



Pro Bono Assessment Report

April 2024

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I. Background of Pro Bono Assessment Project

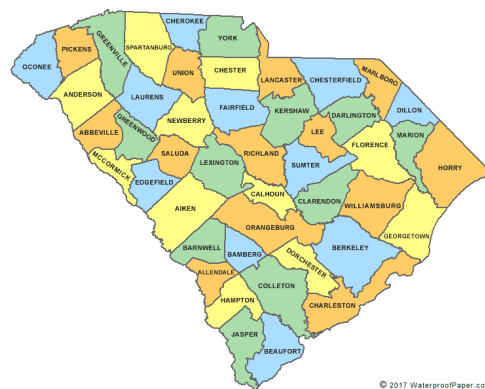
A. Motivations for Transformation

The South Carolina Bar was interested in assessing their pro bono program after recent staff resignations and facing challenges in meeting expectations of their stakeholders including Bar members, leadership, community members and legal aid providers across the state.

The South Carolina Bar serves its members through collaboration, the sharing of information, and by providing quality education to improve South Carolina's legal profession and the administration of justice.

The SC Bar has more than 17,000 members with more than 13,000 active members. The Bar serves all 46 counties in the State. The Bar offers a variety of resources for lawyers including a vast selection of CLE courses, publications, access to free research tools, practice management assistance, free mental health counseling services, an ethics hotline and more.

In addition to serving the membership, the South Carolina Bar also helps the public access legal information and resources. They also work to provide training, workshops and materials for teachers and school resource officers in addition to coordinating mock trial programs across the state.



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Their Pro Bono Program (PBP) has seen challenges over the years in both recruitment and retention of pro bono attorneys to expand and supplement the reach of organizations like South Carolina Legal Services, the sole LSC funded statewide legal service provider in the state. The SC Bar has historically lacked clarity around the mission and purpose of the PBP which has lead stakeholders to be confused about what the PBP does and how to get involved.

The SC Bar recognized the limitations of its current programs and processes, which is primarily responding to voicemails from community members and planning workshops, including Law School for Non-Lawyers and Law Talks. These inefficiencies directly impact potential pro bono clients who may be ineligible for services from SCLS and other providers due to income restrictions or case limitations, they are inadvertently “crowded out” of the current call-back system. Due to that direct impact, an evaluation of the PBP process is integral to the success of pro bono transformation.

B. Transformation Goals & Objectives

In 2023, the South Carolina Bar embarked on a transformational effort to redesign the pro bono program to best leverage our resources to engage private attorneys across the state. We referred to SCATJ's recent findings from the statewide needs assessment and collaborated with SC Bar members, partners, and legal aids across the state to get a fully integrated understanding of the opportunities.

The organization's vision for a modern and high-impact pro bono program included the objectives below:



Expand the use of pro bono to meet community need



Provide pro bono opportunities that support member interests



Identify opportunities for collaborative pro bono across the State



Define Pro Bono Program mission and messaging to promote a culture of pro bono throughout the State

C. Pro Bono Assessment Approach

With the goals of expanding the use of pro bono to meet community needs, providing pro bono opportunities that were in line with our member interests, identifying opportunities for collaboration across the State and defining a SC Bar pro bono program mission and messaging to promote a culture of pro bono, an assessment was essential to meeting the ultimate transformation goals and objectives. The assessment was broken down into three phases:



Phase 1. Discovery & Planning

- Created internal working team
- Team provided available information sets
- Team further defined goals & objectives
- Defined the external stakeholders to engage in the assessment



Phase 2. Information Analysis & Process Mapping

- Continued regular working sessions to understand the current state of pro bono at SC Bar
- Conducted pro bono process review (intake, referral, case placement & oversight, closure, and reporting)
- Reviewed previous surveys of members to understand motivations and challenges to pro bono
- Engaged stakeholders (legal aids and members) through interviews and working sessions to facilitate buy-in



