

Updated January 1, 2002

THE ABC MANUAL

Starting and Operating a Business Law
Pro Bono Project

Prepared by

A BUSINESS COMMITMENT

A partnership between
The American Bar Association Section of Business Law
Pro Bono Committee
and
The National Legal Aid and Defender Association



Section of Business Law

American Bar Association



<http://www.abanet.org/buslaw/probono/ABC.pdf>

Updated July 1, 2001

THE **ABC** MANUAL

**Starting and Operating a Business Law
Pro Bono Project**

Prepared by

A BUSINESS COMMITMENT

A partnership between
**The American Bar Association Section of Business Law
Pro Bono Committee**
and
The National Legal Aid and Defender Association



THE ABC MANUAL

Starting and Operating a Business Law Pro Bono Project

Prepared by

A BUSINESS COMMITMENT

A partnership between

**The American Bar Association Section of Business Law
Pro Bono Committee**

and

The National Legal Aid and Defender Association



Section of Business Law

American Bar Association



The materials contained herein represent the opinions of the authors and editors and should not be construed to be the action of the American Bar Association or the Section of Business Law unless adopted pursuant to the bylaws of the Association.

Nothing contained in this publication is to be considered as the rendering of legal advice for specific cases and readers are responsible for obtaining such advice from their own legal counsel. This book is intended for educational and informational purposes only.

The ABC Manual © 2000 by the American Bar Association. All rights reserved.

No part of this document may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, without the permission of the American Bar Association.

TABLE OF CONTENTS

Acknowledgments iii

Foreword iv

A Business Commitment 8

 Who needs Business Law Pro Bono help? 10

 What is Community Economic Development? 11

TAB A

Getting Started

Leadership 15

Partners 16

Budget Planning 17

Funding Sources 18

Structure 18

Needs Assessment 20

Mission Statement 20

Project Priorities 21

Staffing 22

Coordination with Legal Services & Volunteer Attorney Programs 22

Start Up Time Frame 23

TAB B

Providing Services

Delivery Approaches 25

Identifying Clients 26

Defining & Supporting the Attorney-Client Relationship	28
Provision of Services Project Staff	29
Volunteer Training	29
Bar Involvement	29
Recognition of Volunteer Efforts	29
Publicity	30
Recordkeeping	31
Standards & Quality Assurance	31

TAB C

Expanding Community Involvement

Expanding the Client Base	33
Expanding Services	34
New Approaches	34
Leveraging Bar Effort	35
Creating New Attorney-Client Partnerships	35

TAB D

Directory and Frequently Asked Questions

Frequently Asked Questions	37
Directory	37

Acknowledgments

Publication of this manual would not have been possible without the leadership and support of both the Business Law Section and the National Legal Aid and Defender Association. The Pro Bono Committee is especially thankful for the guidance and assistance provided by Candy Simons, the immediate past Director of the Section. She, her successor Sue Daly, and Joanne Travis, have all been instrumental in publishing this manual.

Past leaders of the Pro Bono Committee, G. Lane Ware, Wausau, Wisconsin, and Sally W. Schwartz, Bloomfield Hills, Michigan, helped obtain Ford Foundation funding for the project and have continued to support it through service on a publication subcommittee of the Pro Bono Committee, offering invaluable editorial comments. Other members of the Executive Committee of the Pro Bono who have supported the publication are Kathleen Hopkins, Vice-Chair of the Committee, Seattle, Washington; David Lander, St. Louis, Missouri; William Woodward, Jr, Philadelphia, Pennsylvania; B. Knox Dobbins, Atlanta, Georgia; and Katherine McLeroy, Tampa, Florida.

We are grateful to the Ford Foundation for its generous support of the ABC Model Pilot Project. Many thanks also to the volunteers and staff of the model pilot projects operated by the DC Bar Public Service Activities Corporation and the State Bar of Georgia ABC Committee and the similar projects in Detroit and St. Louis. The examples and assessments offered by these four start-up operations provided the lessons outlined in this manual. To each of these four entities we owe a debt of gratitude for their willingness and openness in sharing their experiences.

Special thanks goes to Robert Echols, editorial consultant, who framed the content and assisted ABC Coordinator Guy Lescault, at the National Legal Aid & Defender Association, and his assistant, Aissa Hill, in the timely production of this publication.

This manual is available on the Section's website at www.abanet.org/buslaw/probono/ABC.pdf. We will continue to update the directory. Please let us hear from you if you need technical assistance or have been successful in your effort to create a pro bono business law entity.

James L. Baillie, Chair
Pro Bono Committee
ABA Section of Business Law

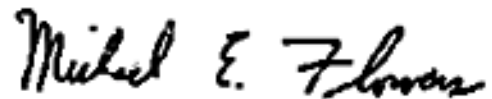
Foreword

Dear Colleague:

Are you interested in making a difference in your community? Are you frustrated by the paucity of pro bono opportunities for lawyers who are not litigators? If so, ***The ABC Manual: Starting and Operating a Business Law Pro Bono Project*** was designed for you.

ABC stands for “A Business Commitment.” The ABC Project embodies the commitment of the ABA Section of Business Law, through its Pro Bono Committee, to match the time and talents of business and transactional lawyers across the country with the legal service needs of community groups. Since its inception in 1993, the ABC Project has received numerous requests from local and state bar associations for assistance in establishing similar projects targeted to the legal needs in their communities. With funding from the Ford Foundation, the Committee has fostered the creation of two model pilot programs, in the District of Columbia and the State of Georgia. The Committee has also encouraged and supported the development of similar projects in Detroit and St. Louis.

From the lessons learned by four start-up programs, we have prepared this manual, in the hope that it will inspire and assist Business Law Section members in other locales to replicate the successes of these programs in their own communities.

A handwritten signature in black ink that reads "Michael E. Flowers". The signature is written in a cursive, slightly slanted style.

Michael E. Flowers, Chair
ABA Section of Business Law

ABC

A Business Commitment Pro Bono Resources for Community Development Partnerships

ABC, A Business Commitment, was created in 1993 as a partnership between the ABA Section of Business Law and the National Legal Aid and Defender Association.

ABC has a double mission :

- **To provide business lawyers with opportunities to make pro bono contributions by volunteering their special skills.**
- **To provide legal expertise to community-based groups that cannot afford to hire a lawyer.**

Business lawyers who want to make a pro bono contribution are not presented with ready opportunities to volunteer their expertise in the ways that specialists in other areas of the law may be. Their unique know-how and skills do not easily match up with the needs of typical individual pro bono clients, especially those needing litigation assistance.

Many pro bono opportunities are geared toward litigators. It's hard sometimes to find an opportunity that takes advantage of a corporate lawyer's skills.

– Stephen Glover, partner, Fried, Frank, Harris, Shriver & Jacobson, in *The Washington Lawyer*, January-February 1999.

At the same time, community development corporations, charitable organizations, low-income housing groups, legal services programs, and other organizations that seek to promote economic development or provide services in low-income communities may require assistance with incorporation, contracts, financing, real estate, employment, and other matters that business lawyers handle, yet lack the resources to hire an attorney. They may not even know that they would benefit from legal counsel and representation.

Community development organizations have learned that they must take a broad look at their mission and seek comprehensive solutions. They are providing social services, producing affordable housing, carrying out job training, and lending funds to community entrepreneurs who can't get help at a bank.

Yet they have also learned that to survive in this era of reduced federal funding and ever increasing competition for foundation grants, they must be creative and entrepreneurial – spinning off for-profit subsidiaries, forming joint ventures, managing real estate, and merging with other groups.

The problem they face is that they don't have the budget to pay for the legal expertise to help plan, structure and implement these strategies.

– Deborah Austin, Director, DC Bar CED Pro Bono Project

The challenge is to match the expertise with the need.

ABC has functioned as a national clearinghouse, matching potential clients with local volunteer law firms and attorneys. As a national entity, however, ABC is distant from the communities around the country where economic development projects are in progress. Local and state-based Business Law Pro Bono Projects have the potential to make a major contribution to local community economic development efforts.

Pioneer Business Law Pro Bono Projects have operated successfully in major metropolitan areas for some time, including the Lawyers Alliance of New York, Public Counsel in Los Angeles, the Community Economic Development Law Project in Chicago, and others. With the support of the Ford Foundation, ABC has worked with bar associations and local Ford Foundation community partnerships and organizations in Washington, DC, and Atlanta to design and launch two new Model Pilot Projects to serve as prototypes for replicating the successes of these programs in other areas. Successful projects have recently been launched in Detroit and St. Louis as well.

ABC has developed this “how to” manual from the lessons learned by these programs. We have included concrete examples from the recently established programs in Washington, Atlanta, St. Louis, and Detroit to illustrate the different approaches that four successful new programs have taken to the major challenges they face. Our examples come from these new programs rather than their more established counterparts because we believe that their experiences are most likely to be relevant to other fledgling organizations.

We hope that these insights will help your community develop its own successful Business Law Pro Bono Project.



Who needs business law pro bono help?

- **New organizations need assistance with formation and project assessment.**
- **Experienced human services and religious groups need help in structuring their involvement in community development activities.**
- **Experienced development organizations need assistance in evaluating, negotiating, and structuring complex transactions with private developers and in expanding financial and technical support for their development strategies.**

Too many community organizations put themselves at unnecessary financial and corporate risk by failing to consult with an attorney or consulting with lawyers who are inexperienced in community development activities. Legal assistance is often necessary to correct a problem that could have been avoided had the organization consulted a lawyer sooner.

We had a situation a few years ago where we needed counsel but didn't have it. Regulatory issues came up that we didn't know about. We approved all the plans to build four single-family homes and were ready to go when an inspector came by and said we had to do A, B, and C before proceeding. It cost us an additional \$50,000 to get into compliance. If we had legal advice we would have taken a different route at the outset.

– Retta Gilliam, Director, East of the River CDC, in *The Washington Lawyer*, May-June 1999.



What is Community Economic Development?

“Community economic development,” or CED, as we use it in this manual, means the creation or strengthening of economic institutions that are controlled or owned by the residents of the low-income community in which they are located or in which they will exert primary influence. Institutions may take such forms as housing development corporations, business firms, industrial development parks, banks, credit unions, co-operatives, and community development corporations (CDCs). They may also include organizations or services that upgrade the human and social environment in ways that increase the economic value and energy of the community.

The process of community economic development means that the community builds a variety of locally controlled economic institutions that will:

- **attract outside capital into the area**
- **improve the physical environment**
- **increase job and entrepreneurial opportunities for residents**
- **provide or encourage others to provide more accessible services and goods to residents**
- **in general, create conditions under which the community can participate in the economic advantages of the rest of society.**

ABC *Success Stories from Model Pilot Projects:* *What you can hope to accomplish in your community*

Georgia

The State Bar of Georgia ABC Project has matched approximately twenty community-based organizations in Atlanta and rural Georgia with volunteer business lawyers and other resources since its inception in 1998.

