

**VIRGINIA STATE BAR**  
**YOUNG LAWYERS CONFERENCE**  
**LONG RANGE PLAN**

**Adopted: June 21, 1996**

**Effective: July 1, 1996**

## TABLE OF CONTENTS

	<u>PAGE</u>
TABLE OF CONTENTS .....	i
I. <u>OVERVIEW</u> .....	1
A. <u>Environmental Assessment</u> .....	2
B. <u>Organizational Assessment</u> .....	2
II. SERVICE TO THE BAR .....	5
A. WOMEN AND MINORITIES IN THE PROFESSION .....	5
B. <u>PRACTICE AND THE PROFESSION</u> .....	8
C. <u>PUBLICITY</u> .....	12
D. <u>PUBLICATIONS</u> .....	13
E. <u>ADMISSION AND ORIENTATION</u> .....	17
F. <u>ANNUAL MEETING</u> .....	16
G. <u>NATIONAL TRIAL ADVOCACY</u> .....	19
III. SERVICE TO THE PUBLIC .....	20
A. <u>ACCESS TO LEGAL SERVICES</u> .....	20
B. <u>EMERGENCY LEGAL SERVICES</u> .....	22
C. <u>NO BILLS NIGHT</u> .....	24
D. <u>PRO BONO</u> .....	26
E. <u>CHILDREN AND THE LAW</u> .....	27
F. <u>PUBLIC EDUCATION</u> .....	29
G. <u>COMMUNITY LAW WEEK</u> .....	31
H. <u>COMMUNITY OUTREACH</u> .....	33
IV. INTERNAL OPERATING COMMITTEES .....	34
A. <u>NOMINATING COMMITTEE</u> .....	34
B. <u>CIRCUIT REPRESENTATIVES</u> .....	36
C. <u>LONG RANGE PLANNING COMMITTEE</u> .....	39
D. <u>BUDGET &amp; FINANCE COMMITTEE</u> .....	44
E. <u>MEMBERSHIP INVOLVEMENT</u> .....	46
F. <u>AWARD OF ACHIEVEMENT</u> .....	48
V. <u>CONCLUSION</u> .....	48



**VIRGINIA STATE BAR**  
**YOUNG LAWYERS CONFERENCE**

**LONG RANGE PLAN**

**I. OVERVIEW**

Of the approximately 27,000 lawyers in the Virginia State Bar (the "Bar"), the Young Lawyers Conference (the "YLC") represents approximately 8,000 lawyers who are under age 36 or have been practicing law for fewer than three years. Historically, the YLC has served as the work force for implementing many of the goals, objectives and programs initiated by the Bar. The YLC also has implemented many of its own programs and activities designed to benefit members of the profession (specifically, but not exclusively, young lawyers), and members of the public. Programs designed to benefit the public help to improve access to legal services and to educate the public about the legal profession, its membership, the judicial system, and how to integrate the public into that system.

Article I, Section 2 of the YLC Bylaws recites the organization's purpose:

Purpose - The purpose of this organization shall be: to serve as a vehicle through which the younger members of the Virginia State Bar can exert a more direct influence upon the activities of the Virginia State Bar to engage in activities designed to respond to discernible needs among the younger members of the Bar in particular and the members of the legal profession in general; to promote, uphold, and elevate the standards of honor, integrity, and competence in the legal profession; and to assist the Council of the Virginia State Bar in discharging its duty to improve the legal system and the responsiveness of the profession to the members of the public, for whose benefit the profession exists.

Because the first five years of practice are perhaps the most difficult and demanding years a lawyer will face during his or her career, young lawyers experience needs, concerns and demands on their time that are not necessarily shared by all members of the Bar. Young lawyers often experience uncertainty and difficulty in their attempts to become involved in Bar activities. Therefore, relatively few young lawyers have become actively involved in the Bar's projects, activities and committees during their first years of practice.

The Bar is vested with authority by statute and by certain Rules of the Supreme Court of Virginia. Section 54.1-3909 of the Virginia Code permits the Supreme Court to promulgate rules and regulations defining the practice of law, and prescribing a code of ethics and procedures for disciplining, suspending and disbaring attorneys. Section 54.1-3910 permits the Supreme Court to promulgate rules and regulations organizing and governing the Bar. The Rules of the Supreme Court of Virginia, Part 6, Section W, Paragraph 9, give certain powers to Bar Council, including the necessary powers (a) to promote reforms in judicial procedure and the judicial system that are intended to improve the quality and fairness of the system; (b) to improve the quality of the legal services made available to the people of Virginia; and (c) to uphold and elevate the standards of honor, integrity and courtesy in the legal profession.

The YLC is currently faced with the task of reevaluating its efforts and activities, and this Long Range Plan is the first step in accomplishing this purpose. In completing this Long Range Plan, the YLC is mindful of the need to keep its efforts closely aligned with the mission of the Bar.

A. Environmental Assessment

The YLC has never been active in any of the functions of the Bar in regulating and disciplining lawyers. Historically, the YLC has developed its programs in the areas of service to the

bar and service to the public, with an eye toward improving access to justice, the quality of the judicial system and the legal profession.

B. Organizational Assessment

The purposes of the YLC, as stated in its Bylaws, are: 1) to serve as a vehicle through which the younger members of the Bar can exert a more direct influence upon the activities of the Bar; 2) to engage in activities designed to respond to discernible needs among the younger members of the Bar in particular and the members of the legal profession in general; 3) to promote, uphold, and elevate the standards of honor, integrity, and competence in the legal profession; and 4) to assist Bar Council in discharging its duty to improve the legal system and the responsiveness of the profession to the members of the public, for whose benefit the profession exists.

Each member of the Bar who is under age 36 or who has been practicing law for fewer than three years is automatically a member of the YLC. The YLC is governed by a fifteen member Board of Governors (the "Board"), which is comprised of one member from each of 10 regional districts and five at-large members. The Board acts through the YLC officers (President, President-Elect and Secretary), the YLC's circuit representatives in each of the state's judicial circuits, and its committees and subcommittees. The YLC's Bylaws require that the members of the Board and the President-Elect be chosen by election by the general YLC membership at the Bar's Annual Meeting. The YLC committees are organized into three sections:

**1. Service to the Bar:**

Admission and Orientation Ceremony  
Annual Meeting/Athletics  
Annual Meeting/Programs  
National Trial Advocacy Competition  
Publications and Films  
Newsletter/Docket Call  
Films

Senior Citizens Handbook  
Practice and the Profession  
Professionalism  
Career Issues  
Publicity  
Women and Minorities in the Profession

**2. Service to the Public:**

Access to Legal Services  
Emergency Legal Assistance  
No Bills Night  
Pro Bono  
Children and the Law  
Students' Day in Court (formerly Docent)  
Community Law Week  
Public Education

**3. Internal Operating Committees:**

Award of Achievement  
Circuit Representatives  
Membership Involvement  
Nominating Committee  
Budget and Finance

Although each of these committees can be shown to fit within the YLC's purposes, the overall committee structure has been changed each year by succeeding Presidents. New committees and new projects have been added without clear direction on how those programs fit with existing programs. Other projects and committees have been allowed to continue without a thorough analysis of the continuing need for the committee structure, and without any real planning for the phase-out or revitalization of existing projects. Moreover, while the YLC has the largest section membership of the Bar, it routinely experiences difficulty in recruiting volunteers in the proper numbers and with the proper skills and experience necessary to serve as Circuit Representatives or committee members. The Nominating Committee has a standing Membership Involvement

Committee, yet the YLC does not have in place a plan to promote and encourage young lawyers to participate in YLC activities and committees.