Phase 3. Final Recommendations and Impact Measures

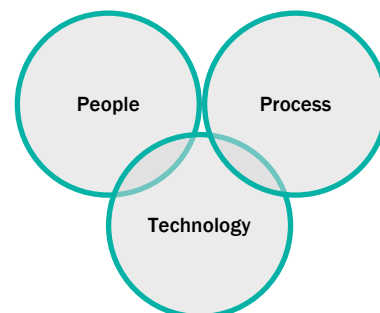
- Finalize decisions for transformation project to create transformation roadmap
- Deliver final assessment report and present to team

II. Assessment Methodology

A. Pro Bono Assessment Framework

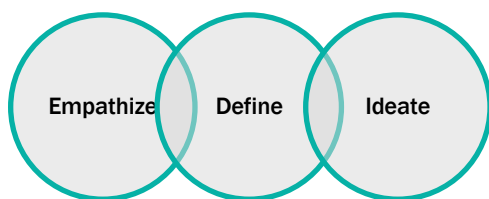
There were two separate, but equally important frameworks applied to the assessment process, with the first being a more traditional business process assessment, and the latter being a human-centered framework.

A People-Process-Technology framework was used for the current state assessment to look at the three most important functions: the **people** that do the work, the **processes** that guide the work, and the **technology** used to support the work. This framework was used in the following assessment activities:



- ☐ Information & Data Analysis
- ☐ Process Mapping
- ☐ Working Sessions

While a business process framework was used for the current state assessment, a human-centered design framework was used to gain an empathetic understanding of the problems faced in South Carolina through multiple viewpoints: staff and leadership at SC Bar, legal aid providers, pro bono partners, SC Bar members, and stakeholders in South Carolina. This framework was used in the following assessment activities:



- ☐ Defining Goals, Objectives, and Success Measures
- ☐ Survey Data Review
- ☐ Stakeholder Interviews & Working Session

B. Assessment Activities

The Assessment process included a variety of activities designed to provide multiple information sources and viewpoints that could be used to assess, define, and implement a plan toward transformation of pro bono in South Carolina.

1) Pro Bono Working Group

The first step was creating a core working group that was responsible for guiding the transformation work. This team brought a variety of viewpoints and perspectives to the process, meeting regularly, providing data and information, participating in assessment activities, and defining goals, challenges, and solutions.

Name	Organization
Betsy Goodale	South Carolina Legal Services
Lana Kleiman	Charleston Legal Access
Alissa Lietzow	Charleston Pro Bono
Anne Caywood	Lowcountry Legal Volunteers
Hannah Honeycutt	Access to Justice Commission
Taylor Gilliam	USC Law School Pro Bono Director
Olivia Jones	South Carolina Bar Foundation
Rusty Infinger	South Carolina Bar
Emma Dean	South Carolina Bar
Krystal Smith	Project R.E.S.T/Pro Bono Task Force (Board of Governors)

Although goals and objectives for the assessment were established by SC Bar leadership, it was important to have the full team engaged in defining what success looked like for each. The full document is available at [APPENDIX A](#).

The Working Group participated in process mapping of the pro bono case identification and referral process as well as recruiting and engagement processes. The group considered the processes used by both the legal aid providers and the SC Bar pro bono team, specifically identifying areas where the programs intersected and where they differed. Consolidated Process Overviews can be found at [APPENDIX B](#).

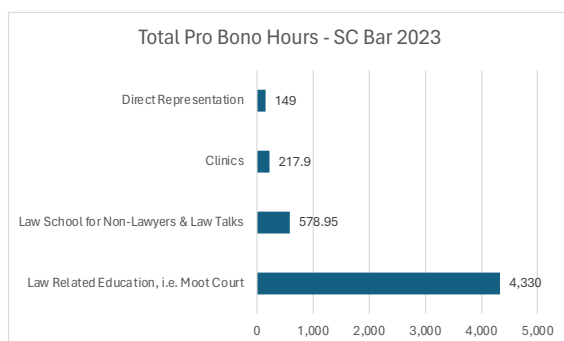
Other members of the SC Bar Pro Bono Staff were engaged through the interview process. They provided insight into the activities that SC Bar Pro Bono Program staff have been responsible for in the past, currently and their ideas for future state activities.

