

Developing and Sustaining Pro Bono Programs for Small and Mid-Size Law Firms

2008 Equal Justice Conference

Presented by:



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ABA/NLADA 2008 Equal Justice Conference

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j. How are you going to get pro bono work? _____

III. Unique Small Firm Challenges and Making a Greater Impact Through Association

a. What can small firms and solo practitioners do to help our low-income population and still maintain a viable practice? _____

b. Do small firms in your community collaborate on pro bono projects? _____

c. How do individuals in need of legal services find attorneys willing to do pro bono work? _____

d. How do you encourage non-attorneys from your firms to participate in pro bono matters? _____

e. What kinds of pro bono matters do groups of small firms handle? _____

VI. Questions/Resource Material Review

Notes:

This is an interactive workshop designed to give attendees an opportunity to respond and ask questions about developing and sustaining pro bono programs and to discuss the unique challenges that face small and midsize firms in creating sustainable pro bono programs.

Bibliography & Website Links:

1. <http://www.abanet.org/legalservices/probono/home.html> (ABA Center for Pro Bono)
2. <http://www.nlada.org/> (National Legal Aid and Defender Association)
3. <http://www.cpbo.org/> (Corporate Pro Bono)
4. <http://www.abanet.org/legalservices/sclaid/home.html> (ABA Standing Committee on Legal Aid and Indigent Defendants)
5. <http://www.abanet.org/litigation/committees/probono/lapp.html> (ABA Litigation Assistance Partnership Project)
6. <http://www.probonoinst.org/> (Pro Bono Institute)
7. <http://www.clasp.org/> (Center for Law and Social Policy)
8. <http://www.lsc.gov/> (Legal Services Corporation)
9. <http://www.povertylaw.org/> (Sargent Shriver National Center on Poverty Law)

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Pro Bono Programs

Stafford Rosenbaum encourages its attorneys and staff to be leaders in their communities. To this end, we also encourage our attorneys to provide legal services to the indigent and to charitable groups and organizations that would otherwise be unable to afford legal services.

Our attorneys are expected to contribute at least 25 hours per year to pro bono activities, and we support individual attorneys and paralegals who choose to invest more time.

We also have a Pro Bono Coordinator who acts as a conduit for information regarding pro bono opportunities and encourages members of the firm to participate in pro bono activities.

Recent accomplishments:

- Stafford Rosenbaum's Pro Bono Coordinator, Daniel Gustafson, is a member and former chair of the State Bar of Wisconsin's Legal Assistance Committee, which works to improve the delivery of legal services to low-income persons.
- In 2002, Stafford Rosenbaum received the Dane County Bar Association's Annual Pro Bono Award for a law firm.
- At the request of the State Bar, the firm represented a reservist called upon to serve in Iraq whose house was being foreclosed upon in violation of the Servicemembers Civil Relief Act of 2003.
- Our lawyers assisted victims of the 2005 Stoughton tornado on a pro bono basis obtaining insurance coverage for their property damage.
- Stafford Rosenbaum partner James B. Egle received the "Extra Mile Award" from The Rainbow Project in 1999 for his contribution of pro bono legal services to that organization. He continues to contribute to the group.
- In 1998, the Dane County Bar Association presented its Annual Pro Bono Award for individual attorneys to husband and wife team, Janice Bensky (a partner at Stafford Rosenbaum) and Lawrence Bensky. The award recognized their many years of service. Stafford Rosenbaum attorneys Daphne Webb and Janice Bensky regularly volunteer at the Dane County Family Law Assistance Center, and represent pro bono clients in various family law matters.
- For over 15 years, our attorneys have regularly volunteered to staff the Lawyer Hotline Program organized by the State Bar of Wisconsin's Lawyer Referral and Information Service. The firm has received the program's Law Firm of the Year Award for its participation.
- Brian E. Butler, Bruce D. Huibregtse, Daphne Webb, Joseph Wright and other Stafford Rosenbaum attorneys regularly serve as volunteer mediators for the Dane County Circuit Court.

For many years, attorneys and paralegals at Stafford Rosenbaum have volunteered their time to provide legal services and community support information to low income families through the Volunteer Lawyers Program of the Dane County Bar and Legal Action of Wisconsin.

Pro Bono Program Development Summary

I. PREPARATION

- Attended Equal Justice Conference
- Interviews of pro bono coordinators and partners at various firms.
- Reviewed pro bono policies from many large firms, and at least two mid-size firms (one 12 member firm has a mandatory pro bono policy of 24 hours per year. Each hour short, must pay the firm regular hourly rate)
- Meetings with Georgia Legal Services
- Conference call with Tony Barash, Director of American Bar Association Center for Pro Bono and Steve Scudder, counsel to the ABA's Standing Committee on Pro Bono.
- Conference Call with Judge Zainey, Eastern District of Louisiana and founder of HELP, a legal clinic designed to combat homelessness--chapters all over the country, including New York, San Francisco, Chicago, etc.

II. ELEMENTS OF THE PROGRAM

A. What is Pro Bono?

1. Several definitions. Rule 6.1 of the ABA Rules and the Georgia Rules of Professional Conduct consider pro bono the delivery of direct legal services, without expectation of fee, or in some cases a substantially reduced fee, to:
 - i. persons of limited means;
 - ii. organizations designed primarily to address the needs of persons of limited means;
 - iii. persons to secure or protect civil rights, civil liberties, or public rights;
 - iv. organizations in matters of furtherance of their organizational purposes where payment of standard legal fee would significantly deplete resources; and
 - v. participation in activities for improving the law, the legal system or the legal profession. (i.e., serving on a Rules Committee)
2. What else do we want to count? Separate hours for community service?

3. Criminal appointments, serving on Georgia Legal Services Board, etc.

B. Creating a Culture of Pro Bono

1. Hunter Maclean already has it--just need to recognize and reorient
2. Must have support of the Management Committee
3. Baker & McKenzie: "No Zeros."
4. Incentives and mandatory pro bono

C. What Incentives Can We Provide?

1. Credit towards billable hours (Firms range from 30 to 100 hours of billable credit)
2. bonus compensation (discretionary or certain amounts for certain hours over and above)
3. Internal recognition (luncheons, newsletters, special activities for those meeting their pro bono obligations)
4. Serious consideration of pro bono activities at partnership and associate review, consideration for partnership

D. Menu of Options

1. Create strategic plan and define "Year One" through "Year Three" activities.
2. Signature projects and client teaming
3. Involving the transactional lawyers
4. Specific projects of interest
 - i. Judge Zainey's HELP Project
 - ii. Georgia Legal Services: Elder Home Defense Project (our answer to the Tangled Title initiative in Philadelphia)
 - iii. Quarterly clinics/seminars for micro-entrepreneurs

E. Getting Clients Involved

Client teaming. Usually involves in-house legal staff, but can be on the administrative side, too. Great opportunities with our banking, healthcare, non-profit, and real estate/title company clients. Great opportunity to work with potential clients.