- The State Bar of Georgia ABC Project recruited Macon lawyer Hugh Lovein, of Hughes, Cork and Miller, to assist a neighborhood association in its efforts to incorporate. The low-income neighborhood has for years sought improvements such as sidewalks, streetlights and crime reduction, but could not work through city and county red tape without a more formal structure.
- When Henry County Residential Housing, Inc., a rural Georgia community development group, received notification from the Federal Home Loan Bank of Atlanta that it had been awarded a \$500,000 Affordable Housing grant to develop sixty new single family homes, the State Bar of Georgia ABC Project arranged for the Atlanta firm of Sutherland, Asbill, & Brennan to provide the organization with the same legal assistance that any for-profit developer would need with real estate closings, construction contracting, financing, and tax and record-keeping work.

Contact: Michael Monahan
State Bar of Georgia ABC Committee
800 The Hurt Building
50 Hurt Plaza
Atlanta, GA 30303
404-527-8762
404-527-8711 FAX
mike@gabar.org
www.gabar.org/probono.htm

Washington, DC

The Community Economic Development Pro Bono Project, started in 1998 and operated by the D.C. Bar Public Service Activities Corporation, has matched more than a dozen community development organizations with major law firms with corporate and transactional expertise to provide ongoing assistance. In addition, another 22 smaller non-profits and disadvantaged businesses are receiving more limited pro bono assistance through the Project's neighborhood-based clinics.

- The Project arranged for the national law firm of Latham & Watkins to provide ongoing representation of the East of River Community Development Corporation (ERCDC), a ten-year-old community development organization. Latham & Watkins is helping the organization review and negotiate complicated business agreements relating to several projects to build town homes and condominiums in a low-income neighborhood, as well as an effort to attract a major commercial tenant to anchor a large-scale retail center that would bring an influx of jobs to the neighborhood.

ERCDC will purchase the land, develop it, and then lease it to businesses. William Kelly, the Latham & Watkins partner who is leading the pro bono effort, was awarded the DC Bar Pro Bono Lawyer of the Year Award for his contributions.

- Volunteer lawyers offered free legal advice to the owners of small and disadvantaged businesses and fledgling non-profits in DC's Shaw neighborhood through a pilot Community Economic Development Clinic operated by the DC Bar project. Volunteers were recruited from several DC Bar sections. Law students from George Washington University Law School's Small Business Clinic pre-screened potential clients. At the clinic, ongoing pro bono representation was arranged for twelve cases. Issues included start-up assistance, reviews of contracts and leases, acquisition of permits, amendments of by-laws, and land use and zoning problems. The Project won the DC Bar's Frederick B. Abramson Award for extraordinary service to the profession.

Contact: Deborah Austin
Community Economic Development Pro Bono Project
DC Bar Pro Bono Program
6th Floor
1250 H Street, NW
Washington, DC 20005
202-737-4700 x 376
202-626-3471 FAX
daustin@dcbar.org
www.dcbar.org/public_consumer/ced.html

St. Louis

Professional Housing Resources, Inc. (PHRI), a joint venture of The Bar Association of Metropolitan St. Louis, Legal Services of Eastern Missouri, the St. Louis University School of Law, and the Regional Housing and Community Development Alliance, has been providing counsel, technical assistance and training to non-profit community-based organizations since 1995. PHRI seeks to empower community organizations throughout the Gateway Region to improve neighborhoods and create affordable housing. PHRI volunteers have helped many new non-profits to incorporate and to apply for IRS 501(c)(3) status. More than 500 staff and board members of community-based organizations attend PHRI training sessions each year on topics such as strategic community action, real estate development, and business management.

- PHRI arranged for attorneys at the firm of Bryan Cave to assist the Northside Community Center, a non-profit housing development group, with the purchase of 46 units in nine buildings that were in foreclosure. Without the pro bono legal representation, the units probably would have remained empty.
- PHRI assigned an attorney from Copeland Thompson & Farris to the Wellston Community Support Association, a non-profit neighborhood improvement group that is entering its first real estate development as co-general partner with an experienced developer and a major lender. The pro bono attorney is reviewing the partnership and loan documents with the Wellston Association members to be sure they understand them.

Contact: Susan G. Murray
Professional Housing Resources, Inc.
PO Box 16763
St. Louis, MO 63105
314-726-0098
314-726-0098 FAX
sgmurray@aol.com

Detroit

Community Legal Resources, a community development clearinghouse begun by Michigan Legal Services, the ABA Business Law Section Pro Bono Committee, and the State Bar of Michigan, has placed over 65 matters involving 41 nonprofit organizational clients with 20 law firms and solo practitioners in metropolitan Detroit since 1998.

- CLR recruited attorneys from Honigman, Miller, Schwartz & Cohn and Shaheen, Jacobs & Ross to work with Renaissance Development Nonprofit Housing Corporation, an organization that creates affordable, quality housing from abandoned homes on Detroit's west side. The lawyers worked with Renaissance to secure City of Detroit HOME funds for site rehabilitation and to quiet title and close on individual homes.
- CLR volunteers worked with Southwest Detroit Business Association (SDBA) to revitalize the neighborhood commercial environment through facade design and physical improvement programs, rehabilitation of abandoned buildings, and community policing and anti-graffiti programs. Pro bono counsel from Jacob & Weingarten aided SDBA in drafting easements to enable property owners in neighborhood commercial districts to obtain financing for storefront improvements. Attorneys from Dykema Gossett have incorporated a for-profit subsidiary for SDBA to assemble and sell underused land to private developers.
- On this basis of this transactional representation, both Renaissance Development and SDBA have entered into twelve-month Community Partnerships for pro bono legal assistance with the firms that assisted them.

Contact: Lance Boyd Jones
Executive Director
Community Legal Resources
900 Michigan Building
220 Bagley
Detroit, MI 48226
313-964-4130
313-964-1192 FAX
lbjones@michiganlegal.org



Getting Started

Getting a Business Law Pro Bono Project off the ground requires careful planning and hard work. This section provides an overview of the initial steps you will need to take in designing and developing a new program. In planning your efforts, be sure to allow sufficient time to touch these bases.

Leadership

The first step is to identify the person or team who will lead the effort to plan and start up the new Business Law Pro Bono Project.

Special expertise is not necessary – others can supply that. The task of start-up leadership is to identify those “others,” bring them into the effort, provide them with the support they need to make a contribution, and combine the individual contributions into a functioning whole.

Successful leaders in starting Business Law Pro Bono Projects have included bar officials, business lawyers, legal services attorneys, and a new law school graduate funded by a fellowship. What they have had in common is personal commitment, vision, the ability to inspire others, and a willingness to take on the hard work that will be necessary to get the project off the ground.

- In Detroit, CLR was spearheaded by a recent graduate of the University of Michigan Law School who had been awarded a Skadden Fellowship to work on community economic development issues in metropolitan Detroit. Having met with several community-based organizations that were seeking transactional legal assistance, he recognized the potential benefit of a business law pro bono clearinghouse. He worked with a local business lawyer in a corporate counsel’s office who was active in the ABA Business Law Section’s Pro Bono committee and who had substantial contacts with local bar and community leaders.

Steve Tobocman had the idea, the enthusiasm, and experience in community economic development. I had organizational know-how, years of contacts with local bar leaders and ABA pro bono experts, and, as a retiree, time to pursue support for CLR. I think we were both surprised at how successfully we capitalized on our synergies. It probably indicates that a wide variety of backgrounds can be useful in organizing these kinds of projects.

– Sally W. Schwartz, Chair, CLR Board of Directors, formerly Assistant General Counsel, Ford Motor Company

- The DC Bar Project grew out of the work of the Pro Bono by Non-Litigators Subcommittee of the Bar's Public Service Activities Committee. The Young Lawyers Section of the Bar Association of DC, a local voluntary bar, contributed by conducting a systematic survey of the unmet legal needs of local community development organizations. Bar leaders embraced the idea of a business law pro bono project to meet these needs.
- In Georgia, the Executive Director of the Georgia Legal Services Program (GLSP) recognized the need to complement the program's existing state-wide Community Economic Development effort with the technical expertise of pro bono business lawyers. At the same time the State Bar pro bono coordinator was seeking ways to develop pro bono work that utilized the skills of business lawyers. The President of the State Bar appointed the ABC Committee, which was chaired by a member of the ABA Business Law Section Pro Bono Committee and included the Director of GLSP.

Partners

Business Law Pro Bono Projects bring together two different constituencies – business lawyers and community organizations. To get started, you will need contacts within each group.

The business law or corporate counsel section or committee of the local or state bar association will be one key player. In fact, most Business Law Pro Bono Projects are initiated here. Bar association pro bono coordinators can provide valuable assistance. Major law firms and corporate legal departments can also be important partners in the start-up effort.

Many law schools offer courses and clinics in community economic development and affordable housing development. Law students are often interested in gaining experience in this type of work. If there is a law school in your area, look into the possibility of involving it in your project.

Potential partners who can help you reach the other constituency of your project may include community economic development corporations, non-profit resource centers, local legal services programs, local foundations, law school clinics, funder networks, and community-based organizations. The resources listed at *Tab D* should be of assistance in identifying potential partners in your community.

Whether or not your project will involve an ongoing partnership with one or more of these organizations, you will need to make and maintain contact with them as you plan and initiate your efforts. The more you involve these groups in your efforts, the more successful you will be.

- The leaders of CLR in Detroit created an Advisory Board that included representatives of the business law bar, law schools, legal services, a community development support organization, and client groups. The Advisory Board agreed upon CLR's mission and goals. Governance of the project was then turned over to a Board of Directors with a similar composition, but small enough to function efficiently.
- The Georgia Bar ABC Project was developed with the participation of the community development specialist attorney at the Georgia Legal Services Program, bar leaders and corporate counsel, the GLSP Clients Council, the Georgia Non-Profit Resource Center, the Georgia Law

Center on Homelessness and Poverty, and community development organizations.

- Early in its development, the DC Bar CED Pro Bono Project hired a Project Director with close ties to community development legal services providers and corporations. She was able to involve community organizations and developers in planning the project's efforts. The Project also developed an Advisory Board made up of practicing attorneys, community organization representatives, law school clinic representatives, and a community banker.
- In St. Louis, the PHRI project is a joint venture of the local Bar Association, the local legal services program, a law school, and the regional housing and community development alliance.

Budget Planning

Although volunteer efforts will play a key role in starting and operating a pro bono project, other resources will be required as well, to provide for office space, telephones, business equipment, supplies, and staff. Some of these needs can be met through donations of in-kind resources, such as free office space, possibly including other support services such as library, copying, and conference facilities. The project can even be staffed through a fellowship or similar arrangement. But some financial resources will be necessary as well.