The SC Bar currently has an estimated 17,000 members. In 2022, data showed that:

- 311 attorneys reported 50 or more hours of pro bono (not limited to SC Bar PB) making it onto the Supreme Court Honor Roll
- 68 attorneys reported more than 35 hours of pro bono through the SC Bar PBP
- 23 attorneys reported less than 35 hours of pro bono through the SC Bar PBP

In 2023, data showed that:

- 3,912 calls came in from the public between January and September
- 30 of those calls were considered “possible” PBP case placement opportunities
- 5,276 Pro Bono hours were reported through SC Bar including:

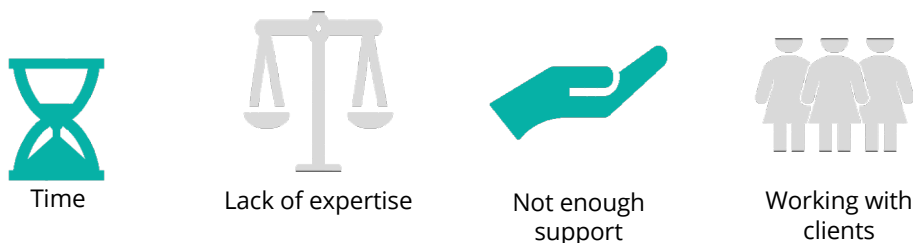


SC Bar Pro Bono Program staff planned 224 events, either Law School for Non-Lawyers or Law Talks in 2023. 182 of those activities were completed, 42 were cancelled due to a variety of reasons including not being able to find an attorney to conduct the event, attorney no show, low registration, or issues with the venue. 3,944 attendees participated in the 182 completed events related to legal education.

2) Analysis of Past Surveys and Data

Previous South Carolina Bar surveys, administered in 2017, and Assembly Questionnaires, from 2014, asked participants to identify their preferred types and subject matters for pro bono cases they would consider accepting. It also delved into the motivations and supports that they would need to be willing to do any or more pro bono. While these surveys and questionnaires were completed between 7 and 9 years ago, the responses and results are aligned with the findings of other interviews performed by thredpartners in South Carolina. We also see similar responses and answers from pro bono attorneys across the country.

The top limiting factors to attorneys doing pro bono are:



Like other parts of the country, most members of the SC Bar reported to believe that lawyers should help people of lesser means within their community, and some see pro bono as an opportunity to gain legal experience beyond what they do in their private bar daily work activities.

Preferred Types of Pro Bono Opportunities

- Legal Education for Students
- Advice Clinics
- Free Legal Services
- Reduced Fee Legal Services
- Mediation

Requested SC Bar Support for Members

- Liability Coverage
- Screening for Indigent Status
- Reimburse Litigation Expenses

The **South Carolina Access to Justice Needs Assessment** was also an excellent source of data related to pro bono in South Carolina. It gave us a good look at the justice gap and how private attorneys throughout South Carolina think about doing pro bono and ideas about how to fund more legal aid workers, the types of pro bono they would prefer to do and ways to incentivize attorneys to do more pro bono:

- **Top pro bono areas:** Wills & Estates, Family Law, Debt Collections
- **Underserved Areas of Law:** Housing, Family and Debt Collection
- **Incentives to Encourage Pro Bono:** Earned CLE, Tax incentive, more training opportunities in area of need, etc.

Finally, one of the most striking responses from the SCATJ Needs Assessment was related to South Carolina Attorney familiarity with the PAI programs in South Carolina.