F. Marketing

Just like regular business, have to market for pro bono work, too. Don't want to be dependent on Georgia Legal Services.

G. Training

Both overall and specific project training are needed. Consider outsourcing some of it, but doing most--if not all--in house.

H. Sustaining the Program

Tony Barash's words--"Build it, and they will come."

III. ADMINISTRATION

A. Model for Administration

1. Staffing--attorney director? Pro Bono partner? Staff person? If lawyer, reduction in hours needed. Most surveyed firms: 30 to 50% reduction.
2. Centralized. Director as part of matter approval process (if not partner), sets up file, monitors along with partner in the appropriate practice area.
3. Separate engagement letters and intake forms. Waiver issues.
4. Build rapport within the firm

B. Reporting

1. To report or not report? Some firms require monthly or quarterly reports on matters. Some don't. Recommend short reporting form be encouraged.
2. Pro Bono program reports on a quarterly basis to Management Committee--number of hours, successes and challenges, feedback.

C. Proactive, not Reactive

Necessary to have a firm plan in place so that we manage our growth and our program

D. Slow and Steady Growth

Recommend three year strategic plan for growth with goals and benchmarks set for each year. For instance, 30% participation in Year One, moving to 75% participation by the end of Year Three. Greater menu of options. For instance, HELP is a great Year One project. Micro-entrepreneurial seminars/clinics a Year Three project.

IV. SUGGESTED ACTIONS

A. Form the Pro Bono Committee

1. Composition--one partner, one associate, one paralegal, marketing director
2. Draft policy
3. Consider appropriate incentives
4. Discuss menu options, identify appropriate clients and prospective clients for teaming, and identify possible signature projects
5. Determine intake and engagement procedures
6. Set qualitative and quantitative benchmarks
7. Prepare three-year strategic plan

B. Review Use of Pro Bono Billing Number

Helps assess level of commitment as it stands and gives good picture of what our attorneys consider pro bono

C. Survey Attorneys and Paralegals

Is this something we as a firm are willing to do and want to do?

D. Time Lines

1. Present Pro Bono Strategic Plan, Policy, and Procedures to partners by October 1, 2007
2. Launch program on January 1, 2008

3) How many hours do you estimate you spent on Pro Bono work in 2006?

4) What types of Pro Bono work do you enjoy?

The MRM Pro Bono Project



Bridging the Gaps

ESTIMATED MRM PRO BONO PROJECT BUDGET

I. OPERATING BUDGET:

A. Travel

- Travel to conferences, meetings, conference fees, expenses, etc.

Travel Total: \$ _____

B. Subscriptions

- Subscriptions budget--magazines, documents, reports, etc.

Subscriptions Total: \$ _____

C. Training

- Training budget--video taping/producing training manuals. Perhaps CLE. Outside trainers.

Training Total: \$ _____

D. Membership

- Memberships to relevant state bars and sections and organizations.
 - Pro Bono Institute:
 - ABA membership
 - Miscellaneous memberships

Membership Total: \$ _____

E. Law Practice

- Lexis-Nexis/Westlaw fees
- Cost of depositions, filing fees, expenses of practicing law.

Law Practice Total: \$ _____

F. Marketing

- Internal awards for meeting pro bono requirements.
- Year 2/Year 3: Awards at the end of the year--Associate of the year, Paralegal of the year, Managing partner of the year--really nice blown-glass awards. Practice department of the year.
- Budget for Jeans days, quarterly events, etc.

Marketing Total: \$ _____

G. Meals/Beverages/Launch Event

- For training events, taking people to lunch, etc. \$ _____
- For the launch event \$ _____
- For weekly lunch meetings \$ _____

Meals, etc. Total: \$ _____

TOTAL OPERATIONS BUDGET: \$ _____

II. CONTRIBUTIONS BUDGET:

- Assist in making decisions regarding charitable contributions to organizations that provide pro bono services

Total Contributions Budget: \$ _____

THE MRM PRO BONO PROJECT

STRATEGIC PLAN SUMMER 2007

I. WHERE ARE WE?

- A. Many of our attorneys participate in community projects and provide pro bono services.
- B. There is no formalized support for or encouragement of pro bono participation.
- C. There are no policies established for monitoring intake, participation and completion of pro bono work.
- D. There is no policy established for recognition of pro bono participation.

II. WHERE DO WE WANT TO BE?

We want Hunter Maclean to recognize the growing need for unmet legal needs of persons with limited means in the Savannah community. We want to recognize the professional responsibility to provide pro bono legal services. All lawyers should be encouraged to devote a portion of their time to help fulfill these obligations.

As part of our program, we want to distinguish between pro bono work, charitable service and community service. We believe that the Hunter Maclean program should include pro bono work and charitable service. We define charitable service as non-legal work for persons of limited means. The program would not include general community service, which we define as that which is not specifically targeted at addressing the needs of persons with limited means. The firm should recognize that participation separately.

Our ancillary goals are to further a sense of camaraderie within Hunter Maclean (at all levels) and also between Hunter Maclean and the Savannah community.