The YLC has determined that it needs to develop a long-range plan designed to promote and encourage young lawyers to participate in YLC activities and committees, to ensure that the task of nominating candidates for its Board of Governors and to serve as its President-Elect is given the importance it requires and is conducted in a timely fashion each year, and to recommend organizational changes necessary to streamline its organization to ensure that the YLC projects and activities fall within the statutes and rules governing the Bar.

## **II. SERVICE TO THE BAR**

### **A. WOMEN AND MINORITIES IN THE PROFESSION**

#### **1. Environmental Assessment**

Each year many new women and minority attorneys are admitted to the Bar. All of these attorneys who are under age 36 or who have been practicing law for fewer than three years are members of the YLC. Moreover, the changing demographics of American society and Virginia, specifically, demonstrate that these numbers will continue to grow at unprecedented rates. The Committee on Women and Minorities in the Profession considers issues that the legal profession is facing and may face in the future, with a particular focus on issues facing young women and minority lawyers.

#### **2. Organizational Assessment**

The Committee on Women and Minorities in the Profession is designed to encourage participation of women and minority lawyers while integrating them into the larger legal community. Although this committee has been in existence for only a short while, and its structure is still being developed, a strong relationship with the Board liaison is encouraged.

3. Goals and Objectives

1. To promote the entrance into and the full and equal participation of women and minorities in all aspects and roles in the profession.

2. To assist women and minority young lawyers to achieve maximum professional development and satisfaction.

3. To promote greater opportunities to develop women and minority young lawyers as future YLC leaders by encouraging YLC leadership to continue current efforts to increase the number of women and minorities who are active in the YLC.

4. To continue to implement those programs currently sponsored by this Committee and to consider such additional programs as may be necessary to meet the changing needs of women and minority lawyers in Virginia.

5. To make young women and minority lawyers more aware of the various local and special interest bar associations and Bar committees, and opportunities for bar involvement, and encourage them to participate and to seek leadership roles.

6. To encourage the Bar, local and special interest bar associations to become more proactive in their recruitment of women and minority members.

7. To encourage the YLC to serve as a beacon in the effort to promote the goals of cultural diversity within the profession.

8. To promote the value to the profession of a diverse firm or practice.

4. Plans of Action

1. The Committee will host the Annual Celebration of Women and Minorities in the Profession Bench-Bar Dinner. The Celebration is designed to target members of the federal and state judiciary, women and minority lawyers, the leadership of the Bar and the YLC and members of the Commission on Women and Minorities (the "Commission") in recognition of the similar roles the Commission and the Committee play in advancing the interests of women and minority lawyers.

2. The Committee should develop a program similar to the ABA's Pathways to Leadership, in conjunction with the Commission, to encourage women and minority lawyers to participate in bar activities of all sorts. The Pathways to Leadership Program seeks to educate young lawyers about the importance of Bar activities, and to demonstrate that participation in such activities can help them develop as lawyers.

3. The Committee will seek a greater presence at the Admission and Orientation Ceremony to serve as an early introduction to new Bar admittees about how they can participate in Bar activities.

4. The Committee will continue its role in the Minority Pre-Law Counseling Seminars. These seminars have been conducted on various college campuses throughout Virginia with the primary purpose being to educate women and minorities about available career options, including legal careers, as well as bar exam preparation. This program has proved to be very successful in the past, and it is anticipated that these seminars will be modified to meet existing and expected demands.

5. The Committee will maintain communications with the Commission on Women and Minorities in the Profession to promote the exchange of ideas and to coordinate the development of new projects and programs.

6. The Committee will continue to develop programs, projects and activities that implement and accomplish the Committee's goals and objectives as set forth above.

**B. PRACTICE AND THE PROFESSION**

(Professionalism and Career Issues Committees)

1. Environmental Assessment

The Practice and Profession Committee, consisting of the Professionalism and Career Issues Committees, has been organized in its current fashion for two years. The principal project undertaken by the Professionalism Committee has been to develop the model professionalism course, which has received national recognition. This course, which was developed from the Virginia State Bar Professionalism Course, is the first in-depth introduction newly admitted lawyers have to the Bar. Since the original development of the model professionalism course, the Committee has struggled to develop clear objectives and new project ideas.

The Committee has not historically been involved in lawyer discipline. Indeed, the YLC has never had any formal involvement in the disciplinary system. The Bar's Long Range Plan suggests that the YLC offer to assist the Bar Committee on Lawyer Discipline in its continued effort to improve the disciplinary system.

The Career Issues Committee was formulated three years ago to provide YLC members with information regarding professional development and career satisfaction and to provide a means by which YLC members can become more active in Bar activities. The practice of law in the 1990's has witnessed increased family demands for young lawyers, additional hurdles to making partner in medium and large law firms, and more competition for solo and small practitioners. The Career Issues Committee has formulated many creative ideas to address these concerns, but

historically has failed to initiate any programs implementing these ideas. The Bar encourages placement of a YLC representative sitting on each of its committees where feasible and practicable.

2. Goals:

1. The Professionalism Committee shall assist the Virginia State Bar Professionalism Committee, where appropriate, to help keep current the mandatory professionalism course that new lawyers are required to complete within one year of admission to the Bar.

2. The Professionalism Committee shall explore other project ideas that can be implemented on a statewide basis, i.e. CLE programs on ethical topics.

3. The Professionalism Committee shall work with the YLC leadership and the Virginia State Bar Committee on Lawyer Discipline to help improve the disciplinary system.

4. The YLC, through the Professionalism Committee shall provide names to the President of the Bar and encourage the placement of a Young Lawyer on the Bar committees that are responsible for the Bar's regulation of the profession and enforcement of the disciplinary process, i.e., the Legal Ethics Committee, the Unauthorized Practice of Law Committee, the Committee on Lawyer Advertising and Solicitation, and the Committee on Lawyer Discipline.

5. The YLC, through the Professionalism Committee, shall provide names to the President of the Bar and encourage the placement of a young lawyer on each of the District Committees, even if such appointment is on an ex officio basis. These young lawyers should be responsible for publishing articles and publications related to specific disciplinary matters of interest to young lawyers, including guidance on disciplinary issues that especially plague the new practitioner.

6. The Professionalism Committee shall prepare a written proposal to the Bar Executive Committee about integrating YLC involvement in the regulation and disciplinary process, including the appointment of YLC representatives on the Bar's standing committees.

7. The Professionalism Committee shall meet with Bar Counsel to identify disciplinary and ethical issues that young lawyers frequently confront, to review the special concerns of young lawyers and to solicit advice on how the YLC can (a) assist young lawyers to avoid ethical problems; (b) participate with Bar Counsel in analyzing and solving the needs of young lawyers; and (c) explore the method, manner and timing for placing young lawyers on District Committees.

8. The Career Issues Committee shall identify the publications and production schedule for publishing articles aimed at the new practitioner.

9. The Career Issues Committee shall coordinate with the Professionalism Committee to identify those young lawyers who should be appointed to key posts in the field of lawyer regulation and discipline.

10. The Career Issues Committee shall explore avenues to disseminate to the YLC membership timely information on career goals and career development tips.

11. The Career Issues Committee shall work with Bar leadership to encourage the placement of a YLC member on the Bar's committees, where feasible and practicable, as provided in the Bar's Long Range Plan.

3. Plans of Action

The YLC has never been directly involved in the Bar disciplinary process. Various "low level" complaints, many of which may involve young lawyers, may be addressed through the utilization of other YLC members. The Professionalism Committee should work closely with the

YLC leadership to explore, with the Committee on Lawyer Discipline, ways in which the YLC can contribute to the effective and efficient administration of the disciplinary process.