- 75% - Not familiar at all
- 16% Somewhat familiar
- 9% Very familiar

Conversations throughout South Carolina that have occurred as part of this assessment as well as other work thirdpartners is doing with SCATJ have revealed that legal aid providers believe that attorneys do not WANT to do pro bono. While conversations with private attorneys indicate that many of them do not know the need is so great and if it is how can they help.

This is an excellent opportunity for SC Bar to raise awareness and increase visibility of opportunities that are available to private attorneys to help people that need legal assistance.

3) Stakeholder Interviews

The Working Group identified stakeholders important to the success of the programs, including pro bono attorneys, legal providers, Bar members, individuals at law firms and universities, members of the court or judiciary, and SC Bar board members. Interviews were conducted with fourteen (14) stakeholders.

Individual interviews were conducted with both private bar attorneys and legal aid providers. Questions varied depending on the interviewee's role.

Member Questions:

1. The Bar is considering hosting more clinics in cooperation with statewide legal aid providers. Clients would be pre-screened, and substantive training would also be available for attorneys. Would you attend Bar sponsored Pro Bono Clinics with other members if they were offered? If so, what days of the week and times would be best? How many hours at a time would you be willing to take?
2. South Carolina has only one statewide legal aid provider, South Carolina Legal Services. They are often limited by financial eligibility and case type when considering potential clients. It is important that those people have somewhere else to turn to get legal representation. Are there specific types of cases that you would consider taking on as a pro bono attorney? If yes, what would be the optimal time commitment and what supports could the Bar provide to help you with the case? Do you have any other thoughts on this question?
3. If you were thinking about doing pro bono, where would you look for an opportunity? If someone was reaching out to you to do pro bono, how would you prefer to be contacted? If the Bar could provide recognition or other benefits for those who do pro bono work, what would be most valuable or important to you?
4. Would you be willing to commit to doing ONE pro bono activity in the coming year to help the Bar fulfill its commitment to helping the community? This could be a case, a clinic, an educational opportunity, etc.









Legal Aid Interviewees

1. What has worked best when working with attorneys/SC Bar members on pro bono work? Do you have an example of a good experience you can share?
2. If the South Carolina Bar were to host and provide private attorneys for Pro Bono Clinics, that align with the needs of the community you serve, would you be willing to provide screened eligible clients? Provide substantive training for SC Bar members on areas of assigned pro bono cases? Share new or changing priorities in your community, etc.? If so, are there any specific needs or thoughts you have about doing this?
3. The Bar realizes that providers are key to understanding the needs of the community. Would you be willing to share new or changing priorities in your community, etc.?
4. The Bar wants to work with their membership to increase PB involvement in cases that require representation. Recognizing that this has been a challenge in the past, are there specific types of cases that SC Bar members could take on that would most benefit your community and your workload? (Family is always a big one...recognize that and ask about other areas or rep that may be helpful.)
5. What resources or supports would you like to see put in place by the Bar to change the culture of pro bono in SC? (Increase visibility, awareness, etc.)

These interviews were critical in gaining insight into the South Carolina pro bono landscape and perspectives on how to increase pro bono engagement through their eyes. The stakeholders that participated in the interviews included:

Name	Organization
Mackenzie Keane	USC Law Student
Jessica Ferguson	Turner Padgett
Elizabeth Crane	USC Law, member of Young Lawyers Division Pro Bono Committee
Elizabeth Chambliss	Joseph F Rice School of Law
Dalton Barfield	Clawson and Staubes LLC; member of Young Lawyers Division Pro Bono Committee
Alyssa Markheim	USC School of Law, JD Candidate
Sue Berkowitz	Appleseed Legal Justice Center and Palmetto Legal Services
Chris Boguski	Robinson Gray
Kelly Reese	Robinson Gray
Emily Guerrero	Nelson Mullins
George Cauthen	Retired
Michelle Pappas	USC Law, Law student- Vice President of Pro Bono Board
Pamela Robinson	Retired
Tricia Ravenshorst	SC Coalition Against Domestic Violence and Sexual Assault

The following themes were identified from the interviews.