Current successful projects have found that a start-up budget of approximately \$100,000 in cash or in-kind services is needed to get the project up and running with appropriate staff. (see *Tab D4* for sample budgets.) An initial contribution in the neighborhood of \$10,000 should be sufficient for seed money to support initial planning and design.

With a budget at this relatively modest level, a successful project will be able to leverage many thousands of valuable pro bono hours to enhance economic opportunity and quality of life for low-income people in the community.

- The DC Bar CED Pro Bono Project began with a seed grant of \$10,000 from the Corporation, Finance and Securities Section of the DC Bar. An additional \$20,000 from the Eugene and Agnes E. Meyer Foundation and \$25,000 from the Fannie Mae Foundation were pledged as challenge grants. The local Community Development Support Collaborative contributed \$2000 and the DC Bar contributed \$14,000 from non-dues revenue programs. With an additional grant of \$15,000 from ABC, the Project was able to recruit and hire a full-time Director. The Project's initial budget (for 1998) was \$86,000.
- Initial organizational efforts for Detroit's Community Legal Resources were staffed by a Skadden Fellow. The project received start-up grants of \$10,000 from the Ford Motor Company Fund, \$20,000 from the State Bar Foundation, and \$5000 from the firm of Dykema Gossett. This enabled it to hire part-time staff while it raised funds to support a fully operational program budgeted at approximately \$100,000.

Funding Sources

Successful projects have combined financial and in-kind support from a variety of different sources. Likely sources for resources include the following:

Bar entities. The state or local bar association, bar foundation, and specialty bars such as the business law and real estate sections can provide grants, office space, and support services.

Law firms. Large firms can provide grants, office space, equipment, and support services.

Law schools. Law schools can provide grants, office space, and support services, especially if the project offers clinical opportunities for students.

Foundations and corporations. Local foundations, major corporations, universities, and other entities with an interest in promoting local community development can provide grants and in-kind services.

Fellowship programs. Grant-funded fellowships can provide staffing for the project. Nationally, the principal sources of fellowships for new lawyers are the National Association for Public Interest Law (NAPIL) and the Skadden Fellowships (see *Tab D14*). Similar fellowships may also be available through local law firms and foundations.

- CLR in Detroit receives funding and support from the State Bar Foundation, the Business Law Section of the State Bar, and the Real Estate Law Sections of the State Bar. It has also received grants from the Ford Motor Company Fund, several law firms and three major Detroit charitable foundations. A law firm provided computers and a speaker phone. The Project was initiated by a Skadden Fellow. It is housed in a legal services program, which initially provided donated office space and support services.
- The DC Bar CED Pro Bono Project receives major financial support from the Corporation, Finance and Securities Section and the Real Estate, Housing and Land Use Section of the DC Bar, the Eugene and Agnes E. Meyer Foundation, the Morris and Gwendolyn Cafritz Foundation, the Citicorp Foundation, the Community Development Support Collaborative, and the ABC Project of the ABA. It is part of the DC Bar Public Services Activities Corporation, the Bar's pro bono program, from which it receives support services.

Structure

The structure you adopt for your project must take into consideration such factors as location, available resources, leadership, governance, staffing, and day-to-day activities.

Keep in mind that the structure should promote the involvement of both of your key constituencies:

- **volunteer lawyers**
- **community-based organizations.**

Key figures within each constituency should be included to provide credibility, networking, and policy guidance.

You will also need people who can participate in the ongoing work of the project on a regular basis – screening cases, locating volunteer attorneys, and assisting project staff with other day-to-day tasks. These people will not necessarily be the same as those who provide credibility, networking, and policy guidance.

Successful projects have adopted a variety of different approaches. What they have in common is that each structure touches all three bases: business law contacts, community contacts, and day-to-day work.

- **Local Bar.** In DC, the project is operated by the DC Bar Public Services Activities Corporation, the Bar's pro bono program. It has a Project Advisory Committee made up of practicing attorneys, community organization representatives, law school clinic representatives, and a community banker. The Advisory Committee is involved in the activities of the project on a regular basis.
- **State Bar.** In Georgia, the project is operated by the State Bar of Georgia ABC Committee. While its members are all attorneys, they include representatives of the Georgia Legal Services Program, the Georgia Non-Profit Resource Center, and the Georgia Law Center on Homelessness and Poverty. In addition, the Committee has assembled an informal working group, which includes the Chairman of the Committee, the Director and a community development specialist from the legal services program, the Director of the Georgia Clients' Council, and a representative of a statewide umbrella group for community development organizations.
- **Legal Services Program.** In Detroit, the project is located within a legal services program. (Although in this instance the legal services program is not LSC-funded, LSC restrictions would not bar the location of a project within an LSC-funded program.) The project's Board of Directors includes representatives of the business law bar, area law schools, legal services, and community development support organizations. Members of the Board of Directors agreed to be actively involved in the work of the project, in fundraising, recruitment and hiring, and similar capacities. An Advisory Board, made up of key members of organizations interested in the project's efforts, provides assistance as needed. Advisory Board members are kept informed of all actions by the Board of Directors and may attend meetings of the Board of Directors. The guidance, contacts, and credibility furnished by the Advisory Board has been extremely valuable.
- **Partnership.** In St. Louis, the PHRI project is a joint venture of the Bar Association of Metropolitan St. Louis, Legal Services of Eastern Missouri, the St. Louis University School of Law, and the Regional Housing and Community Development Alliance. Its volunteer Board of Directors, which includes representatives of each of the contributing entities, is actively involved in day-to-day work.

Needs assessment

To plan your project effectively, you will need a clear understanding of the needs of your local community-based organizations. This will require locating potential users of pro bono legal services and determining their needs.

You may be able to obtain assistance with needs assessment from another entity, such as a community organization, law school, or bar group. Groups that may not choose to be involved in the program on a long-term basis may be willing to help out.

First, assess what community development activity is going on in your area. Your contacts in the community will come into play here. Interview key players to gain their perspective and ask them who else you should be talking to. Coalitions of local housing providers, shelters and advocacy groups serving homeless people, and local government housing and community development agency officials should be good sources. Other sources of information about potential users in your community include local foundations, the regional Federal Home Loan Bank, which makes funds available for community development through local financial institutions, and national organizations, such as foundations and the National Economic and Development Law Center, which may be funding working with groups in your area (see *Tab D23*).

As you identify potential users of pro bono services, seek them out and work with them to identify their needs. Simply asking isn't enough – they may not be aware of all the ways in which the counsel and services of an attorney can help them achieve their community economic development goals.

The Ford Foundation has developed a model community economic development survey that is available from ABC (see *Tab D2*).

- The State Bar of Georgia ABC Project and the DC Bar CED Pro Bono Project based their needs assessment on the Ford Foundation survey.
- In Washington, the Young Lawyers Section of the Bar Association of DC, a local voluntary bar, assisted with the needs assessment survey.

Mission Statement

Use the results of your needs assessment to develop a mission statement for the project. The mission statement should set forth clearly and succinctly what you expect the project to accomplish.

- PHRI in St. Louis has defined its mission as follows: “PHRI empowers community organizations throughout the Gateway Region to improve local neighborhoods and create affordable housing. Community organizations draw on PHRI resources for technical services, counsel, and training: 1) Pro bono technical services and counsel from PHRI professional volunteers (legal services, real estate development); 2) minimal cost professional development seminars (strategic community action, real estate development, business management).

- The mission of the State Bar of Georgia ABC Project is to increase the capacities of rural economic development and community-based organization by providing free legal assistance on issues relating to their development and ongoing operations. To this end, the ABC Project provides three major areas of support: 1) legal representation for emerging non-profits and experienced non-profits serving low-income communities; 2) screening for eligible clients to determine legal and resource needs for referral to other providers of support and technical assistance; and 3) community economic development information resources. A training component for lawyers and organizations is envisioned, but not yet developed.

Project Priorities

It is critical that your project set clear priorities and case selection criteria from the beginning. A program's first case selection decisions can affect the long-term direction of the program and the way that it is perceived in the community. Lack of well-defined priorities can result in inconsistent or inappropriate decisions. The results of your initial needs assessment will help you set appropriate priorities. Issues that should be addressed include the area the program will serve, the forms of representation it will provide, the categories of the clients it will serve, and the nature of the problems to which it will respond.

- **Service area.** Will the program be statewide? regional? metropolitan? Serving rural areas presents major logistical problems, yet the need may be especially great there. The Georgia ABC Project serves clients on a statewide basis, with a special focus on rural needs, although it is operated out of Atlanta. PHRI focuses on metropolitan St. Louis. CLR primarily represents clients from metropolitan Detroit, but it does accept matters from throughout Michigan and is committed to expansion into a truly statewide organization.
- **Type of representation.** Will the program limit its services to transactional representation, advice and brief services, and other "general counsel" functions, or will it handle other types of representation as well? You will want to consider what other resources are available to non-profit organizations in your service area. The DC Bar CED Pro Bono Project does not take on litigation-related matters, which for paying clients would generally be handled by litigators in the volunteering firm and for which pro bono representation may be available through the ABA Litigation Section-sponsored Litigation Assistance Partnership Project.
- **Clients and issues.** Will service be limited to housing and development organizations and projects, or will other community-building organizations be included as well? Will the project handle cases for non-profit clients that do not involve economic development issues? CLR in Detroit received numerous requests for assistance from churches in low-income communities. The churches met CLR's basic intake criteria concerning nonprofit status, income of members, and serving a disadvantaged or distressed community, but many of their requests related to internal congregational concerns, such as purchasing land for a parking lot or expanding the church building, rather than to broader community-building activities. CLR determined it would not accept matters relating to purely internal or religious concerns, but would accept church-related matters connected to community networks or social services. CLR also provides representation for community groups that are engaged in community-building efforts that may not be directly related to economic development – for example, a small publisher of African-American poetry and a group that portrays African-American troops in civil war reenactments and goes into area schools to teach about these troops.

- **Determination of need.** How will your program determine the need for pro bono counsel? Some community development corporations will already have budgeted funds for legal representation. Some may already be represented by counsel. Does “need” depend on the size of the organization? Does it vary according to the organization’s mission? Model Rule of Professional Conduct 6.1, on Voluntary Pro Bono Publico Service, addresses this issue (see *Tab D4*).

Staffing

An all-volunteer effort may be sufficient to get a project going, but projects have found that a knowledgeable, experienced staff is needed for successful operation. The staff will play a central role in making contact with potential clients, screening cases, matching them with appropriate volunteers, and providing ongoing support. Project staff must have credibility with both constituencies, legal and community development, and must be familiar with community economic development issues and groups.