The Career Issues Committee's main impact can and should be on providing information to the YLC membership on ways in which a young lawyer can enhance his or her career objectives. The Committee should explore ways to disseminate information regarding professional development through the use of articles in legal periodicals, seminars, CLE programs and other publications.

The Career Issues Committee can improve substantially the YLC's effectiveness by exploring means for members to move from YLC positions into active roles in the Bar. Bar activities play a significant role in many lawyers' professional development. The Committee should help to direct interested members, where appropriate, to areas in the Bar where the members can be effective. This type of "placement" is especially important where active members have "aged out" and have not identified other areas of the Bar in which to serve.

The Career Issues Committee should also help to implement that portion of the Bar Long Range Plan that contemplates a YLC member being appointed to each Bar committee. The Committee should appoint at least one member to assist the YLC leadership in approaching the Bar leadership with a means of accomplishing this goal, and specific individuals who could make positive contributions in serving on those committees.

Both the Professionalism Committee and the Career Issues Committee should strive to develop programs, projects and activities designed to implement and accomplish the goals and objectives set forth above.

**C. PUBLICITY**

The purpose of the Publicity Committee is to publicize YLC activities on the state and local levels. The Committee should also encourage circuit representatives, regional and committee chairs, and other young lawyers to submit information regarding projects or programs to the Bar to utilize the resources available at the Bar for generating publicity.

1. Environmental Assessment

The success of, and benefits derived from, any program or activity may be greatly enhanced if the public is made aware of the program or activity. Good and constant publicity about the YLC's programs and activities across the state enables the YLC to meet several of its goals and objectives. Specifically, publicizing an event can help to increase both attendance at an event and the public's awareness of the event. Heightened awareness also maximizes the opportunities to reach more people quantitatively and qualitatively. Similarly, event-related publicity will help to educate the public regarding the profession's activities, improve the image of the profession, and improve the public's ability to obtain access to legal services. From an internal standpoint, publicity of events in one area may benefit efforts in another area to put on a successful program with minimal replication of efforts.

2. Organizational Assessment

The YLC has a standing Publicity Committee.

3. General Recommendation

The Publicity Committee has been inactive for some time. The Bar Staff has fulfilled the function of generating publicity for the YLC and for its programs because Bar Staff has better resources to assist with all facets of obtaining, generating and promoting publicity. Although publicity is an important component of each committee or subcommittee, in its present form, the Publicity Committee adds an unnecessary additional layer between Bar Staff and the various

committees. It is therefore recommended that the Publicity Committee be disbanded. The Board should, however, continue to assess whether to revive the Committee, depending upon the availability of Bar Staff resources and the needs of the YLC. Thereafter, information related to the development of publicity would be available directly from Bar Staff. Information related to publicity should be included in any circuit representative or committee chair handbook. Each committee chair and circuit representative would be responsible to coordinate project publicity with Bar Staff.

#### **D. PUBLICATIONS**

##### 1. Organizational Assessment

The Publications Committee, headed by a single Chair, oversees two subcommittees: (1) Films, and (2) The Docket Call, a quarterly newsletter and the chief membership publication of the YLC. The editor of The Docket Call chairs an editorial board, which is responsible for publishing each issue of the newsletter. In addition, the purpose of the Publications Committee is to assess the need for new or revised publications, *i.e.*, a publication on general district courts. The Committee also is responsible for formulating a plan for distribution of YLC publications, including the Legal Services Directory, the Senior Citizens Handbook and other publications. It is recommended that the Legal Services Directory Committee be integrated into the Publications Committee.

Given the prominence of The Docket Call, the editor of The Docket Call should henceforth serve as co-chair of the Publications Committee.

##### 2. Goals and Objectives

1. To continue to produce the high quality newsletter specifically directed at young lawyers.

2. To encourage increased participation by young lawyers in the publication of The Docket Call.
3. To continue to promote articles and publications of interest for young lawyers, particularly those related to ethical and disciplinary issues.
4. To report on existing projects conducted by the YLC, circuit representatives, committee chairs or localities specifically of interest to Virginia's young lawyers.
5. To study the need for the publications not now produced or developed by Bar including publications designed to serve the public.
6. To integrate the Legal Services Directory Committee into the Publications Committee, and to develop a plan for distributing previously published items such as the Legal Services Directory, the Senior Citizens Handbook, and any other YLC publication.

#### **NEWSLETTER/DOCKET CALL**

The Docket Call remains an excellent publication for disseminating information to YLC members, and it routinely receives accolades from the American Bar Association. Its editor should serve as co-chair of the Publications Committee. Efforts should be undertaken to assist the editor in increasing involvement of young lawyers in the publication of the newsletter. Efforts should be made to coordinate with the Membership Involvement Committee to help accomplish this goal. Similarly, efforts should be made to ensure that circuit representatives, committee chairs, and other young lawyer volunteers alert the newsletter to any programs that they have conducted or plan to conduct so that they may be reported in the newsletter. The editor of The Docket Call shall remind all such volunteers, on at least an annual basis, of the importance of reporting such programs. Efforts should be made to promote geographic diversity in the composition of the editorial board.

#### **FILMS**

The Films subcommittee's original purpose was to distribute films designed to educate school children about the legal system. Since accomplishing this objective and transferring responsibility for this project to Bar Staff, the subcommittee has been unsuccessful in producing a film that benefits the public, the membership or the profession. Fault does not necessarily lie with the subcommittee or its membership. Rather, a number of obstacles precluded the successful production of a film. Because no utility from this committee is received unless a film is actually produced and disseminated, it is recommended that the Films subcommittee be disbanded, with the provision that it may be revived at such time as appropriate financial sources and a viable project are presented to the Board.

### **LEGAL SERVICES DIRECTORY**

This committee, formerly under the rubric of Service to the Public, should become a part of the Publications Committee. The committee prepared and published the Legal Services Directory, which catalogs the legal services available to public in various regions of Virginia. The committee should review the Directory periodically to determine whether changes or updates are needed.

### **E. ADMISSION AND ORIENTATION**

#### **1. Organizational Assessment**

New Bar members are currently admitted to practice law in Virginia through a program sponsored by the YLC twice a year in Richmond, Virginia. Because one of the YLC's purposes is to engage in activities designed to respond to discernible needs of younger members of the Bar, the YLC has an Admission and Orientation Committee that organizes and runs the Admission and Orientation Program for new lawyers. This program allows all new lawyers, in the course of a single day, to be admitted by the Supreme Court of Virginia to practice before all Virginia state courts. In addition, in conjunction with the Bar's General Practice Section, the Committee

sponsors the First Day in Practice Seminar, a low-cost CLE program designed to give practice tips and insights to new lawyers.

2. Goals and Objectives

1. To continue and to improve the Admission and Orientation Program for new lawyers in Virginia and to increase the awareness of new lawyers to their responsibilities as members of the Bar.

2. To continue efforts to organize, promote, and run the First Day in Practice Seminar for new lawyers, and to coordinate the program with Bar Staff and the Bar's General Practice Section.

3. To continue to coordinate with the Supreme Court of Virginia to meet the needs of the Supreme Court, the Bar, and new lawyers being admitted to the Bar.

4. To work to improve membership involvement through the Admission and Orientation Program.

3. Plans of Action

1. The Committee should coordinate with the Membership Involvement Committee to increase the involvement of new Bar members in the YLC.

2. The Committee should coordinate with the Career Issues Committee to determine issues to be discussed in the First Day in Practice Seminar.

3. The Committee should provide forms to publicize all YLC activities and facilitate non-active members becoming active in the YLC with little effort.

4. The Committee should continue its efforts to coordinate with the Bar staff to allow other bar organizations, who so desire, to distribute to new bar admittees.