III. HOW DO WE GET THERE?

- A. Year One
 - 1. Establish a formal pro bono program.
 - a. define pro bono work and any included charitable non legal work
 - b. establish structure for pro bono committee
 - (i) Partner
 - (ii) Associate
 - (iii) Paralegal
 - c. establish governance of pro bono work
 - (i) intake through committee/intake form/engagement letter

- (ii) monitoring and awareness by practice group leader?
 - d. determine hourly requirements
 - (i) Attorney - 100 hours per year?/75 legal and 25 charitable?
 - (ii) Paralegal - 50 hours per year?
 - e. budget
 - f. set up timeline/schedule for development and participation
 - 2. Set goals for participation.
 - a. 30% of attorneys?
 - b. Breadth - paralegals and staff?
 - 3. Determine types of projects.
 - a. legal
 - (i) Hands on Savannah?
 - (ii) Elder care/Georgia legal services
 - (iii) HELP Project
 - b. charitable/non legal
 - (i) Literacy projects
 - (ii) Clean up/Habitat for Humanity projects
 - 4. Set goals for visibility
 - a. Internally: create incentives - hourly requirements credit; jeans day;
 - b. Externally: PR (Susan Hancock) and client involvement
 - 5. Roll out - January of 2008
 - a. Build up - day of service, announcements, etc.
 - b. Training/Presentations
- B. Year Two
 - 1. Expand signature project offerings
 - 2. Expand participation - aim for 50% - 60% participation by attorneys
 - 3. Client involvement
- C. Year Three
 - 1. Expand projects
 - 2. Expand participation - aim for 80% participation
 - 3. Expand client involvement

The MRM Pro Bono Project



Bridging the Gaps

Frequently Asked Questions About the MRM Pro Bono Project

What is pro bono for purposes of the MRM Project?

- The provision of legal services without fee or expectation of fee to persons of limited means, or to charitable, religious, civic, community, governmental and educational organizations in matters which are designed primarily to address the needs of persons of limited means.
- The provision of legal services at a substantially reduced fee to persons of limited means.
- The participation in activities for improving the law, the legal system or the legal profession.
- The provision of other, non-legal services without fee or expectation of fee to persons of limited means, or to charitable, religious, civic, community, governmental and educational organizations in matters which are designed primarily to address the needs of persons of limited means.

What are the Project opportunities at Hunter Maclean?

Elder Home Defense: Partnering with Georgia Legal Services, Hunter Maclean attorneys and paralegals will assist older persons in clearing title to their homes, a necessary step in obtaining financing to improve their homes and helping our neighborhoods remain intact.

HELP Homelessness Initiative: Through the Savannah Bar Association's Homeless Experience Legal Protection program, participating Hunter Maclean attorneys will provide legal assistance to homeless persons in an overall effort to reduce homelessness in our community.

Truancy Intervention Project: Working with the Juvenile Court through a referral system, our participating attorneys commit to representing children charged with truancy due to chronic absenteeism from school for one year, or as long as the child's case remains active, providing legal and advocacy services for the child. Similarly, participating paralegals and staff members are able to serve children at the school level through the Truancy Intervention Project's early intervention initiative, pairing children and families with trained volunteers to assist in rectifying the attendance issues before a court referral becomes necessary.

Childhood Literacy: This project involves reading to elementary school children for one hour per week at East Broad Elementary School both on a class-wide and a one-on-one basis. Through our partnership with Hands on Savannah, our attorneys, paralegals, and staff members provide assistance to local schools and become a part of the education process for the children in our community.

What if I want do something different? What do I do?

All pro bono work must be approved by the Pro Bono Committee. Please email the Committee with your proposed pro bono matter, keeping in mind the above Project parameters. The Committee will review your request and respond in a timely manner. In considering all new pro bono matters, the Committee considers whether:

- legal or business conflicts of interest exist;
- the matter fits within the parameters of the Project;
- attorneys will receive adequate supervision on the matter;
- the firm has, or reasonably can acquire, the required expertise in the substantive area(s) of law;
- the work is appropriate for the skill level of the Firm attorneys involved;
- the Attorneys working on the matter have completed all necessary training, to the extent any is required;
- the delivery of free legal services will cause an injustice to other involved parties; and
- the matter is otherwise appropriate for pro bono representation and is in the best interests of the Firm.

What about billable hour credit?

Attorneys and paralegals will receive up to 100 hours of credit towards their annual hourly production goals. In order to receive the credit, the pro bono and charitable work must be pre-approved by the Committee.

Pro bono activities will be treated in the same manner as client billable time in evaluating the work quality and performance of attorneys and paralegals. As with all client work, there will be an emphasis on the efficient and cost-effective use of the Firm's resources.

What matters are excluded from the Project?

Example of matters that do not fit within the Project's parameters include:

- Participation in community or volunteer organizations in a non-legal capacity where the organization is not designed primarily to address the needs of persons of limited means. This time should be billed to 990000040-1 or 990000040-10.
- Client Development Work.
- Service on the board of directors of a community or volunteer organization where the organization is not designed primarily to address the needs of persons of limited means.
- General Savannah Bar Association activities.
- Adjunct professor lecturing positions at educational institutions.
- Service on church committees and vestries.

What if I want to do more than 100 hours of pro bono work?

Attorneys and paralegals must receive approval from the Committee, who will coordinate with the Management Committee, for all hours beyond the 100 hour credit. The decision will be made based on a variety of factors including work-flow, needs of the attorney's or paralegal's work group, current level of billable hours, and the pro bono work contemplated. This requirement does not apply to criminal appointments.

How will pro bono matters be staffed?

Pro bono matters are initially staffed on a voluntary basis except for court-appointed criminal cases to which individual attorneys are assigned. After Hunter Maclean has taken on a matter, and thus accepted responsibility to the pro bono client, it may become necessary to assign attorneys to the matter if the initial staffing arrangements prove inadequate.

Once Hunter Maclean undertakes the pro bono matter, it is treated in the same manner as the Firm's commercial work: the same staffing, resources, and attention are given to the matter. In all instances where an associate is primarily responsible for handling a particular pro bono matter, the work shall be supervised by a partner in the same manner in which work performed by the associate for a paying client would be supervised. The supervising partner must be kept generally informed of the status of the matter to ensure that it is being handled properly.

How are pro bono matters treated administratively?

Pro bono matters are treated in much the same as the Firm's commercial work. The file is opened the same way (i.e., conflict searches, opening paperwork) except that all pro bono matters must be approved by an attorney-member of the Committee. For tracking purposes, this **includes** criminal appointments. Additionally:

- All criminal appointments as new matters under client number 25000.
- All legal pro bono engagements shall be opened as new matters under client number 26000.
- All charitable non-legal engagements falling with the Project's parameter's shall be opened as new matters under client number 27000.
- A pro bono matter engagement letter must accompany all pro bono matters. A pro bono matter engagement letter form will be available soon.
- Except for criminal appointments, attorneys and paralegals must provide short, monthly status reports by email to the Committee.
- At the end of a pro bono matter, a final status report attached to a final order or other terminating document must be provided to the Committee.

How are disbursements and expenses handled for pro bono matters?