These responsibilities can be fulfilled by a knowledgeable, experienced project director. Alternatively, a director with legal background, who would be able to handle some legal work and deal effectively with volunteer lawyers and firms, might share responsibility with an outreach worker with a community development background.

While projects have operated successfully with a part-time project director, or without a director at all, evaluations of these projects have identified this lack as a significant weakness.

- The DC Bar CED Pro Bono Project is staffed by a full-time Project Director, an attorney with a strong background in community economic development (previously Acting Executive Director of the national Neighborhood Coalition and Director of Legislation and Policy for the National Low Income Housing Coalition).
- The State Bar of Georgia ABC Project is staffed by a part-time director. A recent evaluation of the program determined that “a full-time Project Director with substantive experience in [business law] or with community economic development will be critical to the ultimate success of the Project.”
- CLR in Detroit had a part-time director for some time. It currently has a full-time director and a full-time community development specialist.
- PHRI in St. Louis has been staffed on a part-time basis. The project is seeking funding for a staff position.

Coordination with Legal Services and Volunteer Attorney Programs

Business Law Pro Bono Projects should be carefully coordinated with legal services offices and volunteer lawyer programs serving the local community. In addition to whatever special expertise they may have in community economic development issues, these programs have extensive experience in dealing with the community’s law-related problems. It is like that they have already given careful consideration to the kinds of issues that the new pro bono program will face.

Keep in mind that legal services and volunteer lawyer programs are usually underfunded and unable to meet all the needs in their communities. They may welcome and be enthusiastic about new sources of expertise, energy, and volunteers to address those needs. They may also have legitimate concerns that the new programs may be managed by people without sufficient knowledge or commitment to see them through, or that they will accomplish little more than making the volunteers feel good, while competing for funding and volunteers.

For these reasons, a new business law pro bono project should not be organized without discussions with leaders of the local legal services offices and volunteer attorney programs to ensure that the design of the new program is complementary to the established programs.

Start-Up Time Frame

Be careful not to start providing services prematurely. Be sure to allow enough start-up time to plan your project effectively – developing systems and structures and making fundamental program decisions, as outlined above. Above all, be sure that you have the capacity to carry out the project's basic tasks.

On the other hand, it is not necessary to have every element of the program in place before starting to provide services. Finding volunteer attorneys to address one or more of the specific needs you have identified in your needs assessment can provide valuable experience, good publicity, and a boost to your start-up efforts, provided that the effort is clearly consistent with your mission and priorities and you have the capacity to follow through as necessary.

It is not possible to define a specific time frame for start-up activities, as circumstances will vary from project to project. You will need to exercise judgment to ensure that you reconcile the competing concerns involved.

Providing Services

This section reviews the basic tasks your program must undertake as part of its ongoing operations.

Delivery Approaches

Successful projects employ a variety of different approaches for matching volunteers and clients:

Transactional approach. Under this approach, the project locates a volunteer attorney to meet a specific client need – a zoning problem, review of a contract, acquisition of a permit, a negotiation, and other limited matters. Typical clients include small businesses that lack sufficient resources to hire private counsel and non-profit groups involved in economic development activities. This approach is well suited to individual volunteer lawyers who practice in a setting other than a large law firm, who can undertake representation in their particular areas of expertise for a discrete project, and to firms that are unsure whether they want to undertake a long-term relationship with a client group. Because it is essential that the client’s need be correctly assessed, this model can involve a substantial investment of project staff time.

- In Georgia, the State Bar ABC Project arranged for Cobb Housing, Inc., a rural community development organization, to obtain assistance in reorganizing its corporate structure, from the firm of Nelson, Mullins, Riley & Scarborough. As a result, five new non-profit entities were created, reflecting the organization’s various efforts relating to housing, construction, finance, child care, and realty.

General counsel approach. Under this approach, an established community development corporation and a law firm enter into an ongoing relationship. The client organization presents all of its legal needs, questions, and problems to its pro bono attorneys. Having the firm as its general counsel can increase the credibility of the organization as well as its capacity to achieve its goals. This approach is especially suited to large law firms that can draw on their members for a broad range of expertise.

- In Detroit, the firm of Dykema Gossett has made a commitment to serve for at least one year as the “community partner” to two community development organizations, Southwest Detroit Business Association (SDBA) and Warren/Conner Development Coalition (WCDC). SDBA seeks to restore the economic health of Southwest Detroit through revitalization of neighborhood shopping districts, rehabilitation of historic buildings, community planning on quality-of-life and development issues, and partnerships among businesses, government agencies, and residents. WCDC operates development initiatives targeted to four primary areas: business/

workforce, real estate, youth, and neighborhood. For each community partner, Dykema Gossett has identified a small team of lawyers that will conduct a legal audit and address specific legal needs, including real estate transactions, human resources issues, and organization management. The team will respond to client inquiries, attend client board meetings, and stay abreast of the clients' work, with the goal of meeting most of the clients' legal needs. If the team cannot respond to a particular request from the client because of conflict of interest, lack of expertise, or overload of work in particular practice area, it will work with CLR staff and the client to ensure that the matter is referred promptly to another firm.

Clinic approach. This approach is built on one-day, neighborhood-based clinics staffed by volunteer attorneys and sponsored by a local community organization. Clients receive free legal advice and brief service at the clinic. Volunteers may also make a commitment to provide further assistance if it is necessary to resolve the issue. Prior to the clinic, the sponsoring organization engages in outreach and publicity. They may also provide some orientation for volunteer attorneys, such as a tour of the neighborhood. Potential clients are screened by project staff or volunteers (sometimes by law students) before they meet with attorneys at the clinic. Like the transactional approach, this approach is well suited to individual volunteer attorneys and smaller or newer client groups. It relies heavily on the sponsoring organization's ability to reach and identify appropriate clients and ensure that they complete the screening process, and on the clients' ability to identify their own legal needs.

- Volunteer lawyers offered free legal advice to the owners of small and disadvantaged businesses and fledgling non-profits in DC's Shaw neighborhood through a pilot Community Economic Development Clinic operated by the DC Bar project. Volunteers were recruited from several DC Bar sections. Law students from George Washington University Law School's Small Business Clinic pre-screened potential clients. In addition to the advice and brief services provided at the clinic, ongoing pro bono representation was arranged for cases requiring further work. The Project won the DC Bar's Frederick B. Abramson Award for extraordinary service to the profession.

Identifying Clients

Identifying potential clients for pro bono representation can be the most challenging task for a Business Law Pro Bono Project.

You will probably locate your first clients through your initial community needs assessment. In addition to groups with specific legal needs, you may identify organizations that could benefit from an ongoing "general counsel" relationship with an attorney or firm.

As the project gets underway, community organizations, legal services providers, non-profit organizations, and others will begin to make referrals. Community clinics and other outreach efforts can also represent an important source of potential clients.

All cases must be carefully screened to determine the exact nature and scope of the client's legal needs in order to ensure an appropriate referral.

- Most business law pro bono projects identify clients through the ongoing relationships they maintain with community development organizations through their staffs, board of directors, and advisory boards.
- The State Bar of Georgia ABC Project relies primarily on the Georgia Legal Services Program and the Law Center in Atlanta to identify, screen and refer potential clients. The GLSP community development specialist attorney serves as liaison between the ABC project and non-profit community groups, identifying projects ready for pro bono assistance and preparing them for volunteer placement
- CLR in Detroit has prepared a brochure and other outreach materials describing its services for distribution to community groups.
- The DC Bar CED Pro Bono Project's pilot Community Economic Development Clinic resulted in the identification of twelve cases for which ongoing pro bono representation was arranged. Issues included start-up assistance, reviews of contracts and leases, acquisition of permits, amendments of by-laws, and land use and zoning problems.

Recruiting Volunteers

Initially, your project should recruit volunteers on an as-needed basis rather than attempting to create volunteer pool in advance. When advance recruitment exceeds the demand for services, the result can be diminished volunteer enthusiasm and a perception that the need for pro bono attorneys does not exist.

Five keys to successful recruitment of business lawyers

1. Ensure that the local business bar feels "ownership" of the project.
2. Organize a recruitment campaign to match business legal skills with community-based group legal needs.
3. Ensure the availability of malpractice coverage for pro bono work.
4. Provide training programs in working with community-based organizations for CLE credit.
5. Encourage one-on-one recruitment by business lawyers on the board.

See *Tab D4* for more information about successful recruitment campaigns.

Clients must be carefully matched with volunteer attorneys to ensure that the "chemistry" is right between them. The investment of time and effort in that process is key to the development of successful long-term relationships. "General counsel" relationships must be cultivated with special care. Firms may need to undertake some transactional representation before they will feel comfortable assuming broader responsibility. It is essential that both parties have a clear understanding of what will be involved in the relationship.

Volunteer coordinators at the larger firms can help with the placement of specific matters. In many firms, peer-to-peer recruitment is advisable, especially where the firm's policy requires the approval of a practice group head or partner. However, project staff should always be involved in the matching process to make sure that the match is appropriate.

Once the project is up and going, it may be helpful to develop a volunteer pool to avoid delay and inefficiency in locating pro bono attorneys for clients. By this time, you should be able to anticipate demand and point to a track record of success.

Malpractice Insurance

Although the experience of pro bono and legal aid programs is that malpractice claims are rare, all organized pro bono programs should ensure that its volunteers be covered by malpractice insurance, for the benefit of the program as well as the client and the volunteer. The program itself should also have coverage.

On the other hand, you should not let concerns about insurance prevent you from moving forward. Insurance for the individual volunteers is readily available in one or more of four ways:

- The volunteer's own insurance coverage. Most malpractice insurance covering lawyers working in law firms applies equally to paying clients and pro bono clients. Volunteers may want to check their policies to determine whether it makes a difference whether the files are opened as firm files. Corporations, government employers, and other non-law firm employers generally do not supply that insurance to their employees who assume outside legal work.
- The policies of established pro bono programs. Virtually all of the well-established pro bono programs, whether they are free-standing programs or administered through bar associations or legal services offices, provide malpractice insurance for their volunteers. Generally, coverage comes with low deductibles and relatively low limits. In most situations, it will be possible to affiliate a new Business Law Pro Bono Project with an established volunteer attorney program to give volunteers the benefit of the malpractice coverage.
- New group policies. If a new pro bono program, for whatever reason, does not wish to affiliate itself with an existing volunteer attorney program, it is possible to obtain group insurance for pro bono matters at relatively low cost, quite possibly under \$1,000 in total. See *Tab D17* for more information.
- New individual policies. Special policies for individual volunteers are available, although they are considerably more expensive than group policies.

Defining and Supporting the Attorney-Client Relationship

Building a strong attorney-client relationship between volunteers and community groups can take time and effort. Volunteer attorneys may need ongoing support from project staff. Staff should participate in the initial conference between volunteer attorney and client, solicit regular reports from volunteer attorneys, check in regularly with clients, and intervene where the attorney-client relationship is not functioning for one reason or another.