**F. ANNUAL MEETING**

1. Environmental Assessment

Each June, the Bar holds its annual meeting in Virginia Beach, Virginia. Although the meeting has a crowded schedule of events and programs, the YLC plays an important and visible role throughout the meeting. The YLC holds its annual meeting luncheon during the weekend, at which new Board members and officers are elected and young lawyer volunteers are recognized for their participation in the YLC. The YLC also presents a high profile program on Saturday morning and sponsors athletic events and an evening dance during the weekend.

2. Organizational Assessment

The YLC officers and Board members are nominated and elected at the annual meeting luncheon. One of the YLC's most noticeable interactions with the Bar is the Saturday morning program and other programs it runs at the annual meeting.

3. Goals and Objectives

1. To continue to have an annual meeting of the YLC at the Bar annual meeting.
2. To coordinate with the Board to continue organizing, promoting, and hosting a dance, athletic events, and any other activities deemed worthwhile by the YLC and the Bar.
3. To attract maximum membership involvement in all activities.
4. To coordinate with Bar Staff and the Board to organize a luncheon that can accommodate all young lawyers attending the annual meeting and other individuals invited to attend.

The committee should meet all deadlines set by Bar Staff for the organization of the luncheon.

5. To coordinate with the Board of Governors to determine who should be invited to the luncheon, and when.

6. To continue to work closely with Bar Staff to meet any deadlines for the organization and promotion of events.

7. To work with standing committees of the YLC and Bar to consider whether the YLC should sponsor other programs at the annual meeting that offer CLE credit.

4. Plans of Action

1. The Committee will consider the possibility of adding a CLE program at the annual meeting.

2. The committee will reassess from time to time the athletic events and CLE courses, on its own or in conjunction with other bar associations or Bar sections.

3. The Committee will continue to evaluate the Saturday morning program and to develop ways to improve the program and attendance.

4. The Committee will continue to develop programs, projects and activities designed to implement and accomplish the goals and objectives set forth above.

**G. NATIONAL TRIAL ADVOCACY**

1. Environmental Assessment

The YLC is asked every year by the Texas Young Lawyers Division to assist, coordinate and host a trial advocacy program. The YLC's National Trial Advocacy Committee implements the program. The program requires the use of a significant amount of court space and therefore has been held in the larger areas of the Commonwealth that have adequate court space available.

2. Organizational Assessment

One of the purposes of the YLC is to promote, uphold, and elevate the standards of honor, integrity, and competence in the legal profession. The YLC has a standing committee for the

purpose of coordinating and running a National Trial Advocacy program each year to instill in future lawyers the desire to uphold these standards.

3. Goals and Objectives

1. To continue to coordinate and host the National Trial Advocacy Program for the benefit of law students that promotes, upholds, and elevates the standards of honor, integrity, and competence in the legal profession.

2. To continue efforts to rotate the National Trial Advocacy Program to as many different localities within the Commonwealth as possible.

3. To coordinate with the organizations hosting the national program to obtain information about each year's program as early as possible, so that it can reserve appropriate court space and recruit the necessary volunteers to be judges, bailiffs and witnesses.

4. To rotate annually the chairmanship of the committee to a different area of the Commonwealth, which can accommodate the program facility demands.

4. Plans of Action

1. To continue to organize and administer an effective program, and, from time to time, to re-examine and reevaluate the trial advocacy competition to determine whether it may be improved, and whether it should remain an ongoing program of the YLC.

### **III. SERVICE TO THE PUBLIC**

**A. ACCESS TO LEGAL SERVICES**

1. Environmental Assessment

The rising cost of legal services makes it increasingly difficult for many individuals to obtain legal services. Groups such as the elderly, the disabled, and the "working poor" often find

necessary legal services unavailable or unobtainable. Legal Aid organizations and lawyers' pro bono efforts are neither designed nor able to meet the legal needs of much of the public.

2. Organizational Assessment

The YLC has established the Access to Legal Services Committee. The Committee's purpose is to assist the public and specifically, certain sectors of the public, to improve their ability to obtain legal services. This Committee is divided into subcommittees: Legal Services Directory, Emergency Legal Services, No Bills Night and Pro Bono Services. The Legal Services Directory subcommittee will become part of the Publications Committee. Although the No Bills Night subcommittee is chaired by a statewide coordinator, regional chairs have been appointed to help coordinate No Bills Night and related programs throughout Virginia.

3. Goals and Objectives

1. To provide free legal information and services to a greater number of citizens in Virginia, particularly those who might not qualify for Legal Aid but who otherwise cannot afford legal counsel.

2. To oversee the subcommittees that provide access to legal services to the public, including the implementation of programs to educate the public about the law, the legal system, and our system of government.

3. To develop model programs to increase the availability of legal services to the public in general, and in particular to certain special needs groups such as the disabled, the elderly, and the homeless.

4. To stimulate and develop local young lawyer participation and sponsorship of public service activities.

5. To promote improvements in the criminal justice system and assistance to crime victims.
6. To provide legal advice and assistance to victims of natural disasters.
7. To encourage law firms and non-law related organizations to support pro bono legal services and public service projects.
8. To continue to use favorably the appointment of the President-Elect to the Board of Directors of the Legal Services Corporation of Virginia.

4. Plans of Action

1. The Chair of this committee should coordinate the various subcommittees and their efforts to ensure that the goals and objectives are being met.
2. The Chair should also develop and coordinate any other programs under this category that do not fall under the aegis of the subcommittees, notably programs designed to improve access to legal services.
3. The Chair should continue to serve as liaison between the Board and the subcommittees.
4. The Chair should consider ways to expand and define the scope of the Chair's role.

**B. EMERGENCY LEGAL SERVICES**

1. Environmental Assessment

The Emergency Legal Services Committee is a subcommittee of the Access to Legal Services Committee. This Committee, in conjunction with the Virginia Bar Association Young Lawyers Division, has developed a plan to provide no-cost legal services, on short notice, to victims of natural disasters and other declared emergencies. The Emergency Legal Services Response Plan

became effective in June 1995 and contemplates that the young lawyer organizations of the Bar and the Virginia Bar Association ("VBA") will recruit and train attorneys to provide legal advice where there has been a federally declared disaster, an emergency declared by the Governor or an emergency declared by the presidents of the Bar and the VBA. The plan was first implemented in the summer of 1995 in response to the flooding in central and southwestern Virginia, which were declared federal disaster areas. The joint efforts of both bar organizations, along with numerous volunteers, enabled the plan to work extremely well. The experience of the 1995 floods illustrated, however, the need to refine the Emergency Legal Services Response Plan, to have a more comprehensive network of local liaisons ready to respond to a declared emergency, and to develop further relationships with public and private relief agencies that can help to publicize the no-cost legal services offered under the plan.

## 2. Goals and Objectives

1. The Committee shall, in conjunction with its counterpart in the VBA Young Lawyers Division, study the effectiveness of the Emergency Legal Services Response Plan in responding to the 1995 floods, and determine what, if any, improvements or changes should be made to permit the bar organizations to respond to declared emergencies more efficiently and effectively.

2. The Committee shall complete its network of local liaisons who are trained in providing emergency legal services, and who can recruit volunteer attorneys to be trained to respond on short notice when called upon to do so.

3. The Committee shall develop and maintain close relationships with federal, state and private relief agencies who will assist the bar organizations as needed when called upon to do so.

## 3. Plans of Action

This Committee, together with the VBA YLD, has developed an Emergency Legal Services Response Plan that has become a model for lawyers responding to natural disasters and other declared emergencies. The 1995 floods gave the bar organizations an excellent opportunity to test the plan and to provide valuable legal services to those persons affected by the flooding. It will be important for the Committee to cooperate closely with the VBA YLD committee to determine those areas in the plan that need improvement, that did not respond as efficiently as necessary, or that were completely non-responsive. The Committee should also attempt to establish a timetable for accomplishing tasks once a disaster occurs.

