-server and members using it, because the server was receiving a spam message every minute. Some classes of "subscriptions" dropped within a week. We also employed a "Structured Query Language" query for the first time, which may account for part of the discrepancy. As noted in the User Satisfaction section of this report, CourtOps remains one of the MSBA's most popular online services.

While services such as 'CourtOps' deliver information, other e-mail lists permit members to share ideas. More than 200 separate lists now serve MSBA members. These services are maintained in-house by various MSBA staff members, under the supervision of the Director of Technology. (The same listserv software and hardware also enable the MSBA to distribute recruitment messages, marketing pieces, and surveys.) The top five e-mail lists, as measured by the number of members in the respective distribution lists, appear below:

Subscribers: E-Mail Discussion Groups



Practicelaw practicelaw draws an average of 3,000 unique visitors/members each month. Page hits for the last year (2009) also show continued heavy use (Note: We've provided two tables for 2009 to reflect statistics on both the old and new site. The traffic-counting method differs on the two sites.

	Unique Visitors	Number of Visits	Pages	Avg Visits/Visitor	Avg Pg Views/Visit
Jan-09	3,061	8,020	49,930	2.62	6.23
Feb-09	2,939	7,910	46,889	2.69	5.93
Mar-09	2,926	8,645	56,276	2.95	6.51
Apr-09	3,086	10,510	56,416	3.41	5.37
May-09	3,152	10,725	61,616	3.40	5.75
Jun-09	2,920	10,645	62,518	3.65	5.87
Jul-09	2,997	10,470	60,707	3.49	5.80
Aug-09	3,131	10,146	61,758	3.24	6.09
Calendar Jan-Aug 2009	24,212	77,071	456,110	3.18	5.94
Monthly Avg Jan-Aug 2009	3,027	9,634	57,014		
Oct-09	3,543	8,920	46,129	2.52	5.17
Nov-09	3,539	8,269	42,428	2.34	5.13
Dec-09	3,461	8,682	43,503	2.51	5.01
Calendar Oct-Dec 2009	10,543	25,871	132,060	2.45	5.10
Monthly Avg Oct-Dec 2009	3,514	8,624	44,020		

mnfindalawyer appears to have slightly fewer attorney panelists in 2009-10, though a change in the renewal process makes it difficult to make direct comparisons to prior years. Prior to July 2009, member listings would be for a fiscal year period ending on June 30 of each year. Accordingly, prior to July 2009, members who joined the service in May would be listed only through June of that same year. We changed the renewal process to allow for "rolling" renewals that allow members to be listed for an entire calendar year, subject to maintaining MSBA membership. At any given time, therefore, participation in the service fluctuates, depending on the number of renewals. The current figure of 346 is less than the high last year of 399 members but reflects the figure as of January 2010, a little more than one-half of the fiscal year.

Bar Year	Panel Membership -- mnfindalawyer.com						
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Panel Members	238	250	245	247	241	399	346*

**Panelists as of January 14, 2010.*

Fastcase Through December 2009, 4,160 unique members have signed in and used Fastcase, or approximately 19% of all members. In addition:

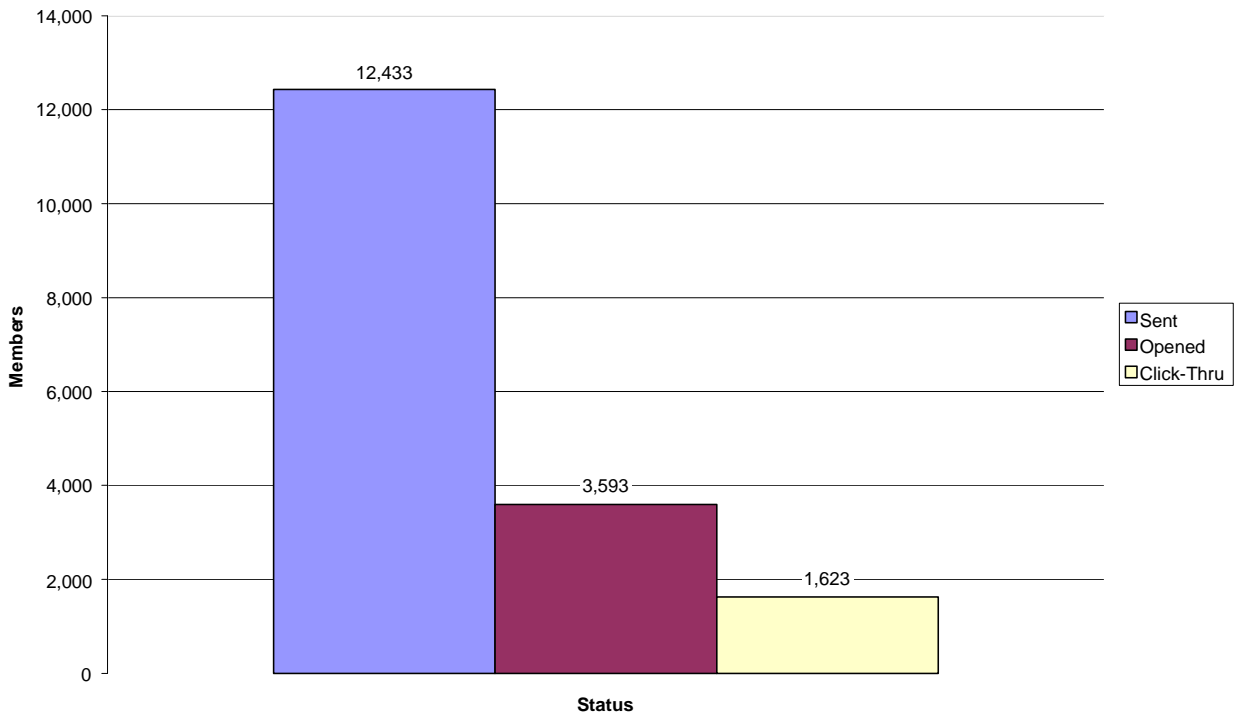
- A total of 1,259 new users logged in to Fastcase in 2009, compared to 1,457 new users in 2008 and 1,444 in 2007. The addition of new users appears to have leveled off in the second half of 2009, with approximately 70-90 new users added each month, down from more than 100 new users for eleven of the twelve months in 2008, and down from 190 new users in January 2009 and 154 new users in February 2009;
- Members average approximately 1,000 unique log-ins to Fastcase each month, up from approximately 670 unique log-ins in calendar year 2008. While the addition of new users may have leveled off in 2009, active use of the service has increased substantially since its introduction in 2007;
- Members completed 189,496 searches on Fastcase, viewed 325,547 documents, and printed 44,870 cases in 2008, significantly more in each of these categories than in 2008; and
- Since its launch, members have logged in to Fastcase a total of 103,183 times, including 57,478 times in 2009.