While volunteer attorneys will understand that they owe their pro bono clients the same professional obligation they owe their paying clients, it is important that both volunteers and

clients share the same understanding of what this ethical duty will mean in practice. It may be helpful to advise both lawyers and clients in writing of what they can expect from the relationship at the outset. For sample retainer agreements and letters, see *Tab D4*.

Once representation has been arranged, project staff should regularly check on the status of the relationships. Community groups may not be taking full advantage of opportunities available to them.

Provision of Services by Project Staff

Under some circumstances, services can be provided by project staff, provided that they are skilled in transactional representation. Community organizations may require only very brief services or advice, which can be provided more efficiently by staff. It may be difficult to locate a volunteer attorney for the pre-development phase of a project, and in-house staff can provide necessary support and advice during this period.

Volunteer Training

While volunteers will have substantive expertise, they may need training in particular issues associated with community development.

- The State Bar of Georgia ABC Project has prepared a “Legal Guide to Representing Community-based Organizations.”
- In response to volunteer requests for training on tax-related issues arising from joint ventures between non-profit and for-profit entities, the DC Bar CED Pro Bono Project hosted a brown-bag lunch with a panel presentation on the subject.
- PHRI in St. Louis presents regular “brown-bag lunch” training sessions on housing and development issues. Some of these are targeted primarily to volunteer attorneys.

Bar Involvement

Whether or not the project is funded by or located within the bar, the organized bar must be actively involved in marketing and support of the project. Broad bar involvement will insure the project’s credibility, facilitate the development of contacts within the legal community, and provide valuable support in such areas as publicity and volunteer recognition.

Recognition of Volunteer Efforts

All volunteer efforts should be publicly recognized through project and bar publications, awards, and other similar methods.

Volunteer recognition can begin with a thank-you letter as soon as a case is placed. If the volunteer is an individual within a firm, a copy of the letter should go to the managing partner. Another thank-you letter should be sent when the case is closed.

The project should recognize all volunteer efforts in a regular project publication, such as a newsletter or annual report, or in a regular feature in a bar publication.

The project should work with the bar to ensure that significant volunteer efforts are prominently recognized, through pro bono awards, articles in bar publications, and the like. Highlighting volunteer contributions can enhance recruitment and build support for the project.

- In 1999, the law firm recipient of the ABA Business Law Section National Public Service Award was Dykema Gossett of Detroit. The firm was recognized for its extensive services to a varied group of CLR clients and its participation in the CLR “community partners” initiative. Dykema committed to partner with two community development organizations, the Southwest Detroit Business Association and the Warren/Conner Development Coalition.
- In Washington, William Kelly, the Latham & Watkins senior partner who is leading the firm’s pro bono work with the East of the River Development Corporation, was awarded the DC Bar Pro Bono Lawyer of the Year Award for his contributions.

Publicity

Publicity concerning the project can serve a variety of goals – building credibility, recognizing volunteers, promoting fundraising, and expanding the volunteer pool or client base.

Bar journals and other legal publications should be interested in publishing an in-depth story about your project. The mainstream press may be interested as well. Reprints of an article describing the project and its success can be very useful for fundraising, introducing the project to potential volunteers and clients, and similar purposes.

Be sure to issue a press release providing information about significant project events or activities – for example, consummation of a general counsel agreement, an upcoming clinic, or an end-of-the-year tally of cases.

Your public relations efforts are more likely to be successful if you can involve someone who is experienced in dealing with the media – someone who knows which publications and reporters are likely to be interested, who can help you put together a press packet, and so on. The state or local Bar Association should have someone on staff who can help you with publicity.

If you are on your own, keep in mind that your principal task is to convince the appropriate media that there is a story in your project. Consider writing up a few compelling examples of the project’s successes to demonstrate this. If the project is just getting under way, you can provide examples of successes from projects in other areas.

Newsletters provide another useful medium for getting your message out. Develop a list of the bar entities, community development organizations, and other groups that will be interested in the project's activities and send press releases to them when you have information you want to convey.

Internet publicity is becoming increasingly important. You may want to develop your own web site or a page on the site of one of your sponsoring organizations. Some projects have had success in using web sites to list volunteer opportunities.

- Business law volunteer efforts have been prominently featured in *Business Law Today*, the magazine of the ABA Business Law Section, the *Michigan Bar Journal*, *The Washington Lawyer*, and other state and national publications.
- In November 1999, Detroit's CLR held a press conference announcing new staff, new funds, and new initiatives. Detroit Mayor Dennis Archer, past president of the State Bar of Michigan and the National Bar Association, praised the work of volunteer attorneys and presented an award on CLR's behalf to the chairman of Dykema Gossett, which has provided both transactional and general counsel assistance to CLR clients. The event, which drew a large crowd to a client organization's neighborhood center, highlighted the satisfaction of a CLR client, recognized the work of CLR volunteers, and demonstrated community and political support for the program.

Recordkeeping

The project should develop forms, a database, and a tickler system to keep track of all referrals, including the time spent by volunteer attorneys. (See *Tab D4* for sample forms.) Monitoring case status on a regular basis can be time-consuming, and some volunteers may be resistant to providing regular reports. Nevertheless, it is essential that the program gather and maintain this information. In particular, the ability to collect the number of pro bono hours donated and compute its monetary value will be critical for reporting to funding sources and obtaining future funding.

- CLR in Detroit contacts all clients with open cases on a quarterly basis. Volunteer hours are solicited directly from attorneys and their pro bono coordinators. Based on this information, CLR has estimated the value of free legal assistance from the program's inception in 1998 to late 1999 to be approximately \$300,000.
- The DC Bar CED Pro Bono Project uses a database to track intake. Telephone, fax or e-mail contact is made bi-annually to collect hours and monitor case progress.

Standards and Quality Assurance

The fundamental quality assurance mechanism in a pro bono program is the principle that volunteer lawyers owe their pro bono clients the same professional obligation they owe their paying clients.

The quality of the project's services should be assessed through follow-up questionnaires and/or phone calls to both volunteers and clients when cases are closed or, in general counsel arrangements and other ongoing cases, on a regular basis.

Projects should regularly evaluate their operations to ensure that they are accomplishing their objectives effectively. They may want to arrange for an independent by an outside evaluator as well. Evaluation standards should include the relevant *ABA Standards for Programs Providing Civil Pro Bono Legal Services to Persons of Limited Means* (see *Tab D4*).

- The DC Bar CED Pro Bono Project and the Georgia Bar ABC Project were both evaluated in 1999 according to the *ABA Standards*. Copies of the evaluations are available from ABC (see *Tab D2*).



Expanding Community Involvement

As Business Law Pro Bono Projects grow and develop, they frequently move beyond the basic role of broker between community-based organizations needing business law services and volunteer attorneys willing to provide those services to more active involvement in promoting community economic development. Similarly, as relationships between community-based organizations and volunteer attorneys working with them deepen, they can evolve into more active partnerships in support of community revitalization.

This expanding involvement in the community can take a variety of forms, depending upon the particular needs and circumstances in the area the project serves. This section highlights some of the approaches that successful programs have taken to promoting community economic development, as well as one example of a growing partnership between a law firm and a community development organization that has taken their efforts in promising new directions.

Expanding the Client Base

Projects typically begin by working with relatively sophisticated community groups – those that are already up and running and engaged in community economic development activities. As project volunteers and staff gain in experience and develop a track record of success, it may be possible to bring less well developed groups along and promote the development of new ones.

Community clinics and other outreach can establish the project's presence in the community and stimulate new economic development efforts. Networking with national and local development and philanthropic entities may also enable the project to reach a larger pool of clients.

- Recognizing that many client groups in rural Georgia need developmental assistance in order to benefit fully from pro bono assistance, the State Bar of Georgia ABC Project often provides help with business plans, identification of funding sources, and networking before a referral is made to a lawyer. The Project maintains a statewide Resource List it shares with applicants to help guide them in their start-up process.
- Through its neighborhood clinic program, the DC Bar CED Pro Bono Project is reaching small businesses and non-profits at critical points in their development. Volunteers through the clinic held in the Anacostia community were able to assist a young entrepreneur with a review of school system contracts and agreements that she needed to execute to open a new afterschool program. Another start up entrepreneur in the Shaw community received assistance with lease negotiations which resulted in the successful opening of a food carryout and restaurant in the community. A non-profit youth outreach program is receiving pro bono assistance in registering

its service mark with the U.S. Patent and Trademark Office. Establishing the mark is an important part of the organization's plan to distinguish its work and mission with constituents and supporters.

Expanding Services

In addition to providing for legal representation, the project can promote the viability of community development organizations by providing training and technical assistance to build their capacities to plan and implement development projects.

The project can also assist community organizations by researching and reporting on technical and financial service providers that can aid them and facilitating the development of relationships between these providers and clients. Examples of providers include the regional Federal Home Loan Bank, regional offices of the U.S. Department of Housing and Urban Development, the Community Relations Program of the Office of Thrift Supervision, the Non-Profit Resource Center, the National Economic Development and Law Center, and many regional, state, and local entities.

- The State Bar of Georgia ABC Project provided support for the organization of a statewide umbrella organization for community economic development organizations, which will provide training for client groups and mutual referrals for services.
- In St. Louis, PHRI sponsors an Annual Affordable Housing Conference, featuring workshops and presentations on all facets of affordable housing development. The conference is attended by community groups, housing advocates, PHRI volunteers, public sector staff, lenders, architects, and others involved in the production of affordable housing.
- PHRI also presents bimonthly lunchtime education sessions on affordable housing. Each session features a presentation by a panel of experts on a current issue relating to affordable housing. Some programs are targeted to community groups, others to volunteers.
- PHRI has designed a training program for staff and board members of community development groups, in partnership with the Regional Housing and Community Development Alliance and Saint Louis University.

New Approaches

Established Business Law Pro Bono Projects have successfully explored new approaches that enable volunteers to provide more in-depth services to community development organizations. As they become more experienced, newer program may want to experiment with some of these approaches.

- At the Lawyers Alliance of New York, three or four law firm associates work full-time with project staff as externs. Externships typically last for two or three months, on a rotating basis. Externship programs offer associates outstanding hands-on experience, while bringing important skills and resources of the project's clients. (Externship programs require the high-level supervision that can be offered only by an established project, however.)

- The Lawyers Alliance has also had success teaming in-house corporate counsel with their company's outside counsel to enrich the services available to community partners.
- COLAP in Indianapolis operates an "Adopt-A-Neighborhood" program, through which law firms sign up for a commitment to deliver 100 hours of pro bono work over the course of one year to a local community development corporation and its affiliated neighborhood organizations.

Leveraging the Bar Effort

Projects can use the credibility and track record provided by the involvement of the business bar in community development projects to bring in other providers and other funders.