It is critical for the Committee to complete its statewide list of liaisons who can, on short notice, gather volunteers to provide emergency legal services to those in affected areas. The ultimate success of the plan will depend upon the ability to contact local lawyers with a request to provide emergency legal services. A coordinated liaison network is critical to the accomplishment of this task.

The Committee also must continue to develop and maintain its relationships with federal, state and private relief agencies that assist victims. These agencies provide instant access to those persons who may need legal services in the event of a disaster. A well-established relationship with these agencies will permit both the bar organizations and the relief agencies to respond to victims better.

**C. NO BILLS NIGHT**

1. Environmental Assessment

To provide a forum for the public throughout Virginia to raise legal issues and to seek guidance regarding their legal rights, the YLC conducts two annual No Bills Nights throughout Virginia. Volunteer young lawyers staff telephones and field calls from people interested in

discussing legal issues. The volunteers do not give legal advice, and no attorney-client relationship is created. The volunteers do give callers general guidance on their legal rights and responsibilities and may refer callers to the Virginia Lawyer Referral Service, to local bar associations, or to legal aid societies.

The No Bills Night programs represent one of the YLC's most successful efforts in assisting the public, and also heightening the image of lawyers and the profession. Although local programs have different formats, the general premise is the same: young lawyers serve as volunteers to assist the public with their legal problems. No Bills Night is usually performed on a call-in basis or a walk up arrangement such as an "ask a lawyer" booth. No Bills Night is typically conducted during the Fall and again in the Spring in conjunction with Community Law week.

2. Goals and Objectives

1. To continue to organize and administer effective, well-publicized No Bills Night programs twice a year.

2. To train volunteer lawyers and to update as necessary any resource materials on which they rely.

3. To coordinate with and to share among geographic regions information regarding the programs, as a means to improve the overall effectiveness of the programs.

4. To develop increased participation by both lawyers and the public in No Bills Night programs.

5. To utilize the Bar's Publications Department to maximize the publicity generated both before and after No Bills Night programs.

3. Plans of Action

10 The Committee will organize and administer effective, well-publicized No Bills Night programs twice a year.

20 The Committee will train volunteer lawyers and update as necessary any resource materials on which they rely.

30 The Committee will coordinate with and to share among geographic regions information regarding the programs, as a means to improve the overall effectiveness of the programs.

40 The Committee will develop increased participation by both lawyers and the public in No Bills Night programs.

50 The Committee will utilize the Bar's Publications Department to maximize the publicity generated both before and after No Bills Night programs.

## **D0 PRO BONO**

### 10 Environmental Assessment

The Pro Bono Subcommittee was established to encourage young lawyers to provide free legal assistance to those who are unable to afford to hire a lawyer. It also is responsible for improving the quality of pro bono activities performed by young lawyers.

### 20 Organizational Assessment

This subcommittee is headed by a chair, and recent efforts have been made to appoint regional coordinators to assist in the localities.

### 30 Goals and Objectives

10 To assist and encourage young lawyers to provide free legal assistance to those who are unable to afford to hire a lawyer.

20 To develop model programs to increase the availability of legal services to those who are unable to afford to hire a lawyer.

30 To encourage law firms or other employees of lawyers to support pro bono legal services.

40 Plans of Action

10 The Subcommittee Chair, in conjunction with the Board liaison, shall appoint regional coordinators to serve on the Pro Bono Subcommittee and to assist the Subcommittee chair.

20 The Subcommittee shall develop a plan for use on a statewide level to inform young lawyers of the need for, and to encourage participation in, pro bono legal services.

30 The Subcommittee shall develop a model program or programs to be implemented on a local level to increase the availability of legal services to those who are unable to afford to hire a lawyer.

40 The Subcommittee shall develop a model program or programs to improve the quantity and quality of pro bono activities of young lawyers, including providing training to young lawyers in substantive legal areas that present the greatest need for pro bono legal services.

50 The Subcommittee shall coordinate its efforts with the Bar Pro Bono Coordinator and the Bar's Pro Bono Initiative to ensure that its efforts as a whole are consistent with the Bar's efforts in this regard.

60 The Subcommittee shall coordinate its efforts with other statewide, local and specialty bars to ensure its efforts do not overlap or conflict with other pro bono efforts in the state.

**E0 CHILDREN AND THE LAW**

10 Environmental Assessment

This committee is new and has a specific emphasis on children. It is charged with developing new projects designed to meet the legal needs of children. It is also responsible for educating children about their legal rights and legal responsibilities and for training lawyers in the

representation of children. It includes a students' day in court subcommittee, which existed for many years as the "docent" program. The subcommittee coordinates efforts in the localities for involving children in the court system, ranging from coordinating tours of courthouses and days in court for school children, to more comprehensive programs that involve visits to the school by lawyers.

## 20     Organizational Assessment

The subcommittee's success depends upon the participation and action in the various localities, as well as the cooperation of the courts and staff in helping to coordinate various programs. It also presumes that the schools will assist with these efforts.

The circuit representative has in most instances taken the responsibility for establishing a students' day in court program in the locality. Some jurisdictions have been operating very successful programs for several years, while in other areas, no program exists at all. Establishing viable long term local programs depends upon the assistance and coordination of efforts with other organizations, such as the local bar association, or other interested groups, such as the PTA or local Lawyers Auxiliary. The maintenance of a successful program requires that efforts be perpetual: even the most successful program will not exist during the following school year if efforts are not replicated. If the circuit representative is charged with the responsibility of focusing on a students' day in court program each year, inevitably other programs will not be implemented or will not be given the appropriate attention. Accordingly, there is a heightened need for greater young lawyer participation.

## 30     Goals and Objectives

10     The Committee should continue to develop and expand the students' day in court program to include new projects to help meet the legal needs of children. Programs like the child witness waiting rooms in the appropriate courts are an excellent example of such programs.

20 The Committee should sponsor programs to recently qualified guardians ad litem, with the objective of training lawyers in the representation of children. This goal, however, should not preclude various localities from sponsoring their own CLEs in this area if they are not presently being met.

30 The Committee should encourage young lawyers to participate in its programs and activities.

40 General Recommendation

The students' day in court program represents an important goal in benefiting the public. It serves the important goal of acquainting the children with the judicial system and the legal profession. The YLC's goal should be to assist with the initiation of as many programs in as many areas as possible, moreover, the YLC should maintain information to help localities adopt or improve such programs. This information should be freely disseminated. More importantly, the circuit representative or other young lawyers should take steps to coordinate this program with other organizations with the idea of ultimately turning all responsibility for the programs over to the other organization to conduct it on a full time basis. Finally, the committee should work to develop or sponsor a program that can be distributed statewide to recertify guardians ad litem.

**F0 PUBLIC EDUCATION**

10 Environmental Assessment

Although this Committee is designed to develop model programs to enhance the public's knowledge of the legal system and of the law, the Committee has not been very active. The Committee's stated purpose assumes responsibilities that are better addressed by the Board or by other committees. Specifically, this Committee's goals overlap considerably with the goals of the Community Law Week Committee.

20     Organizational Assessment

This Committee is made up of a Committee Chair, a Vice Chair and several Committee members.

30     General Recommendation

The Public Education Committee can become an active Committee within the YLC, but restructuring is necessary. In particular, its focus should be expanded to educating the public throughout the year, and not only during Community Law Week. The Community Law Week Committee's objectives mirror the goals of the Public Education Committee, but its efforts are focused on one week during the year. At present, the Public Education and the Community Law Week Committees are essentially competing with each other for program ideas, resources and volunteers, when instead they should be cooperating with each other. The consolidation of these two committees would strengthen the efforts of both.