	There is a culture issue in South Carolina related to pro bono with a need for PR and marketing to resolve the perception.		Pro bono attorneys want more limited scope opportunities and not full representation cases.
	SC Bar would be best situated as a convener and coordinator of private bar attorneys willing to do the pro bono work		Palmetto Leader is a great chance to reach rural communities
	SC Bar needs to take more of a pro bono leadership across South Carolina.		SC Bar needs to be more visible in the pro bono landscape across South Carolina.
	Mentoring and training of pro bono attorneys is critical to increasing pro bono participation.		Increased malpractice limits would encourage members to do more pro bono

B. Current State Assessment: Gaps & Opportunities

The transformation assessment process included a comprehensive analysis of the program's staffing structure, processes, and integration within the State's overall pro bono structure. Through the People-Process-Technology (PPT) framework, these areas were assessed through meetings, data and information review, and process mapping sessions. The assessment was balanced through a human-centered design lens to assess not just how the staffing structure and processes worked, but how those structures and processes impact staff and stakeholders (clients, legal aid providers, and pro bono attorneys).

It is important to think about the PPT framework as the balance needed to truly transform, as each element relies on one another, much like an ecosystem. The best processes on paper are meaningless if the people needed to implement them do not have the right skills, support, or tools to do their jobs. Similarly, organizations can have the right people, but without strong processes in place, their work can be ineffective and unproductive. Finally, technology cannot fix all problems, but can support the people and the processes in place.

This section provides an overview of the current state of pro bono at the SC Bar, looking at the people involved, the processes in place, and the technology used within the Pro Bono Program. The recommendations in this report respond to the current challenges in the PPT framework, while moving the SC Bar towards its overall transformation objectives.

1) People

The SC Bar desires to coordinate pro bono efforts across all legal aid programs providing clear roles and expectations for all SC Bar staff as it relates to the Pro Bono programs and member services. This includes aligning people with roles that best leverage their skills and talents while providing the community, legal aid providers and members with what they need to be successful in their engagements with the SC Bar.

Pro bono responsibilities at SC Bar are handled across the organization but are primarily split between (4) positions in Pro Bono Program. Suggested roles and responsibilities for the SC Bar PBP can be found in [Appendix C](#).

Director, Pro Bono Program – The Director position was responsible for recruiting and outreach to Bar members. They convened a Pro Bono Board, which was responsible for assisting the SC Bar in identifying members interested in pro bono and developing opportunities to complete pro bono through the SC Bar Pro Bono Program. They worked with (3) colleagues in the Pro Bono Program, the Public Services Director and (2) Pro Bono Program Paralegals.

Public Services Director – An attorney who provides information and assistance to community members who call the SC Bar looking for legal assistance. Coordinates with Bar membership to conduct Law Talks and Law School for non-attorneys. Helps direct people who call the Bar to appropriate referrals to assist with their legal issues if the Bar cannot help them.

Pro Bono Paralegals (2) – A significant amount of the role today is dealing with voicemails left by callers who are seeking legal information or assistance. If applicable, they will screen callers to see if eligible for pro bono services and attempt to place a case if possible. The Paralegal also coordinates with SCLS to assign pro bono attorneys and refer clients for pro bono representation. Coordinate Bar members to staff clinics as needed.

The Pro Bono Director role at the SC Bar has been vacant during this review since the previous Director resigned from the SC Bar and is now the Director of Private Attorney and Community Engagement at South Carolina Legal Services.

2) Process

The assessment focused on four main pro bono functions at SC Bar (1) Intake & Case Identification; (2) Case Referral, Acceptance & Placement; (3) Case Oversight, Closure & Reporting; and (4) Pro Bono Attorney Recruitment & Engagement. The goals of the current state assessment of processes were to understand and to identify underlying issues and inconsistencies, and their impact on the team's efficiency and productivity. Understanding the current state of SC Bar processes in the pro bono program helped identify opportunities for change, which are embedded throughout the recommendations in section IV. Recommendations: The South Carolina Bar Pro Bono Transformation Road Map.