- In St. Louis, PHRI has begun an aggressive recruitment program to bring accountants, architects, and social workers into the program to provide specialized pro bono services to community-based organizations. Five accounting firms have been recruited to begin providing pro bono services to community groups. One of these firms has been involved in a major project assisting community groups in East St. Louis, Illinois, with complex real estate matters.

New Attorney-Client Partnerships

Attorney-client relationships can work in a variety of ways, from a very narrow model, in which the attorney provides advice or services in response to specific requests from the client, to much broader partnerships, in which the attorney works closely with the client to define goals and identify strategies. Partnerships between business lawyers and community development organizations can be especially creative because of the differing experiences and perspectives that each partner brings to the relationship.

Sophisticated business attorneys can provide community groups with new ideas and new contacts that can enable them to develop ambitious new approaches to community revitalization, while working in low-income communities can provide business attorneys with valuable new perspectives by providing them with opportunities to serve a wider range of interests and to use their skills in giving back to the community.

As relationships between volunteer attorneys and their community partners grow and deepen, their joint community revitalization efforts can move in exciting and productive new directions.

Latham & Watkins and ERCDC

One Example of a Growing Partnership for Community Revitalization

In Washington, the evolving relationship between Latham & Watkins and the East of the River Community Development Corporation (ERCDC) provides an example of the close partnerships that can develop over time between volunteers and community-based organizations. The firm began its relationship with ERCDC by reviewing the organization's articles of incorporation and by-laws. As the relationship has continued to progress, the volunteer attorneys have helped ERCDC develop an ambitious agenda of community revitalization efforts.

By mid-1999, Latham & Watkins was helping the organization review and negotiate complicated business agreements relating to several projects to build town homes and condominiums in a low-income neighborhood. The attorneys were also working with ERCDC to attract a major commercial tenant to anchor a large-scale retail center that would bring an influx of jobs to the neighborhood. ERCDC would purchase the land, develop it, and then lease it to businesses.

In addition, Latham & Watkins provided advice on a \$200,000 local initiative loan program that focuses on buying, rehabilitating, and reselling housing in the community; and establishing a for-profit subsidiary to deal with the environmental hazards involved in refurbishing old buildings.

Latham & Watkins also helps ERCDC gain exposure to grants and financing that they would not otherwise have access to. At the firm's suggestion, ERCDC is considering the creation of a community development bank capable of making District-wide loans to non-profits.

In *The Washington Lawyer*, ERCDC Director Retta Gilliam reports that the attorneys give the organization "an air of credibility" when they meet with large corporations that are considering doing business in the neighborhood. "Their presence accentuates the fact that we are serious. It lets the corporate officers know that we understand the bigger issues."

Bar associations everywhere are struggling with the issue of how you can constructively engage the bar in the process of rebuilding cities. I think you are going to see an awful lot of long-range benefits out of the CED Pro Bono Project – even more than the benefits you get out of the individual litigation pro bono umbrella. It is a great opportunity for non-litigators to make a contribution in the pro bono arena.

– James W. Jones, Co-Chair, DC Bar CED Pro Bono Project Advisory Committee, and Senior Vice-President, APCO Associates, in *The Washington Lawyer*.



DIRECTORY and FAQ

Below is an alphabetical directory of organizations and entities that either support the growth and development of business law pro bono projects; provide direct technical assistance or assistance to enable you to develop a local project; or provide business law pro bono services. In many communities there are local organizations that provide some business law pro bono services in addition to their primary work. Please contact your local or state bar directory for a complete list of those providers.

Frequently Asked Questions

How can we identify potential partners – business lawyers, corporate counsel, legal services providers, pro bono programs, and community based organizations – in our area?

The ABA Section of Business Law (*Tab D1*) can provide you with a geographic membership list. ABC (*Tab D2*) can provide you a list of civil legal service providers. ABA Center for Pro Bono (*Tab D4*) can provide you a list of pro bono providers. ACCA (*Tab D5*) can provide you a list of corporate general counsel. NEDLC (*Tab D30*) has a national database of community based organizations. LISC (*Tab D29*) is a national network of community based organizations.

Where can we obtain advice or technical assistance?

ABC (*Tab D2*) operates the ABC listserv, through which you can seek input and advice from others involved with business law pro bono projects. ABC may also be able to direct you to technical assistance and support with specific problems.

Where can we obtain sample budgets? Needs assessment checklists? Mission statements? Job descriptions? Forms relating to program operations? The ABA Standards? and other documents cited in the text?

The ABA Center for Pro Bono (*Tab D4*) has sample forms in its electronic Clearinghouse.

How can we obtain information about funding sources in our area?

The webology of foundation information (*Tab D15*) provides a beginning search to identify local and state funders.

American Bar Association

D1 Section of Business Law

Sue Daly
750 N. Lake Shore Drive
Chicago, IL 60611
312-988-5605
312-988-5578 FAX
SueDaly@staff.abanet.org
www.abanet.org/buslaw/probono/home.html

D2 Pro Bono Committee ABC Project

Guy E. Lescault
Georgia Legal Services Program
1100 Spring Street, Suite 200A
Atlanta, GA 30309
404-206-5347
404-206-5346 FAX
g.lescault@glsp.org
www.glsp.org

The Pro Bono Committee of the Business Law Section sponsors the ABC Project, which matches business lawyers with organizations needing legal assistance and promotes and supports the development of business law pro bono projects through an ABC listserv, arranging for technical assistance with specific problems, and other forms of assistance (including publication of this manual).

American Bar Association

D3 Standing Committee on Pro Bono and Public Service

Steve Scudder, Counsel
541 N. Fairbanks Court
Chicago, IL 60611
312-988-5768
312-988-5483 FAX
www.abanet.org/legalservices/probono.html

D4 ABA Center for Pro Bono
Gregory A. McConnell, Staff Counsel
541 N. Fairbanks Court
Chicago, IL 60611
312-988-5775
312-988-5483 FAX
mcconneg@staff.abanet.org
Dina Merrell, Assistant Staff Counsel
312-988-5773
merrelld@staff.abanet.org

The ABA Center for Pro Bono, a project of the ABA's Standing Committee on Pro Bono and Public Service, is a national resource and support center that provides technical assistance and planning advice to pro bono advocates as they endeavor to fulfill the promise of equal access to justice for those who cannot afford paid counsel. The Center also maintains the only nationwide electronic clearinghouse containing information on a multitude of subjects impacting the pro bono community, including pro bono support for community development efforts.

To receive Center Publications or ABC materials contained in its Clearing house, please call the Center's information line at 312-988-5769. Also, visit the Center's Website at www.abanet.org/legalservices/probono.html to access a variety of resources, including information about business law/community economic law pro bono programs and free downloads.

D5 American Corporate Counsel Association

ACCA
Susan Hackett, General Counsel
1025 Connecticut Ave., NW, Suite 200
Washington, DC 20036
202-293-4103
202-293-4701 FAX
hackett@acca.com
www.acca.com
www.corporateprobono.org

The American Corporate Counsel Association (ACCA) provides members and others with knowledge-based resource information on corporate pro bono efforts and networks. Additionally, ACCA partners with the Pro Bono Institute to provide Corporate ProBono.Org, an online resource for both corporate counsel interested in providing pro bono services and the organizations interested in encouraging them to do so.

D6 Appleseed Foundation

Appleseed Foundation
Linda Singer, Executive Director
910 17th Street, NW
Suite 315
Washington, DC 20006
(202) 331-7436
fax: (202) 331-7437
appleseed@appleseeds.net
<http://www.appleseeds.net>

Appleseed organizes, assists and connects public interest law centers, called Appleseed Centers, which help communities develop meaningful solutions to serious, systemic problems. Because Appleseed moves beyond litigation to use a whole toolbox of strategies, applies the problem-solving skills of the entire spectrum of the profession, Appleseed's volunteers include general counsels of major corporations, public interest lawyers, partners and associates at law firms, law school faculty and students, civic leaders and grassroots activists.

D7 Arizona Community Legal Assistance

Volunteer Lawyers Program
Michele Mirto, Director
64 E. Broadway Blvd.
Tucson AZ 85710-1720
(520) 623-9465 ext. 134
(520) 623-0161 FAX
mmirto@aol.com

Volunteer Lawyers Program
Patricia Brown, Director
P.O. Box 21538
Phoenix AZ 85036-1538
(602) 258-3434 ext. 263
(602) 254-9059 FAX
pbrown@clsaz.org

Arizona Community Legal Assistance (ACLA) assists new and existing non-profit groups by arranging volunteer attorneys who provide free transactional advice and assistance. Volunteer attorneys assist new organizations with formation, incorporating, and obtaining 501(c)(3) status. Existing non-profits who cannot afford to hire attorneys can receive free advice regarding contracts, real estate, tax, zoning, employment law and other legal issues. ACLA encourages applications from charitable groups devoted to assisting people with low incomes, serving children, community development or affordable housing.

D8 Charitable Organizations Representation Project Corporation

Ohio Legal Assistance Foundation
Robert Clyde
42 East Gay St, Suite 900
Columbus, OH 43215
614-752-8919
614-728-3749 FAX
Clyde@olaf.org

The Charitable Organization Representation Project (CORP), provides free legal assistance to non-profit and community development organizations throughout Ohio. Pro bono attorneys are made up of volunteers from leading law firms and corporations. They offer our non-profit and community development clients a complete range of non-litigation legal assistance.

D9 Community Counsel—Tampa Bay

Community Counsel—Tampa Bay
Marilyn Kershner, Attorney/Project coordinator
c/o Bay Area Legal Services
829 W. Dr. MLK Jr. Blouvard
Tampa, FL 33603
813-232-1222 ext. 116
813-232-1403 FAX
mkershner@bals.org
communitycounsel@bals.org

Community Counsel - Tampa Bay's mission is to help non-profit organizations throughout Tampa Bay (Hillsborough, Pinellas and Pasco Counties) more effectively address legal and risk management issues that arise in connection with their projects and services that benefit low-income residents and communities. The organization must lack the financial resources to pay a private lawyer for the legal assistance requested. Examples of legal expertise available from staff and volunteer lawyers include non-profit corporate, tax, real estate, employment, zoning and land use and insurance matters. The project does not accept litigation matters.

The program, based in Tampa since 1993, recently formed a collaboration with the Community Law Program (St. Petersburg), the Clearwater Bar Foundation (Clearwater), Gulfcoast Legal Services (St. Petersburg and Bradenton) and the Executive Service Corps of Tampa Bay to expand the referral network throughout the Tampa Bay area.

D10 Community Development Program of the Legal Aid Society, Inc.