Therefore, it is recommended that the Public Education Committee continue to exist as a YLC committee, with Chair who will oversee the Committee. The Community Law Week Committee will become a Subcommittee of the Public Education Committee. A Vice-Chair of the Public Education Committee would be principally involved with coordinating the Community Law Week programs. A more detailed discussion of the Community Law Week is included under a separate heading, as it remains a separate and distinct Committee. The reader is directed to that section for a more detailed discussion of the Community Law Week Committee.

In addition, it is recommended that the Community Outreach Committee be placed under the auspices of the Public Education Committee. Many of the present Community Outreach programs, such as Christmas in April and the Toys for Tots campaign, are noteworthy endeavors.

However, notwithstanding their obvious public benefit, many of these activities fall beyond the scope of the Bar's mission. It is recommended that focus in this area be more closely tailored to programs designed to acquaint and educate the public with the legal system. Creation of programs, such as a Speakers' Bureau and a Mall Walkers Program, are examples of programs that should be considered and adopted in the future, but should be coordinated by the Public Education Committee rather than the Community Outreach Committee. The Community Outreach Committee should be disbanded.

For further discussion of the Community Outreach Committee as it currently exists, the reader is directed to the separate discussion of that Committee.

## **G0 COMMUNITY LAW WEEK**

### 10 Environmental Assessment

Community Law Week occurs during the first week of May each year. Historically, this week has been designed both to celebrate the profession, and to promote and implement programs that benefit the public and the profession. Many programs are conducted on the local level, such as school visits, public celebrations, arrangement of speakers, and other activities conducted in conjunction with other groups or organizations.

### 20 Organizational Assessment

Traditionally, the YLC Committee on Community Law Week has been active in coordinating efforts to promote Community Law Week activities. During the past year, Regional Directors were appointed to help facilitate and coordinate programs on the local level.

### 30 Goals and Objectives

10 To continue to facilitate programs on a local level that promote Community Law Week.

20 To continue to increase the participation of young lawyers working on the local level with Community Law Week projects.

30 To provide sufficient resources to help the localities put on effective Community Law Week programs. Resources may be financial, if possible, but also should include informational resources, such as model programs and other appropriate frames of reference to help improve local programs.

40 To encourage coordination of efforts with other organizations, such as local or specialty bar associations or the Bar Conference of Local Bar Associations, to maximize utilization of resources and avoid replication of efforts.

40 General Recommendation

It is recommended that the Community Law Week program be restructured to become a Subcommittee of the Public Education Committee. The consolidation of these two Committees under one heading with virtually identical goals and objectives will strengthen both programs. Because the Community Law Week Subcommittee will become such a large component of the Public Education Committee, a Vice Chair of the Public Education Committee will be charged with the responsibility of overseeing and coordinating the Community Law Week activities. The Vice Chair of the Community Law Week Subcommittee will be responsible for coordinating and assisting in the development and implementation of programs in the various localities. The Vice Chair will assist Regional Coordinators in developing summaries of the various projects that would be available for dissemination throughout Virginia. Summary statements should include a synopsis of any activities, as well as the general framework for conducting the program. This information also should include any insight as to any drawbacks regarding the projects, as well as any positive features of the program. This will help create a history that will better enable subsequent programs to be improved

and minimize "re-invention of the wheel". Especially successful model programs or ideas for model programs, including the summary statements, should be forwarded to the Committee Chair and Vice-Chair for future use. The Vice Chair will work with the Chair of the Public Education Committee to coordinate their efforts where feasible.

## **H0     COMMUNITY OUTREACH**

### 10     Environmental Assessment

The purpose of this Committee is to promote YLC projects designed to benefit the public, such as Christmas in April, Toys for Tots campaign, and work at a homeless shelter. It is also contemplated that this Committee includes outreach to the community that deals more directly with the legal profession. Specifically, this includes programs designed to acquaint the public with the legal system, access to available services, and other activities that are specifically linked to the profession. Examples of these include publication and distribution of the Senior Citizens Handbook, creation of the Speakers Bureau, and the Mall Walkers Program. The benefit to the public of these types of programs is self-evident.

### 20     Organizational Assessment

This Committee is headed by a Committee Chair. In practice, many of these programs exist in conjunction with other YLC committees or other organizations, such as those sponsored by local bar associations.

### 30     General Recommendation

It is recommended that this Committee be disbanded. Endeavors such as Christmas in April are probably beyond the scope of the Bar's mission. Local and other voluntary bar associations should be entrusted with facilitation and implementation of such charitable programs. This should not be construed as an attempt by the YLC to dissuade its membership from

participating in any of these endeavors. Programs such as the Mall Walkers Program and Speakers Bureau will continue to be developed under the aegis of the Public Education Committee.

#### **IV. INTERNAL OPERATING COMMITTEES**

##### **A0 NOMINATING COMMITTEE**

###### **10 Organizational Assessment**

The YLC's Bylaws require that the President appoint a Nominating Committee no later than 90 days prior to the annual meeting. The Nominating Committee's mission is to nominate at least one person for each seat held by a regional or at large Board member whose term expires on the 30th day of June following the annual meeting, and for President-Elect. Because the survival and success of the YLC is, in great part, dependent on the dedication and qualifications of its leadership, the role of each Board member and the President-Elect is crucial to the YLC's continued success.

###### **20 Goals and Objectives**

10 The President shall strive to appoint a Nominating Committee that is diverse in all respects.

20 The Committee should continue to promote diversity and to recruit qualified young lawyers from all segments of the population to serve in YLC leadership positions. The Committee should coordinate with the Board of Governors, circuit representatives and other committee chairs to recruit and encourage young lawyers from each circuit and district to serve on the Board.

30 The Committee should continue efforts to recruit qualified young lawyers from every region of the state to serve in leadership positions within the YLC. The Committee should do this by informing all YLC members of specific position openings as well as contacting local bar associations.

40 The Committee should continue efforts to place YLC members in leadership positions reflecting their specific areas of interest or qualifications. The committee should do this by contacting and recruiting young lawyers from specialty bar associations.

50 The Committee should coordinate with the Committee on Women and Minorities in the Profession to promote diversity and to recruit young lawyers from all segments of the population to seek leadership positions within the YLC.

60 The Committee should attempt to identify and encourage those young lawyers who possess specific areas of interest or qualifications to seek leadership positions within the YLC.

30 Plans of Action

10 The Board shall establish objective criteria to be considered by the Nominating Committee in evaluating applicants for vacancies on Board and for President-Elect. These criteria shall include, but shall not be limited to, years of experience as a practicing attorney, type and area of practice, prior experience and participation in YLC, bar activities and committees, geographic location, and work and educational experiences.

20 By January 1 of each year the YLC President should appoint a YLC member to chair a Nominating Committee to consider applicants for vacancies for the YLC Board and for President-Elect for the next Bar year.

30 By January 30 of each year, the Board shall inform the Chair of the Nominating Committee of the positions on the Board that must be filled for the next bar year.

40 By January 30 of each year, the President, pursuant to the YLC Bylaws, shall appoint a Nominating Committee to consider applicants for vacancies for the Board and for President-Elect for the next Bar year.

50 The Nominating Committee shall contact the Board, circuit representatives, committee chairs and local and specialty bar associations to recruit and encourage young lawyers from all segments of the population and from every region of the state to seek leadership positions within the YLC.

60 The Nominating Committee shall meet as necessary and shall nominate at least one person for each seat held by a regional or at-large Board member whose term expires on the 30th day of June following the Annual Meeting, and for President-Elect.