Disbursements in pro bono matters may be billed and collected in appropriate situations. Hunter Maclean will pay for incidental expenses (i.e., filing and service fees) where clients are unable to pay. Expenses of a non-routine, significant nature (i.e., deposition costs, expert fees, translation services, etc.), must be cleared in advance by the Committee and the responsible partner overseeing

the matter. Hunter Maclean typically asks that organizations seeking tax exempt status, registering with the state or federal government as a business or nonprofit entity, or seeking copyright, patent or trademark status, pay all appropriate filing costs and fees.

What about paralegals?

Approved pro bono time for paralegals will be treated in the same manner as client billable time. To ensure credit for pro bono billable time that is in excess of 100 hours in a given calendar year, aggregate of all pro bono projects, paralegals must receive clearance from the Committee in the same manner as attorneys.

Approved pro bono work for paralegals includes work taken on (1) in conjunction with and under the supervision of an attorney working on a pro bono matter; or (2) independently for a pro bono program or organization that provides opportunities that do not create an attorney-client relationship and the delivery of legal advice. For example, paralegals trained in intake procedures could assist Georgia Legal Services with its client intake.

Prior to accepting an independent pro bono matter, paralegals must inform (by email) their supervisor and the Committee of the type of pro bono work that will be performed, the anticipated amount of hours involved in the project, and whether the work will be performed outside the office. Paralegals may perform pro bono work outside the office during normal working hours with advance approval of the Committee and with approval of their supervisors.

Who do I talk to if I have questions?

Please direct all questions to the Committee, comprised of LeeAnn Aldridge, Jennifer Dickinson, Melissa Kyzer and Maria Totten. The Committee is responsible for implementing and administering the Project. Firm attorneys and personnel are encouraged to consult with the Committee members regarding questions or concerns about the Project, including without limitation, available pro bono and charitable matters, available community service opportunities, Firm policies, appropriate supervision, local resources, and other similar issues.

MRM PRO BONO PROJECT - LITIGATION STATUS REPORT

ATTORNEY NAME:

CLIENT NAME:

MATTER DESCRIPTION:

CLIENT/MATTER NO.

Caption:

Docket Number:

Court:

Status of case:

Action to be taken/counsel's recommendation:

Notes:

Disbursements to date:

Hours billed this month:

Hours billed on matter to date:

Please use a separate sheet for each matter but all status updates should be sent in one email to the Pro Bono Committee.

The MRM Pro Bono Project



Bridging the Gaps

PRO BONO MATTER ACTION FORM

Description of the proposed matter: _____

Does a legal or business conflicts of interest exist?
YES YES NO NO

Does the matter fit within the parameters of the Project?
YES YES NO NO

Which parameter? (including factual basis) _____

Will the attorney(s) receive adequate supervision on the matter?
YES YES NO NO

Does the firm have, or can it reasonably acquire, the required expertise in the substantive area(s) of law involved?
YES YES NO NO

Does the attorney have the requisite skill level?
YES YES NO NO

Is the matter otherwise appropriate for pro bono representation and in the best interests of the firm?
YES YES NO NO

Is the matter approved? If not, please state why the matter is not approved _____

Date matter considered: _____

Date matter approved/rejected: _____

Date approval/rejection communicated: _____

The MRM Pro Bono Project



Bridging the Gaps

PROJECT APPROVAL

The following pro bono matter has been approved. Please attach this form to the opening paperwork. This approval form fulfills the requirement for pro bono committee approval.

Description of matter: _____

Please open this matter under client number:

___25000 (criminal appt.) ___2600 (legal pro bono) ___27000(charitable pro bono)

The Hunter Maclean Pro Bono Committee

Pro Bono: Wisconsin Lawyers Bridging the Justice Gap

The Need

For half a million Wisconsin residents, one of the fundamental promises of our democracy – equal justice before the law – is simply out of reach. A senior citizen facing foreclosure, a family with young kids forced onto the street by eviction, a child facing the loss of health care services for his severe disabilities because of a bureaucratic mix-up, a victim of domestic violence seeking safety and stability for herself and her kids. Every day Wisconsin residents who face complex legal problems are forced to go it alone, in court, before government agencies, in negotiations with their adversaries – that is, if they don't simply give up. For these people, the promise of equal justice is unfulfilled, because they cannot afford the professional legal help they need and they cannot effectively represent themselves. These are people who are already sacrificing health insurance to pay the rent, prescription drugs to keep up with the mortgage, groceries to cover child care, and the like. There is simply no room in a family budget overwhelmed by choices like these to pay for legal help. They fall into what the State Bar's Access to Justice Study Committee called a "justice gap." You can get more information about the scope of the need that the committee found and read their full report [here](#).

The cost of not confronting this problem is high and it ripples through many different parts of our communities. What is the cost in your community of increased homelessness, substandard housing, more families and children in crisis or scarred by abuse, greater unemployment, lower family incomes and courts struggling to accommodate pro se litigants? Wisconsin lawyers provide the expert advice that allows clients to remain in their homes, escape abusive family situations, resolve legal issues blocking the road to self-sufficiency and obtain the resources that allow them to live with dignity.

Just Take Two

The State Bar of Wisconsin, in cooperation with local bars, legal aid programs, and community and social service organizations is spearheading a campaign, *Just Take Two*, to recruit lawyers to help address the growing crisis in the state. Our goal is to improve effective access to the civil justice system by increasing the availability of pro bono lawyers for low-income Wisconsin residents.

Just Take Two, is very simple. It's a voluntary pledge by Wisconsin lawyers to take at least two new pro bono matters for low-income individuals or for non-profit groups that primarily serve low-income communities in the next 12 months.

What is the time commitment?

Volunteer lawyers can and do serve in many capacities. Some assist with intake and screening of prospective clients for an organization, while others agree to provide a greater amount of assistance. To give you a better sense of what you can expect when you agree to represent a referred pro bono client, here are the primary ways that over 2,500 such clients were served by your fellow volunteer lawyers in 2003. The clients were referred by Legal Action of Wisconsin (serving southern Wisconsin) and Judicare (serving northern Wisconsin).

Resolution	Legal Action of Wisconsin	Judicare
Brief Counsel and Advice or Brief Service lasting less than a few weeks	53%	46%
Settled Without Litigation	5%	4%
Settled in Litigation	8%	5%
Court or Agency Decision	19%	32%

More than 90% of the clients referred to volunteer lawyers by these two programs had legal problems that fell into the following categories. Of course, each volunteer specifies in advance the areas of law where he or she is willing to accept referrals and specialists are needed for the clients whose needs fall outside these categories.