Fifty-eight percent (58%) of those responding to the practicelaw survey indicated they used Fastcase, up from 40% the prior year.

mndocs Since its introduction in July 2008, the MSBA has sold 1,024 mndocs licenses to members, an average of approximately 54 licenses sold each month (including January 2010). In 2009, 513 licenses were sold, while 469 licenses were sold in the six months of 2008 (July through December) in which the product was available. An additional 170 licenses have been sold to paralegal students on a more restricted licensing basis as part of an effort to increase awareness of the product to potential end users. After initial sales that averaged 70 licenses each month, sales of the licenses have decreased to approximately 40 each month, though efforts are now under way to add substantially more forms to mndocs and to market the service more aggressively.

Legal News Digest Each week, the MSBA distributes LND to approximately 12,000 members. On average, 3,600 members open the e-mail, or about 29% of those who receive the e-mail. Approximately 13% of the recipients also click-thru to additional content that is available as a link in the e-mail. See chart below:

**Legal News Digest
Delivery and Tracking: January-December 2009**



9. Current Issues and Challenges

The most significant issue challenging the continued popularity and use of online member services is the constantly changing online environment. With the advent of social networking sites, micro-blogging services such as Twitter and Yammer, and numerous blogging sites, the challenge to stay relevant online has never been more pressing. Users now expect interaction with web sites and also demand ease of use and navigation.

10. Explanation of Budget Categories

Revenue Categories

Online Advertising reflects a new budget revenue subcategory in which the MSBA will seek revenue by selling online space for relevant advertising. Advertising could appear on mnbar.org, practicelaw, Legal News Digest, mnfindalawyer, and mypractice. Revenue is conservatively estimated, as this is a new direction for non-dues revenue.

Listing Fees: mnfindalawyer are the annual fees the MSBA collects from members, currently \$40.00, in return for being listed on the mnfindalawyer.com site.

Licensing Fees: mndocs includes the annual licensing fee, currently set at \$25.00, which a member must pay for access to the mndocs system. Most of the fee collected (\$15.00) is remitted to Lexis-Nexis for the licensing fee the MSBA must provide to Lexis-Nexis for use of the HotDocs publishing software.

Expense Categories

Advertising, as an expense item, reflects the cost to initiate and operate an online advertising program for each of the listed areas.

Software provides for the purchase of new software products or licenses, including upgrades to existing software. Software purchases in 2009-10 include Teamwork, DropBox, Get Satisfaction, RICO, Joomla, WordPress and Updated SnagIt and WebEx software.

Creative Services includes professional graphic and web design work that is beyond the design capabilities of current staff.

Licensing Fees, as an expense item, includes the fees the MSBA must pay for the licensing of various software or services, including fees paid to Lexis-Nexis for mndocs (HotDocs) and the Fastcase subscription fee.

Contract development provides for contract work on specific projects. For example, potential development of a content management system will require contract work with the internet service provider currently hosting practicelaw.

Training provides for staff training in new software or other educational requirements

Web hosting shows the expenses paid to the vendor that hosts the practicelaw website, and includes regular charges for posting updated information

Temporary Help enables the hiring of independent contractors for help on discrete projects.

Miscellaneous provides for reference books and other occasional needs, but should also reflect costs for working with volunteer attorneys and supporting staff in participating in functions to network with MSBA members and other attorneys