70 The Nominating Committee shall coordinate with the Membership Involvement Committee to encourage all persons nominated but not elected to the Board to participate in the YLC.

## **B0 CIRCUIT REPRESENTATIVES**

### 10 Organizational Assessment

In 1983, the YLC established a statewide network of circuit representatives chosen from each of the state's 31 judicial circuits. The network is designed to provide a liaison between practicing young lawyers on the local level and the Board, to promote statewide communication and participation among young lawyers in the projects and activities of the YLC, and to increase the quantity and quality of public service legal programming throughout Virginia.

### 20 Goals and Objectives

10 The circuit representatives shall be responsible for coordinating at least one program annually that benefits young lawyers in their circuit. To assist the representatives in fulfilling this responsibility, the Board should give the circuit representatives written direction at the beginning of each Bar year on the subject matter(s) for coordinating a program within the various circuits

throughout the Commonwealth. The direction from the Board should be in the form of guidelines and/or options giving the circuit representatives concrete ideas for program(s) to coordinate in their circuits. Any circuit representatives who wishes to coordinate a program outside the Board's written guidelines may do so with the Board's prior approval. The program coordinated by the circuit representative should always be for the benefit of the YLC membership and/or the public.

20 Circuit representatives shall be responsible for recruiting and encouraging other young lawyers to participate and volunteer for YLC programs and activities. The circuit representatives should do this by working with and assisting the Membership Involvement Committee in recruiting and encouraging other young lawyers to coordinate and volunteer in YLC programs and activities in their circuit.

30 The circuit representatives shall be the conduit of YLC activities in their circuit and shall inform young lawyers of opportunities to participate in activities and programs, and advise young lawyers of the concerns and needs of the YLC. The circuit representative should receive from the Board sufficient information to apprise him or her of all YLC activities and programs.

40 Circuit representatives shall be responsible for assisting the Board and the committee chairs on various projects. Circuit Representatives should also assist in the recruitment of YLC volunteers to plan and implement projects in their circuit.

50 Circuit representatives shall be responsible for informing the Board of the views, concerns and needs of the young lawyers in their circuit. Circuit representatives should also keep the young lawyers in their circuit advised of activities and projects of the YLC ongoing in the circuit

60 The Board liaison should maintain regular contact with their circuit representative to advise of YLC activities.

70 At the beginning of each Bar year, the circuit representatives should report to the Board in writing their goals and objectives for their circuits for the year.

80 The circuit representative should report again to the Board of Governors at the conclusion of each Bar year, and at such other times as they may be so advised, regarding the activities that they have coordinated, and the concerns and needs of young lawyers in their circuit.

30 Plans of Action

10 The YLC membership is the most valuable resource available to the circuit representative. As such, the circuit representatives should solicit the involvement of other young lawyers to assist them in preparing and presenting programs. Not only will this allow the circuit representative to share their responsibility and to increase membership involvement in the YLC, but it will also assist the circuit representatives in carrying forward the goals and objectives of the YLC.

20 The circuit representative should continue to utilize the resources available through the Bar to coordinate their programs. These resources include duplicating, mailing, typesetting and other office support. The circuit representative should also seek the involvement of local bar groups to assist in preparing and coordinating approved projects in their circuit. Co-sponsorship of programs with other bar groups will allow the circuit representative greater financial flexibility in coordinating projects in their circuit, and also help to foster better relations between the Bar and other bar organizations.

30 The Board shall give the circuit representatives written guidance at the beginning of each Bar year of the programs and activities it wishes the circuit representative to coordinate in the coming year. These guidelines should be specific so that the circuit representatives

will have clear objectives. The guidelines should also be flexible such that circuit representatives who wish to coordinate alternative programs can do so. Upon receipt of the guidelines from the Board, the circuit representatives shall prepare an outline of their goals and objectives for the coming year.

This will allow the circuit representative to set forth their plans for accomplishing the goals and objectives set forth by the Board. Throughout the year the circuit representatives shall periodically report to their Board liaison and shall maintain communications with such liaison and with the officers of the YLC as appropriate.

40 The circuit representatives should seek to find ways to implement and accomplish the goals and objectives set forth above.

## **C0 LONG RANGE PLANNING COMMITTEE**

### 10 Organizational Assessment

The Long Range Planning Committee should review the current structure of the YLC and determine how to organize the committees and the circuit representatives to accomplish the purposes of the YLC, as set forth in the Bylaws. The Committee should study the ongoing projects and programs of the YLC to establish specific goals and objectives for each committee and for the circuit representatives, with a specific intent to eliminate those programs that no longer serve a useful purpose, that may be better administered by a local or specialty bar association or that need to be redesigned and implemented in a new way.

The Committee should also develop written policies that describe the specific manner in which current projects and new projects will be continually evaluated. These guidelines will require that all projects be reviewed periodically and to terminate or to limit the duration of projects in the proper circumstances. The YLC should provide some manner to continue a project where doing so is appropriate.

Finally, the Committee should review the Bar's statutory mandate and determine how the YLC may best assist the Bar in achieving its objectives, especially with regard to providing young lawyers with guidance and counsel required to prevent disciplinary problems; and to establish clear guidelines for the creation of only those new projects that fit within the authority of the Bar, the purposes of the YLC, and the dictates of the U.S. Supreme Court's Keller decision.

20     Environmental Assessment

Currently, the YLC has no formal structure for its Committee and has no standard procedure establishing its planning process. Annual planning has been conducted, primarily, on an ad hoc basis by the incoming President. Except for a long range plan adopted in 1985, the YLC has not operated under a viable long range plan. And, although each YLC committee can be shown to fit within the purposes of the YLC, the structure of the committees has changed, routinely, each year by succeeding Presidents. New committees and new projects have been added without clear direction on how those programs fit with existing programs. Some projects and committees have been allowed to continue, without an analysis of the continuing need for the committee structure and without any real planning for the phase-out or revitalization of existing projects. Therefore, periodic review of YLC programs and committees is necessary to ensure their ongoing effectiveness and to meet the needs of its membership. Organizational changes are accordingly recommended for the YLC to be prepared to react to changes that may occur in the future.

30     Goals and Objectives

10     To establish the Committee as an ongoing, active and developing committee, with specific purposes to implement this Long Range Plan and to assist the President-Elect to plan the activities for the following Bar year.

20 To establish the Committee as a permanent standing committee, whose membership can provide experience, stability and creativity to the planning process. To ensure stability and conformity of purpose, the Committee should strive to maintain 50% of its membership each year.

30 Membership of the Committee should include, at a minimum, the President-Elect (chair), the Secretary, the Immediate Past President, two members of the Board, two committee chairs, and two circuit representatives. It should also include, but does not need to include, other YLC members who have taken an active role in YLC projects but who do not hold a leadership position.

40 To review the current structure of the YLC as it relates to the Bar's statutory mandate and the Rules of Supreme Court of Virginia and establish clear guidelines to streamline YLC programs and committees to conform to the authority of the Bar.

50 To write the Long Range Plan in such a way as to permit implementation of specific goals and objectives over the course of the 5-year plan, yet flexible enough to permit the President-Elect to work within the general guidelines, accomplish the plan's objectives and establish workable goals for the next administration.

60 To establish deadlines and criteria for the Committee to make proposals to the Board regarding the implementation of the Long Range Plan and the institution of the plan for the next Bar year.

40 Plans of Action

10 To establish clear, written guidelines on the method to be used by the Committee in implementing the Long Range Plan, in conducting its review of existing committees and programs, and in preparing the plan for each Bar year in conformity with the Long Range Plan.