Carol M. Raskin, CD Director
425 West Muhammad Ali Blvd.
Louisville, KY 40202
(502) 584-1254
(502) 584-8014 FAX
craskin@laslou.org

The Legal Aid Society Community Development Program provides legal and technical assistance to non-profit organizations and low-income individuals in Louisville and Jefferson County. This work is primarily supported by grants from the City and County.

D11 Community Economic Development Law Program

CED Law Program
of the Chicago Lawyers' Committee for Civil Rights Under Law
Susan Kaplan, Director
188 West Randolph St. Suite 2103
Chicago, IL 60601
312-939-3638
312-427-6172 FAX
Skaplan@cedlp.org
www.cedlp.org

Founded in 1985, CEDLP provides a full scope of transactional representation and strategic legal advice to community organizations. CEDLP volunteers have provided thousands of hours of free legal assistance working with nonprofit organizations to build affordable housing, to start community development corporations, to set up Job-training programs, and to consult with self-employment projects. CEDLP also works with individuals starting their own small businesses.

D12 Community Economic Development Pro Bono Project

CED Pro Bono Project
Deborah Austin
DC Bar Pro Bono Program
6th Floor
1250 H Street, NW
Washington, DC 20005
202-737-4700 x 376
202-626-3471 FAX
daustin@dcbar.org
www.dcbar.org/public_consumer/ced.html

D13 Community Legal Resources

CLR
Ssteve Tobocman, Executive Director
900 Michigan Building
220 Bagley
Detroit, MI 48226
313-964-4130
313-964-1192 FAX
Stobocman@michiganlegal.org
www.clronline.org

D14 Community Organizations Legal Assistance Project, Inc.

COLAP
Kirk J. Kavanaugh, Executive Director
11 South Meridian St., Suite 535
Indianapolis, IN 46204
317-267-8997
317-267-0122 FAX
kkavanaugh@colap.org

COLAP's mission is to empower low-income people and strengthen low-income neighborhoods by facilitating the delivery of pro bono legal and related services to new and existing Indiana nonprofit community organizations.

D15 The Community Tax Law Project

Timothy B. Heavner, Executive Director
P.O. Box 11322
Richmond, VA 23230
(804) 358-5855
(804) 353-6968 FAX
info@ctlp.org
www.ctlp.org

The Community Tax Law Project (CTLP) provides pro bono legal advice and representation to low income Virginia taxpayers in disputes with the IRS and the Virginia Department of Taxation. CTLP also provides assistance to groups seeking to become tax exempt entities. Legal representation includes incorporation as a non-profit organization and application for 501(c)(3) tax-exempt status. Clients must be Virginia organizations whose charitable purpose includes assisting low income individuals and that cannot otherwise afford legal representation. CTLP accomplishes its mission through a statewide panel of volunteer attorneys and accountants.

D16 CorporateProBono.Org

CPBO

Lily M. Garcia, Project Director
50 F Street, NW, Suite 8300
Washington, DC 20001
(202) 662-9699
cpbo@probonoinst.org
www.corporateprobono.org
www.cpbo.org

CorporateProBono.Org (CPBO) is a joint initiative of the American Corporate Counsel Association and the Pro Bono Institute. CPBO is designed to significantly increase the amount of pro bono work performed by in-house counsel by studying and promoting effective in-house pro bono programs, disseminating information about pro bono opportunities, and creating a network of in-house attorneys interested in pro bono service. CPBO also assists legal services, pro bono, and public interest programs in publicizing and placing pro bono matters with in-house lawyers.

D17 The Economic Justice Project

Lawyers' Committee for Civil Rights Under Law
of the Boston Bar Association
Laurie Hauber, Project Attorney
294 Washington Street, Suite 443
Boston, MA 02108
(617) 988-0605
(617) 482-4392 FAX
Hauberyang@lawyerscommittee.org

The Economic Justice Project will utilize the skills and resources of transactional attorneys to provide free legal business assistance to low-income entrepreneurs who are starting or expanding for-profit businesses located in under-served communities in Greater Boston. The project's mission is to contribute to the economic growth of communities of color by helping individuals achieve economic self-sufficiency and develop sustainable businesses.

D18 Enterprise Foundation

Peter Werwath, Director
Management & Organizational Development
American City Building
10227 Wincopin Circle, Suite 500
Columbia, MD 21044
410-964-1230
410-964-1918 FAX
pwerwath@enterprisefoundation.org
www.enterprisefoundation.org

The Enterprise Foundation provides research, training, technical assistance, and consulting in several areas of non-profit community development topics. Management & organizational development focuses on the health and growth of non-profits, assisting start-up and more mature groups, expanding groups and groups in trouble.

D19 Fellowships

National Association for Public Interest Law (NAPIL)
Elaine Michetti, Director of NAPIL Fellowships
2120 L St., NW, 4th FL
Washington, DC 20037
202-466-3686
202-429-9766 FAX
emichetti@napil.org
www.napil.org

NAPIL's Fellowships for Equal Justice is the nation's largest postgraduate legal public service fellowship program. NAPIL fellows work in conjunction with a host non-profit organization to implement innovative legal advocacy for underserved communities. Advocacy may entail a wide range of approaches, including community legal education and training, organizing, direct service, transactional work, and administrative and legislative efforts.

Sadowski Fellowships in Community Development
Denis Russ, Director
Greater Miami Local Initiatives Support Corporation
150 West Flagler St., Suite 2001
Miami, FL 33130
305-381-7967
305-372-1890 FAX
druss@lisc.net.org
www.liscnet.org

Sadowski Fellowship Project works with the Dade County Bar to provide pro bono attorneys to work with local community development corporations to create affordable housing and economic development opportunities

Skadden Fellowship Foundation
Susan Butler Plum, Director
Skadden, Arps, Slate, Meagher & Flom
Four Times Square
New York City, NY 10036
212-735-2956
212-795-2000 FAX
www.skadden.com/fellows

Established in 1988 as an affirmation of the firm's commitment to public interest law, and funded by a bequest from the firm, the foundation awards 25 fellowships per year to graduating law students and outgoing judicial clerks. Fellows provide legal services to the poor and recently have worked on issues concerning economic development and community renewal.

D20 Foundation Information

Chronicle of Philanthropy	www.philanthropy.com
Council on Foundations	www.cof.org
Foundation Center	www.fdncenter.org
Free EDGAR	www.freedgar.com
Grantsmanship Center	www.tgci.com
Independent Sector	www.IndependentSector.org

D21 Government

Federal Home Loan Banks	www.fhlbanks.com
US Dept. of Housing & Urban Development	www.hud.gov
Office of Thrift Supervision	www.ots.treas.gov

D22 Houston Volunteer Lawyers Program

Community Development Program
Ken Rogers
712 Main St., 27th Floor
Houston, TX 77002
713-228-0735 x 107
713-228-5826 FAX
kenneth.rogers@ehvlp.org

HVLP Community Development Program offers business legal services to qualifying non-profits serving Houston's low-income communities. The program matches community based organizations with transactional attorneys in areas such as real estate, taxation, corporate and business law to provide a wide range of legal services to both new and existing non-profits.

D23 Insurance

NLADA Insurance Program, administered by
NLADA Service Corporation
1625 K St., NW, Eighth Floor
Washington, DC 20006
202-452-9870
800-725-4513
202-872-1031 FAX
servicecorp@nlada.org
www.nlada.org

Group policies for pro bono matters may be obtained at a relatively low cost . Call to obtain more information.

D24 Law School Clinical Programs

Cleveland-Marshall College of Law
Veronica Dougherty
Cleveland, OH
Telephone: 216-687-2348
Veronica.dougherty@law.csuohio.edu

University of Alabama School of Law
Steve Hobbs, Tom Bevill Chairholder
Tuscaloosa, AL
Telephone: 205-348-5247
shobbs@law.ua.edu

Northwestern University School of Law
Caitlin Cameron
Chicago, IL
Telephone: 312-503-0749
c-cameron@law.northwestern.edu

Northwestern University School of Law
Small Business Opportunity Clinic
Thomas L. Eovaldi
Chicago, IL
teovaldi@law.northwestern.edu

Northwestern University School of Law
Small Business Opportunity Clinic
Thomas Morsch, Director
Chicago, IL
Telephone: 312-503-0321
www.law.nwu.edu/small-business
tmorsch@law.northwestern.edu

Loyola University School of Law
Business Law Center Clinic
Joseph Stone
Chicago, IL
Telephone: 312-915-7120
jstone3@luc.edu

Loyola University School of Law
Business Law Center Clinic
Rachel Fardon
Chicago, IL
Telephone: 312-915-7833
rfardon@wpo.it.luc.edu

University of Chicago Law School
Institute for Justice Clinic on Entrepreneurship
Patricia Lee, Director
Chicago, IL
Web page: www.clinic.ij.org
Telephone: 773-834-3129
patricia_lee@law.uchicago.edu

St. Louis University School of Law
Housing & Development Law Clinic
Prof. John J. Ammann, Director
3700 Lindell Blvd
St. Louis, MO 63108
(314) 977-2778
(314) 977-3334 FAX
ammannjj@slu.edu

Legal Assistance for Urban Communities Clinic University of Michigan Law School
Professor Rochelle Lento, Director
Detroit Office: 8109 E. Jefferson, Suite 300
Detroit, MI 48214
313-822-9646
313-822-9671 FAX
www.umich.edu

Ann Arbor Office: 801 Monroe St.
Ann Arbor, MI 48109-1210
734-763-6699
734-936-2551 FAX
www.umich.edu

William Mitchell College of Law
Business Law Clinic
Matthew P. Downs
St. Paul, MN
Telephone: 651-290-6404
mddowns@wmitchell.edu

Rutgers University
Small Business Development Center
Patricia Peacock, Director
Camden, NJ
Telephone: 856-225-6221
ppeacock@crab.rutgers.edu

SUNY Buffalo
Legal Assistance Program
Prof. Peter Pitegoff, Director
Affordable Housing & Community Development Clinic
John Lord O'Brien Hall
Buffalo, NY 14260

Columbia University School of Law
Non-profit Organizations/Small Business Clinic
Barbara A. Schatz
Location: New York, NY
Telephone: 212-854-3867
bschatz@law.columbia.edu

Syracuse University Law School
Center for Law and Business Enterprise
Christian C. Day
Syracuse, NY
ccday@law.syr.edu

Lewis & Clark College
Northwestern School of Law
Gordon Smith
Location: Portland, OR
dgsmith@lclark.edu

Lewis & Clark College
Northwestern School of Law
David Ellis
Portland, OR
dgellis@lclark.edu

University of Pennsylvania
Small Business Clinic
Diane Wender, Clinical Supervisor and Lecturer
Philadelphia, PA
Telephone: 215-898-8071
dwender@law.upenn.edu

University of Tennessee College of Law
Center for Entrepreneurial Law
Carl Pierce, Director
Knoxville, TN
pierce@libra.law.utk.edu

George Washington University
Prof. Susan R. Jones
Community Legal Clinics, Small Business Clinic
2000 G St., NW Suite 202
Washington, DC 20052
202-994-7463
202-994-4946 FAX
sjones@clinic.gwu.edu

University of the District of Columbia
Small Business Clinic
Janice Washington
Washington, DC
Telephone: 202-274-7363
jwashington@law.udc.edu

D25 Lawyers Alliance for New York

Sean Delany, Exec. Director
330 Seventh Ave., 19th FL
New York, NY 10001
212-219-1800
212-941-7458 FAX
sdelany@lany.org
www.lany.org

Lawyers Alliance is the leading provider of business legal services to nonprofits in New York City. Since it was founded in 1969, Lawyers Alliance has provided more than \$100M worth of non-litigation legal services to 10,000 nonprofit organizations.