Area of Law	Legal Action	Judicare
Consumer/Finance	26%	22%
Family	35%	54%
Housing	20%	7%
Public Benefits	9%	10%

What help is available to me?

The State Bar recognizes the commitment that taking pro bono cases entails. You will not be left to sink or swim on your own. The Bar and other organizations have established a number of programs to assist lawyers performing pro bono work. These programs relieve some of the cost, effort, and risk of performing these services.

Professional Liability Insurance

The State Bar's Volunteer Lawyers Program now offers free malpractice coverage for volunteer lawyers who accept referrals through the State Bar on legal matters involving low-income clients or the nonprofit organizations who serve them. The coverage is also available to volunteer lawyers serving in State Bar-sponsored legal clinics directed at low-income clients.

Previously, volunteer lawyers who didn't have coverage or lawyers who were concerned that a claim in a pro bono matter would count against their firm's insurance policy had few options. The new policy includes an endorsement making it the primary source for professional liability coverage even if the volunteer lawyer or firm already has coverage. This new benefit also gives government, in-house, part-time, and retired lawyers the chance to become involved in volunteering without jeopardizing their own livelihoods. Free coverage is also available for lawyers volunteering through Legal Action of Wisconsin or Wisconsin Judicare.

Expense reimbursement

The State Bar maintains a limited fund for our members to help defray the burden of out of pocket costs incurred on pro bono cases when the client is unable to pay and the court or agency will not waive the expense (e.g., transcript, filing and witness fees, or mileage for significant out of county travel). Members handling eligible civil pro bono cases on behalf of low income clients must submit a signed **Member Expense Reimbursement** form with supporting documentation to the State Bar's Pro Bono Coordinator to request reimbursement. Questions can be directed to the Pro Bono Coordinator at (800) 444-9404 ext. 6177, (608) 250-6177.

Advisors On Call

While it is certainly ok to limit your pro bono work to the areas where you are already experienced, we encourage you to try something new occasionally. We know that you may have never handled a divorce, eviction, or consumer protection matter. We also know that you have a proven ability to quickly absorb and organize new legal issues. For those new situations, lawyers who are knowledgeable in these areas will be readily available to talk you through unfamiliar legal and practical aspects of your pro bono client's issues. See the information below on how you can obtain free or low cost training to enhance your pro bono work.

Training

Legal Action of Wisconsin offers a full-week of FREE training in Madison and Waukesha County each fall. The training is worth over \$1000 and fulfills up to 40 CLE credits (including four ethics credits). In addition, Judicare (of northern Wisconsin) provides free and low-cost training to volunteer lawyers. Extensive manuals on specific subject areas of law are also available. In addition, the Legal Assistance Committee of the State Bar offers gift certificates for CLE Books and Seminars to lawyers each year who are nominated by volunteer lawyer projects around the state for their distinguished pro bono service. Lawyers who have provided at least 50 hours of pro bono service or taken at least two civil pro bono cases are eligible to be nominated.

Research assistance

Through a partnership with LexisNexis™, the State Bar can now offer free computerized legal research to lawyers performing pro bono work in Wisconsin. The partnership provides free use of LexisNexis within the grant of time made to the State Bar's pro bono program. Users can conduct research from their office, home, or the State Bar Center in Madison. Simply download, complete, and submit the **application** to receive your password to access your free research minutes.

Pre-screened pro bono clients

Once you take the pledge, the State Bar, and local and regional organizations will work together to refer clients in your selected areas of practice. The clients you receive referrals for will be pre-screened for financial eligibility and to ensure their problems are legal in nature and are something that can be solved by a lawyer.

How does Pro Bono work help me?

Besides fulfilling your professional obligation under Supreme Court Rule 20:6.1 which encourages lawyers to perform pro bono service or contribute to legal services organizations, handling pro bono cases can have a highly positive effect on your life. In addition to the obvious emotional fulfillment that you'll feel from giving of your time and talents, there are tangible benefits for you.

Whether you're just starting out in private practice or already established, pro bono work allows you to build or expand your practice areas and network with other lawyers. Your practice is more than what you do now, it is also your potential to grow. The cases will challenge you, while giving you the base to expand your skills and your practice potential.

You may also want to incorporate your commitment to pro bono service into the marketing of your law practice to new and existing clients. Many law firms have found that a firm's pro bono program is also a valuable tool for attorney recruitment and retention.

For more information on any of the programs listed above, or to discuss other opportunities to participate in pro-bono work, contact the

State Bar's Pro Bono Coordinator at (800) 444-9404, ext. 6177.

- "Just Take Two" program. **Take the pledge.**

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WisBar.org

Inside the Bar

January 2005

Free insurance for pro bono lawyers

The State Bar's Volunteer Lawyers Program offers malpractice coverage to volunteer lawyers who accept referrals involving low-income clients or the nonprofit organizations that serve them and to volunteer lawyers serving in State Bar-sponsored legal clinics directed at low-income clients.

"We hope this new member benefit will make it easier for lawyers to help serve Wisconsin's poorest residents' unmet legal needs," says State Bar Pro Bono Coordinator Jeff Brown.

**State Bar Pro Bono Initiative
kicks off "Just Take Two"
program**

Currently, volunteer lawyers who do not have coverage or lawyers who are concerned that a claim in a pro bono matter will count against their firm's insurance policy have few options. Legal Action of Wisconsin in southern Wisconsin and Wisconsin Judicare in northern Wisconsin have excellent volunteer lawyer programs that provide insurance coverage for attorney volunteers. However, many otherwise eligible clients cannot obtain assistance through those organizations due to legal restrictions on the organizations' funding and the overall decline in funding of civil legal services for the indigent.

"This insurance is designed to help fill that gap by ensuring that residents will have a better chance of obtaining help," says Brown. "Government, in-house, part-time, and retired lawyers will be particularly well served by this new benefit. For lawyers in private practice, the policy includes an endorsement making it the primary source for professional liability coverage even if the volunteer lawyer or firm already has coverage."

For **more information**, contact **Brown** (<mailto:jbrown@wisbar.org>) at (608) 250-6177, or (800) 444-9404, ext. 6177.

Pro bono and Access to Justice in Wisconsin

Whether you are a veteran volunteer or ready to get more involved in providing legal services to low-income residents, this site offers useful resources to support your interest in pro bono. Contact State Bar pro bono coordinator Jeff Brown with questions or comments. If you are a member of the public seeking legal assistance, consult the list of legal aid offices and self help resources below.