20 To establish clear, written guidelines for the Committee about (a) creating new committees and starting new projects with specific goals, objectives and termination dates (or some other method for sunseting the committee' project by transition to another organization); (b) deadlines for completing written plans for the new Bar year for review and approval by Board of Governors; and (c) methods to implement plans of action stated in the Long Range Plan.

30 To prepare and propose a change to the YLC Bylaws that requires the creation and maintenance of a Long Range Planning Committee and that specifies the composition of the Committee.

40 After review of the Bylaws, the authority of the Bar and the ongoing study of the Bar by the General Assembly, make recommendations to the Board for specific Bylaws changes to reflect changes to YLC structure.

50 To analyze current projects/programs/committees to identify those ineffective programs and those less-than-active committees and make recommendations for the elimination or revitalization of those activities.

60 After analyzing current projects/programs/ committees, identify specific goals and objectives for each committee and for circuit representatives, in conformance with the YLC structure.

70 To recommend to the Board, no later than April of each year, all suggestions to change YLC structure and organization.

80 In reviewing the current projects and programs, identify those activities that might better function on a local level and make recommendations to the Board to coordinate the transfer of these activities to local and specialty bar organizations.

90 In consultation with the Executive Director of the Bar, to provide guidance to the Board on the Keller decision and its mandate.

100 To establish clear, written policies on the creation of new projects and programs and on the planned termination of existing and new activities.

110 To report annually to the Board regarding whether it is accomplishing its goals and objectives as set forth in this Long Range Plan.

120 To report any recommendations, on an annual basis, in sufficient time to allow the Board to act on them and to allow the Budget and Finance Committee to consider them in formulating the budget it submits to the Bar Executive Committee for approval.

## **D0 BUDGET & FINANCE COMMITTEE**

### 10 Organizational Assessment

Although the Budget & Finance Committee is a standing committee of the YLC, the YLC Executive Committee traditionally has prepared and presented the budget for the next year to the Bar Executive Committee and Bar Council for approval. The Committee is composed of the President-Elect and the President. The YLC has been fortunate in that its Bar Staff Liaison has taken significant steps in recent years to establish a line-by-line breakdown of the budget and has maintained an up-to-date record of expenses as they relate to the budget. The Bar staff liaison provides this report to the Board on a regular basis. The YLC perceives a need to enhance the current budgeting process.

### 20 Goals and Objectives

10 To analyze the Bar budget process and conduct research on elements of budgeting, generally, to make specific, objective recommendations on how the President-Elect should prepare the YLC budget

20 To establish clear, written policy guidelines establishing the budget planning process and criteria for the President-Elect to use in setting the budget, including (a) identification of the elements required for the President-Elect to create the budget; (b) establishing a schedule of deadlines for budget submissions by committee chairs and circuit representatives; and (c) providing sufficient time for review and approval by the Board.

30 To establish a standing committee composed of at least three members to assist the President and President-Elect in preparing and submitting the proposed budget and in tracking and controlling the current-year budget.

40 The Committee shall include, in addition to the President and President-Elect (who should be considered Chair), two members of the Board, a committee chair and a circuit representative, and the Executive Committee. The Bar Staff Liaison should be an adjunct member. The Committee should hold regularly scheduled meetings to review the status of expenses.

30 Plans of Action

10 The budget should reflect the projects set in the Long Range Plan to be created/continued/eliminated during the next Bar year.

20 Each committee and circuit representative should be required to submit to the Committee a budget proposal, in line with the Long Range Plan and as required by budgetary constraints, to assist the budget planning process. Deadlines for the budget plan should be in accordance with the time frame as established by the Bar.

30 The Committee should prepare the proposed budget for review and approval of the Board, taking into account the Long Range Plan and the guidance received from the Bar Executive Committee.

40 The proposed budget should be completed and distributed to the Board of Governors for approval at the regularly scheduled Board meeting next preceding the Bar Executive Committee meeting at which the budget is to be presented for approval.

50 To propose a Bylaw amendment to establish the Budget & Finance Committee as a standing committee, which amendment should specify the composition of the committee.

60 To establish a prescribed meeting schedule for the committee that provides sufficient time for reviewing expenses and costs and reporting to the Board.

**E0 MEMBERSHIP INVOLVEMENT**

10 Environmental Assessment

The purpose of this Committee is to increase participation throughout Virginia in the YLC's programs and activities. This committee will develop a plan to locate and involve both new lawyers and established lawyers in such activities. In particular, the YLC desires increased participation by interested lawyers in governmental and corporate environments.

20 Organizational Assessment

Even though each member of the Bar who is under age 36 or who has been practicing law for fewer than three years is automatically considered a member, the YLC routinely experiences difficulty in recruiting volunteers in the proper numbers and with the proper skills and experience necessary to serve as Circuit Representatives or committee members. Although the YLC has a standing Membership Involvement Committee, the YLC does not have any type of plan developed to promote and encourage young lawyers to participate in YLC activities and committees.

30 Goals and Objectives

10 The Committee should continue efforts to promote diversity to include all segments of the state's young lawyer population in the YLC's activities and committees. Where

appropriate, the Committee should coordinate with the Board, circuit representatives, the Committee on Women and Minorities in the Profession and other committee chairs to recruit young lawyer volunteers.

20 The Committee should continue efforts to include young lawyers from every region of the state in the YLC's activities and committees.

30 The Committee should continue to increase efforts to recruit young lawyers who have been in practice for two to five years to participate in the YLC's activities and committees. The committee should coordinate with the Board, circuit representatives and other committee chairs.

40 The Committee should continue efforts to place YLC members with committees and/or projects reflecting their specific areas of interest, skills or talents. The Committee should do this by contacting specialty bar associations.

50 The Committee should continue to recruit young lawyers to participate in YLC activities through the Admission and Orientation Programs for new bar members.

60 The Committee should continue to utilize the YLC's newsletter, The Docket Call, to recruit young lawyers to participate in the YLC's activities and committee.

70 The Committee should work with the YLC officers to develop opportunities for YLC members to transition to active roles in the Bar after they "age out" of the YLC.

40 Plans of Action

10 The Committee shall be present at the Admission and Orientation Programs and provide each new Bar member with information outlining the YLC's committees and activities and encouraging each new Bar member to participate in YLC activities. This information packet prepared by the Committee shall outline the YLC's objectives and goals and its committees and

activities. The packet also shall inform each new Bar member how to become involved in YLC activities.

20 The Board, circuit representatives and committee chairs should communicate position vacancies or volunteer needs to the Committee. In turn, the Committee should attempt to fill these positions by submitting the names of interested volunteers or by actively recruiting volunteers.

30 The Committee shall contact local and specialty bar associations on an annual basis in an attempt to recruit young lawyers from all segments of the population and all regions of the state to participate in YLC activities.

40 The Committee shall contact the Committee on Women and Minorities in the Profession on an annual basis in an effort to promote diversity and to recruit young lawyers from all segments of the population to participate in the YLC's activities and committees.

50 The YLC officers shall work with the Committee to develop opportunities for YLC members to transition to active roles in the Bar after members "age out" of the YLC.

#### **F0 AWARD OF ACHIEVEMENT**

The ABA Young Lawyers Division sponsors an annual nationwide Award of Achievement competition among bar groups during the ABA's Annual Meeting. Young lawyer bar groups from all states are invited to enter this competition by submitting either an application for a particular project or a comprehensive outline of all of the projects for the year. The primary function of this committee is to compile this application, which is due in June. The YLC should continue to participate in this competition.

#### **V. CONCLUSION**

The YLC has a rich and diverse history of service to the Bar, particularly young lawyers, and service to the public. This Long Range Plan represents the YLC's vision of its future, which is both grounded in that history and tailored narrowly to adhere to the Bar's mandate. This plan shall become effective July 1, 1996.