D26 Lawyers Clearinghouse on Affordable Housing & Homelessness

Lisa Schneider, Legal Referral Director
Community Legal Referral Program
16 Beacon St.
Boston, MA 02108
617-723-0885
617-723-9956 FAX
lschneider@lawyersclearinghouse.org
www.lawyersclearinghouse.org

The Clearinghouse's Community Legal Referral Project, created in 1988, matches volunteer attorneys with non-profit organizations working in the areas of housing, homelessness and economic development.

D27 Lawyers' Committee for Civil Rights of the San Francisco Bay Area

Helen Smolinski, Staff Attorney
Legal Services for Entrepreneurs
301 Mission Street, Suite 400
San Francisco, CA 94105
415-543-9444 ext. 217
415-543-0296 FAX
hsmolinski@lccr.com
www.lccr.com

In 1997, the Lawyers' Committee formed Legal Services for Entrepreneurs (LSE) to assist low-income individuals who desire to improve their own economic well-being and that of their communities, and to aid businesses that wished to invest directly in disadvantaged neighborhoods. LSE focuses on clients who propose to start or develop for-profit businesses which will enhance the economic infrastructure of their neighborhoods, but who are not experienced in starting or running a venture and have limited access to capital.

D28 Lawyers Committee for Civil Rights Under the Law

Cheryl Ziegler, Director
Fair Housing & Community Development Project
1401 New York Ave., NW, #400
Washington, DC 20005
202-662-8337
202-783-0857 FAX
ziegler@lawyerscomm.org
www.lawyerscommittee.org

The Project works with African-American and other minority communities to promote and support community development activities that address the legacy of disinvestment and discriminatory practices by government and private entities. The Project provides litigation and transactional legal services to existing and emerging community development corporations.

D29 Legal Aid Society's Community Development Project

The Legal Aid Society (CDP)
Andrew Lehrer, Supervising Attorney
230 East 106th Street
New York, NY 10029
212-426-3000

212-876-5365 FAX
aelehrer@legal-aid.org

The Legal Aid Society's Community Development Project (CDP) provides legal assistance, advocacy and other support for grassroots community economic development in Upper Manhattan in order to strengthen community infrastructure, expand the supply of affordable housing, promote entrepreneurship and resist displacement. CDP staff attorneys work in conjunction with volunteer lawyers from New York City's major law firms to provide direct representation for qualified not-for-profit organizations and for-profit small businesses and microenterprises, and to conduct educational workshops and legal clinics in Harlem, East Harlem and Washington Heights.

D30 Local Initiatives Support Corporation

LISC
Michael Rubinger, President
773 Third Ave., 8th FL
New York, NY 10017
212-455-9800
212-682-5929 FAX
www.liscnet.org

LISC is the nation's premier financial intermediary to channel grants, investments and technical support to community development corporations (CDC's) rebuilding neighborhoods and rural areas throughout the country.

D31 Maryland Volunteer Lawyers Service

Community Development Project
Winifred C. Borden, Exec. Director
16 South Calvert St., Suite 700
Baltimore, MD 21202
410-539-6800
410-837-0431 FAX
winnie@mvlslaw.org

D32 National Economic Development & Law Center

James Head, President
2201 Broadway, Suite 815
Oakland, CA 94612
510-251-2600
510-251-0600 FAX
james@nedlc.org
www.nedlc.org
Brad Caftel, Legal Program Manager
510-251-2600 x109
caftel@nedlc.org

Established in 1969, NEDLC is a non-profit public interest law and planning organization that specializes in community economic development. Working in collaboration with community organizations, private foundations, corporations and government agencies, NEDLC helps to build the human, social and economic capacities of low-income communities and their residents. A list of community development publication resources is available on the web site, see newsletter "Directions in CED" <http://www.nedlc.org/newsletter/directions.html>.

D33 Philadelphia Volunteers for Indigent Program

CED Pro (Community Economic Development Pro Bono Project)
42 South 15th Street, 4th FL
Philadelphia, PA 19102
215-523-9560
215-523-0825 FAX
phillyvip@phillyvip.org

D34 Power of Attorney, Inc.

Allen R. Bromberger, President
330 Seventh Avenue, 19th FL
New York, NY 10001
212-643-6242
212-967-8350 FAX
abromber@powerofattorney.org
www.powerofattorney.org

POA is a new national organization that will work to create a more diverse and effective environment through which business lawyers are able to provide pro bono legal services to nonprofit groups.

D35 Pro Bono Institute

Esther Lardent, President
50 F St., NW, Suite 8300
Washington, DC 20001
202-662-9699
202-662-9683 FAX
elardent@probonoinst.org
www.probonoinst.org

PBI, located at Georgetown University Law Center, is mandated to explore and identify new approaches to and resources for the provision of legal services to the poor and disadvantaged. The Institute identifies and implements innovative programs and models. Among the projects operating under the aegis of PBI are the highly-regarded Law Firm Pro Bono Project, which also receives support and guidance from the ABA/ FJE Standing Committee on Pro Bono and Public Service, and CorporateProBono.Org, PBI's newest project established in partnership with the American Corporate Counsel Association.

D36 Pro Bono Net

Michael K. Hertz, President
151 West 30th St., 10th Floor
New York, NY 10001
212-760-2554 x485
212-760-2557 FAX
mhertz@probono.net
<http://www.probono.net>

Pro Bono Net is facilitating a unique collaboration among public interest lawyers, legal services, the private bar, and law schools to create "virtual communities" of public interest and poverty lawyers. Through partnerships with existing pro bono and legal services organizations, Pro Bono Net builds web-based resources and tools to support legal services and pro bono lawyers. Both the San Francisco and New York sections of the site have created Community Development & Nonprofit Law practice areas containing news, training calendars, message boards and online libraries of training materials and model documents.

D37 Pro Bono Partnership

Richard S. Hobish, Exec. Director
237 Mamaroneck Ave.
White Plains, NY 10605
914-328-0674
914-328-0538 FAX
rhobish@probonopartner.org
www.probonopartnership.org

Founded in late 1997, the Pro Bono Partnership was created to encourage corporate and private attorneys to provide free legal services to community based non-profit organizations serving the poor and disadvantaged populations in Westchester County, NY, Fairfield County, CT and Northern NJ. The focus is to provide free legal assistance to groups that work in the areas of health and human services, affordable housing and neighborhood revitalization.

D38 Professional Housing Resources, Inc.

PHRI
Susan G. Murray
225 South Meramec Ave. Suite 206
St. Louis, MO 63105
314-727-0700
314-727-0780 FAX
smurray@phri-stl.org
www.phri-stl.org

D39 Public Counsel Law Center

Marvin S. Maltzman, Directing Attorney
Community Development Programs
601 South Ardmore Ave.
Los Angeles, CA 90005
213-385-2977
213-385-9089 FAX
mmaltzman@publiccounsel.org
www.publiccounsel.org

Public Counsel is the public interest law firm of the LA County and Beverly Hills Bar Association. The community development staff and volunteers provide transactional

and business legal assistance to non-profit community organizations and needy micro-businesses whose limited resources cannot support payment of legal fees.

D40 Solicitors Pro Bono Group

Sue Bucknell, Director
1 Pudding Lane
London EC3R 8AB
United Kingdom
011-44-207-929-5601
solicitors@probonogroup.org.uk

D41 State Bar of Georgia ABC Committee

Michael L. Monahan
800 The Hurt Building
50 Hurt Plaza
Atlanta, GA 30303
404-527-8762
404-527-8711 FAX
mike@gabar.org
www.gabar.org/probono.htm

D42 TX Community Building with Attorney Resources

Texas C-Bar
Heather K. Way, Project Coordinator
2201 Post Road, Suite 104
Austin, Texas 78704
512-447-7707 x370
512-447-3940 FAX
hkway@lact.org
www.texasbar.org

Texas Community Building with Attorney Resources (“Texas C-BAR”) is a state-wide pro bono initiative for community-based nonprofits pursuing affordable housing initiatives and other community development activities in low income neighborhoods. Volunteer attorneys with special skills and experience in real estate, corporate, and business law will be placed with organizations to help them navigate through the legal complexities of their development activities.

D43 Volunteer Lawyers Service

Law Society of Upper Canada
Kathryn Noxon, Program Director
130 Queen St. West
Toronto, ON M5H 2N6
416-947-3931
knoxon@lsuc.org
www.volunteerlawyers.org

D44 Volunteer Legal Services Hawaii

Nonprofit Project
Bettie Wallace
545 Queen Street, Suite 100
Honolulu, HI 96813
808-522-0682
808-524-2147 FAX
nonprofits@vlsh.org
www.vlsh.org

The VLSH Nonprofit Project provides services to non-profit organizations statewide by using two different methods: it offers a series of capacity building training workshops conducted by volunteers who cover incorporation, tax-exemption and other organizational matters; and it provides pro bono legal assistance to community-based nonprofits in connection with legal issues relating to start-up transactional, and ongoing concerns.

D45 Volunteer Legal Services Program

Tanya Neiman, Associate General Counsel
Community Organizations Representation Project (CORP)
The Bar Association of San Francisco
465 California St., Suite 1100
San Francisco, CA 94104
415-982-1600
415-477-2390 FAX
tneiman@sfbar.org
Haydee Alfonos, Supervising Attorney
415-982-1600
halfonso@sfbar.org
www.probono.net/sf

CORP matches volunteer attorneys with local community-based organizations or groups that request legal assistance to incorporate as 501(c)3 nonprofits or to provide legal advice and representation on employment, real estate, tax intellectual property or related issues. VLSP also forms partnerships between organizations and teams of attorneys from large law firms or corporate legal departments to provide a range of services to organizations over an extended period of time.

D46 Washington State Bar Association Business Law Study

Kathleen Hopkins
Real Property Law Group, PLLC
1218 Third Ave., #1900
Seattle, WA 98101
206-625-0404
206-374-2866 FAX
khopkins@rp-lawgroup.com