- What is the need?
- How can you help?
- What benefits are available to volunteers?
 - Insurance
 - LexisNexis
 - Training
 - Expense reimbursement
 - Advice
 - Pre-screened clients
 - Email list
- News
- Resources
 - Model Pro Bono policies
 - Legal aid offices
 - Pro bono links
 - National legal aid organizations
 - Research & advocacy on poverty
 - Self help resources
 - Disaster Legal Assistance

What is the need?

For half a million Wisconsin residents, one of the fundamental promises of our democracy – equal justice before the law – is simply out of reach. A senior citizen facing foreclosure, a family with young kids forced onto the street by eviction, a child facing the loss of health care services for his severe disabilities because of a bureaucratic mix-up, a victim of domestic violence seeking safety and stability for herself and her kids. Every day Wisconsin residents who face complex legal problems are forced to go it alone, in court, before government agencies, in negotiations with their adversaries – that is, if they don't simply give up. For these people, the promise of equal justice is unfulfilled, because they cannot afford the professional legal help they need and they cannot effectively represent themselves. These are people who are already sacrificing health insurance to pay the rent, prescription drugs to keep up with the mortgage, groceries to cover child care, and the like. There is simply no room in a family budget overwhelmed by choices like these to pay for legal help. They fall into what the State Bar's Access to Justice Study Committee called the "justice gap." You can read the committee's report and recommendations [here](#). To see a multimedia explanation of why Wisconsin residents living in poverty can't hire lawyers and need your help, visit [Poverty USA](#).

The cost of not confronting this problem is high and it ripples through many different parts of our communities. What is the cost in your community of increased homelessness, substandard housing, more families and children in crisis or scarred by abuse, greater unemployment, lower family incomes and courts struggling to accommodate pro se litigants? Wisconsin lawyers provide the expert advice that allows clients to remain in their homes, escape abusive family situations, resolve legal issues blocking the road to self-sufficiency and obtain the resources that allow them to live with dignity.

How can you help?

Your commitment to making pro bono part of your regular law practice can provide access to justice for those most in need. Volunteer lawyers are a critical part of our system for delivering information about the legal system and legal services in Wisconsin.

Volunteer

- **Legal Action of Wisconsin:** Volunteer opportunities for indigent clients in the 39 southern Wisconsin counties
- **Wisconsin Judicare:** Volunteer to help indigent clients in the 33 northern Wisconsin counties at reduced rates
- **Just Take Two Pro Bono Campaign:** This State Bar of Wisconsin program encourages Wisconsin lawyers to voluntarily pledge to take at least two pro bono matters over 12 months
- **Dane County:** Guide list pro bono opportunities in Dane County
- **Milwaukee County:** Guide lists information about pro bono opportunities in the Milwaukee area
- **Legal clinics:** Regularly scheduled legal clinics that need volunteers:
 - **Dane County**
 - **Eau Claire County**
 - **Milwaukee County**
- **Veterans Consortium:** Volunteers are needed to for the Court of Appeals for Veterans Claims
- Contact any of the other Wisconsin legal aid programs listed below under Resources

Donate

Not all lawyers can represent clients or organizations to fulfill their pro bono obligations. Rule 6.1 encourages making voluntary contributions of financial support for legal services organizations in lieu of direct service to pro bono clients. You can make a contribution directly to one of the legal aid organizations listed in the Resources section below, or you can make a financial contribution to support legal services to the poor through one of the following foundations (be sure to designate your contribution for legal aid to low-income Wisconsin residents).

- **Community Shares of Wisconsin**
- **Community Shares of Greater Milwaukee**
- **Dane County Pro Bono Trust Fund:**
 - DCBA Pro Bono Trust Fund
 - c/o Rhonda Hazen, Treasurer
 - P.O. Box 927
 - Madison, WI 53701-0927
- **United Way of Wisconsin** (find your local chapter)
- **Wisconsin Equal Justice Fund**
- **Wisconsin Trust Account Foundation**

What benefits are available to volunteers?

- **Professional liability insurance:** Free malpractice coverage for volunteers.
- **Expense reimbursement:** The State Bar maintains a limited fund for our members to help defray the burden of out of pocket costs incurred on pro bono cases.
- **Advisors on call:** Knowledgeable lawyers guide volunteers through unfamiliar legal issues.
- **Training:** Free training, CLE credits, and how-to resources for volunteers.

- **Research assistance:** Free LexisNexis for pro bono cases. **Application.**
- **Pre-screened pro bono clients:** Clients are prescreened for financial eligibility and legal need.
- **Pro bono awards:** Given by the Legal Assistance Committee each year.
- **State Bar pro bono e-list** facilitates networking among Wisconsin lawyers interested in pro bono legal services. To sign up, log in to **My State Bar** and click on View all e-lists or contact pro bono coordinator **Jeff Brown**.

News

- **Bridging the Justice Gap:** The State Bar Access to Justice Study Committee's final report and recommendations regarding the unmet civil legal needs of low income Wisconsin residents (adopted by the State Bar Board of Governors on May 8, 2007).
- **2005 State Bar Pro Bono Survey:** In October 2005, the State Bar conducted a survey of Wisconsin lawyers' pro bono contributions. The purpose of the survey was to develop a better picture of the different types of pro bono contributions made by Bar members and the role that they play in providing access to the justice system for those who cannot afford an attorney. Appendix A. Appendix B.
- **Supporting Justice:** A Report on the Pro Bono Work of America's Lawyers discusses the findings of the ABA Standing Committee on Pro Bono and Public Service's recently completed pro bono data collection study.
- **State Bar Pro Bono Initiative kicks off "Just Take Two" program,** January 2005 Inside the Bar newsletter
- **Free insurance for pro bono lawyers,** January 2005 Inside the Bar newsletter
- **Receive free computer research service for pro bono work,** January 2005 Inside the Bar newsletter
- **Pro Bono Initiative grants,** August 2007 Inside the Bar newsletter
- **Who's Providing Legal Counsel to Wisconsin's Poor?** May 2001 Wisconsin Lawyer, by Hannah Dugan, Legal Aid Society of Milwaukee

Resources

Wisconsin legal aid offices

General civil legal services:

- **Centro Legal por Derechos Humanos:** Provides bilingual, low cost legal aid to low income residents in the Milwaukee area for family law and misdemeanor criminal matters.
- **Community Justice Incorporated:** Provides low cost legal assistance to low income Dane County-area residents using a sliding scale fee structure for family, landlord/tenant, and other civil legal problems.
- **Legal Action of Wisconsin:** Serving indigent clients with civil legal problems in the southern 39 counties in Wisconsin using both staff attorneys and a volunteer lawyers project. Offices in Milwaukee (main), Madison, La Crosse, Green Bay, Oshkosh and Racine.
- **Legal Aid Society of Door County:** (920) 743-3934, 131 S. 3rd Avenue, Sturgeon Bay, WI 54235
- **Legal Aid Society of Milwaukee:** Founded in 1916, LASM is one of the oldest continuously operating public interest law firms in the nation. They provide free civil legal aid to indigent clients in the Milwaukee area.
- **Neighborhood Law Project:** From an office on the South Side of Madison, law students from the U.W. Law School, supervised by faculty, provide free legal aid to low-income clients, community

legal education, and other services principally in the areas of housing, workers' rights, and consumer credit.

- **Portage County Legal Aid Society:** (715) 343-7100
CAP Services
1608 W. River Drive
Stevens Point, WI 54481
- **Wisconsin Judicare, Inc.:** Serving indigent clients in northern Wisconsin from its office in Wausau, Judicare provides civil legal aid to eligible clients through private attorneys who handle cases for low-income people at reduced hourly rates. Judicare additionally provides legal assistance to the 11 federally recognized Wisconsin Indian nations and to eligible American Indian clients through its Indian Law Office. Wisconsin Judicare invites attorneys and tribal court lay advocates to participate in the Judicare program. Judicare's website includes links to Internet legal resources.

Specialty practice and advocacy:

- **ABC for Health:** A nonprofit public interest law firm dedicated to ensuring health care access for children and families, particularly those with special needs or who are at risk.
- **AIDS Network:** Since 1985, AIDS Network has provided care, prevention and legal services in South Central Wisconsin. Legal information and advice is given to people affected by HIV and AIDS or to people with questions about the legal issues surrounding HIV and AIDS. Potential clients with legal issues are interviewed by telephone or in person to determine the nature of their question or problems and their financial situation. Eligible clients are helped by the legal staff or matched with a volunteer attorney.
- **AIDS Resource Center of Wisconsin:** Free representation and counseling to people with HIV/AIDS on a wide array of legal matters, including confidentiality, disability benefits, power of attorney for health care, bankruptcy, wills, and guardianships.
- **American Civil Liberties Union of Wisconsin Inc.:** Advocates for civil rights and civil liberties of Wisconsin residents through litigation, public education, community activism, public policy analysis, and governmental lobbying.
- **Catholic Charities Immigration Project:** Provides free legal services to low income people living in the ten counties of the Archdiocese of Milwaukee on issues related to immigration, asylum, self petitions and asylum petitions for immigrant victims of domestic violence. The office also conducts community outreach in its office and at area jails and immigration detention facilities. Some telephone support is also provided to criminal defense attorneys who have questions on immigration consequences of criminal convictions.
- **Coalition of Wisconsin Aging Groups:** Along with the Elder Law Center and its other services, CWAG provides information and advocacy for older Wisconsin residents and their families.
- **Consumer Law Litigation Clinic:** U.W.-Madison Law School program uses law students supervised by clinical faculty to handle individual and class action lawsuits in state and federal court covering a variety of consumer protection issues, including misrepresentation and fraud, credit scams, bad faith denial of insurance claims, antitrust violations, unfair debt collection practices and "fringe banking" abuses by rent-to-own and payday loan companies.
- **Disability Rights Wisconsin:** DRW is an independent nonprofit designated by the Governor to provide protection, information and advocacy for people with disabilities throughout the state.
- **Family Court Assistance Project:** FCAP is a project of the UW Law School's Economic Justice Institute and provides assistance to unrepresented people seeking a divorce in Dane County. Law students are supervised by a clinical law professor. The project does not provide legal representation but does offer information on forms and procedures as well as help organizing information for the divorce.

- **Kids Matter Inc.** 1850 N. Martin Luther King Jr. Drive, Suite 202, Milwaukee, WI 53212. (414) 344-1220 Kids Matter Inc. focuses on children who are being cared for by someone other than a parent. They provide assistance to children and caregivers who have been the victims of abuse, neglect or some other crime. The agency connects clients with pro bono attorneys and provides training and technical assistance to advocates and attorneys on child welfare issues.
- **Senior Law project of Legal Action of Wisconsin:** Provides information and free legal assistance on public benefits issues to seniors (age 60 and over). There are no income or asset limits for seniors.
- **State Public Defender:** Provides legal representation at the trial level to indigent persons in adult criminal, civil commitment (including sexually violent persons commitment), probation or parole revocation, contempt of court, and termination of parental rights cases. It also represents juveniles who are the subject of delinquency, commitment, paternity, children in need of protection, and termination of parental rights proceedings.
- **Wisconsin Coalition Against Domestic Violence:** Provides training and technical advice to advocates and court personnel issues related to domestic violence.

Disasters

- **FEMA:** Information regarding recent **disaster declarations**, individual **benefits available** and the **National Flood Insurance Program**.
- **Wisconsin Emergency Management:** News, preparedness information and disaster relief information specific to Wisconsin
- **WI Dept. of Health & Family Services:** Provides information on emergency food assistance for displaced families.
- **WI Dept. of Transportation:** Information about replacing a **driver's license**, vehicle **registration**, **license plate**, **sticker** or **title**.
- **USA.gov:** Find links to information on how to replace other vital documents such as Social Security cards, Medicare cards, immigration papers, savings bonds and passports.
- **Office of the Commissioner of Insurance:** In addition to information on insurance claims, complaints, and companies, OCI also provides a National Flood Insurance Program **FAQ** and information about **claims** under that program.
- **American Red Cross:** National disaster assistance information and links to **Wisconsin chapters**.
- **Pro Bono.net:** resource center for lawyers helping Hurricane Katrina victims also provides a good selection of information about specific legal issues raised in all disaster declarations.

Pro bono links

- **2005 State Bar Pro Bono Survey:** In October 2005, the State Bar conducted a survey of Wisconsin lawyers' pro bono contributions. The purpose of the survey was to develop a better picture of the different types of pro bono contributions made by Bar members and the role that they play in providing access to the justice system for those who cannot afford an attorney.
Appendix A. Appendix B.
- **Bridging the Justice Gap** report by the State Bar summarizing the results of Wisconsin's first comprehensive legal needs study of low-income residents and providing recommendations for all stakeholders in the justice system.
- **State Bar Legal Assistance Committee** homepage includes information about State Bar of Wisconsin pro bono activities and related issues.
- **Commission on the Delivery of Legal Services** a 1996 State Bar report that outlines the state of delivery of legal services in Wisconsin and solutions for improve access to legal services for low-income residents.

- **Corporate Pro Bono** provides information for inhouse lawyers and their companies interested in starting or expanding a pro bono program.
- **ABA Center for Pro Bono** is a project of the ABA Standing Committee on Pro Bono and Public Service. It offers a library of materials for pro bono program administrators and volunteers as well as technical assistance, news, and training resources.
- **ABA Delivery of Legal Services'** Web site offers programs, projects, and policies related to the delivery of legal services to moderate-income citizens.
- **ABA Standing Committee on Legal Aid & Indigent Defense (SCLAID)** examines issues relating to the delivery of civil legal services to the poor and criminal defense services to indigent persons accused of crimes.
- **ABA Commission on IOLTA** supports the operation of interest on lawyers' trust account programs nationwide and maintains a clearinghouse on IOLTA program design and operation.
- **Litigation Assistance Partnership Project** of the ABA's Litigation Section helps to create links and provide referrals between private lawyers and legal services providers seeking help with large or complex litigation.
- **Pro Bono Institute** at Georgetown University Law Center provides information, training, and consulting to large law firms and corporations interested in making a commitment to pro bono.
- **A Business Commitment** is a project of the ABA Business Law Section that provides resources for business lawyers interested in pro bono. Includes links to a "toolkit" for setting up a program, a program manual, and a large selection of model forms (scroll down to the bottom of the page once you click on a selection).
- **Badgerlaw.net** is a Wisconsin gateway for advocates with a library of decisions, briefs, and other resources organized by subject matter, volunteer links, and a searchable list of legal services providers by geographic area.

National advocates for legal services

- **ABA Standing Committee on Legal Aid & Indigent Defense** examines issues relating to the delivery of civil legal services to the poor and criminal defense services to indigent persons accused of crimes. This site provides research and news on legal needs surveys and developments in the legal services community.
- **Center for Law and Social Policy** is a nonprofit public policy and advocacy organization conducting research, policy analysis, technical assistance, and advocacy on issues related to economic security and family stability for low-income parents, children, and youth.
- **Legal Services Corporation**, established by Congress to fund civil legal services to the poor, LSC has grantee data as well as a **library** of useful information.
- **National Legal Aid & Defender Association** advocates for a wide array of legal services program providers, pro bono attorneys, law schools, bar associations, and other organizations and individuals playing a role in ensuring that low-income Americans have access to effective representation in civil matters.
- **Sargent Shriver National Center on Poverty Law** provides an extensive online library that includes a growing collection of more than 500,000 case pleadings and other documents, analytical articles from *Clearinghouse Review*, more than 1,000 **research links**, and more. Includes links to the **national support centers** in substantive legal areas (e.g. housing, families, health, consumers, etc.).

Research & advocacy on poverty

- **Center on Budget and Policy Priorities** conducts research and analysis to inform public debates over proposed budget and tax policies and to help ensure that the needs of low- and moderate-income families and individuals are considered. It also develops policy options to alleviate poverty, particularly among working families.
- **Employment & Training Institute** at the University of Wisconsin-Milwaukee contains research concerning Wisconsin Welfare reform analyses, impact of driver's license suspensions on low income persons, and child care availability for parents who are among the working poor.
- **Institute for Research on Poverty** at the University of Wisconsin-Madison is a center for research into the causes and consequences of poverty and social inequality in the United States. In addition to published research, IRP provides and extensive **links** to other research, government and advocacy institutions.
- **Joint Center for Poverty Research** at Northwestern University and the University of Chicago provides information and research materials on the causes and consequences of poverty and social inequality in the United States.
- **Legal Action publications** include useful information on Medicaid, unemployment, child custody, and W-2 as well as information for senior citizens.

Self help resources

- **Wisconsin Court System Self-Help Center** offers resources for the general public with information on representing yourself, online divorce forms, and contact information for court officials.
- **Legal Help Milwaukee** provides searchable, up-to-date information for social service providers, legal professionals, and the community regarding legal resources to low-income people in and around Milwaukee.
- **Milwaukee Family Justice Clinic** volunteers offer self-represented litigants one-on-one assistance with forms and procedures and referrals to community resources.
- **Dane County** family court forms available for download.
- **Waukesha County Court Family Court Self-Help Center** is an outstanding site with information specific to that county as well as good general information and resources (including links to attorneys who are willing to help).
- **Tenant Resource Center** offers free information for tenants and landlords interested in learning more about their rental rights and responsibilities. Information on state and local rental laws and regulations and lease screening services are available at the TRC.
- "**Moving On**," a 14-minute video, produced by Dane County Bar Association Delivery of Legal Services Committee, is designed to educate unrepresented litigants who are unfamiliar with the divorce process.
- **SelfHelpSupport.org** - a national collection of resources for legal system *professionals* (lawyers, judges, clerks, law schools) to help with the development of programs that help pro se litigants. It includes model documents, a listserv, newsletter and much more. Some of the participating organizations (listed on the right) also have a good selection of resources for courts and others who want to expand tools for the unrepresented litigants. If you are an unrepresented ("pro se") litigant, you should visit **LegalExplorer.com**, the **Wisconsin Court System's** self-help site, or one of these national resources -- **LawHelp.org** or **here** -- to find appropriate resources.
- **Legal Services Corporation** provides materials concerning pro se projects in its online library.
- **Wisconsin State Law Library** provides links to a wide variety of legal resources and forms (statewide and county-specific).

- **Wisconsin Lawyer December 2000: Going Pro Se:** Article discusses how self-represented litigants present multiple challenges and opportunities to the justice system.

Model Pro Bono policies

- **Federal government agency pro bono policies**
- **Foley & Lardner LLP Pro Bono Policy**
- **Godfrey & Kahn, S.C. Pro Bono Policy**
- **Montana Attorney General Pro Bono Policy**
- **Montana Governor's Pro Bono Policy**
- **Quarles & Brady, LLP Pro Bono Legal Policy**
- **Winterthur U.S. Holdings Pro Bono Policy**

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