(a) CASE IDENTIFICATION & REFERRAL

- Cases can come through a variety of sources to SC Bar including phone lines and legal aid referrals.
- SC Bar callers are routed to a voicemail where they can leave a message and paralegals will return their calls and complete a screen for eligibility for pro bono representation.
- Referrals from SCLS are screened for eligibility by SCLS and transferred through LegalServer the SC Bar.
NOTE: *This process has been put on hold as SC Bar has had difficulty placing cases with pro bono attorneys recently. SCLS is currently providing SC Bar contact information to their referrals to call into SC Bar directly.*
- Referrals from other sources are calling SC Bar on their phone line.
- Cases from legal aid providers can also be added to the SC Bar website portal, Palmetto Volunteer Lawyer Project, for consideration by SC Bar members.

Issue	Impact
Screenings are not consistently excluding people who do not qualify for pro bono services	Pro Bono attorneys are finding out after case placement that people are not eligible for services and that can affect malpractice insurance and the ability of the attorney to represent the person. This also introduces a lack of confidence by the attorney in the SC Bar pro bono program's ability to provide qualified pro bono clients.
People are calling SC Bar looking for information that is available through other sources	The number of voicemails that must be returned is large and often, SC Bar is not able to provide the caller with the service they are seeking. People who call SC Bar are waiting for call backs when they could be finding the information they need through other available sources.
SCLS and SC Bar are not using the LegalServer integration to refer eligible clients	"Cold" referrals result in people not being appropriately screened for eligibility before calling SC Bar and if they are qualified, they must go through the same process as other callers.

(b) CASE PLACEMENT & OVERSIGHT

- In most cases either the Public Services Director or the Paralegals will handle the placement process. If an attorney wants to take a case from the Palmetto Volunteer Lawyers Project portal, the placement is handled by the organization that posted the opportunity.
- Based on experience with volunteers, the Public Services Director or Paralegal determines which pro bono attorneys are best suited to consider the placement.
- Emails are sent to attorneys who have indicated they are interested in doing pro bono and three attempts are made at placing a case. If no placement is made within that time, callers are told that the case cannot be placed, and available information is provided to the caller.
- In cases where there is a possibility for fee generating assistance the case is referred to Lawyer Referral Services.
- Support for pro bono attorneys who take cases includes online forms and documentation and the ability to reach out to the Public Services Director for guidance or advice on substantive issues.

Issue	Impact
The Palmetto Volunteer Lawyer Project is not monitored or used by SC Bar Pro Bono Program	Cases posted here by providers can become stale if attorneys are not picking them up. The portal is not a comprehensive listing of available opportunities across the State and can limit awareness of other pro bono cases.
There is a misalignment between the types of cases that are being offered for representation and the types of cases that SC Bar members are willing/interested in taking on	Case placement by SC Bar Pro Bono is very low and community members are not receiving the legal assistance they need.
Malpractice coverage for SC Bar pro bono attorneys is limited to 200% of FPL	People who are still considered low-income, but above the 200% FPL, are not covered by the Bar's malpractice insurance. This means that people who cannot afford a lawyer are slipping through the cracks as pro bono attorneys are not covered if they choose to assist them.
There is no formal process for providing support or mentoring to pro bono attorneys working with SC Bar, unless they reach out on their own initiative	Without formal, documented processes in place, it can lead to pro bono attorneys not wanting to take cases where the area of law is outside their expertise. It also

	can lead to attorneys feeling uncertain or not qualified to help clients with their identified legal need or other needs that may be identified during the case.
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(c) CASE CLOSURE & REPORTING

- SC Bar Pro Bono staff request attorneys notify them directly when cases have been completed.
- The paralegal will close the case out in LegalServer and request hours from the pro bono attorney.
- Cases placed through the Palmetto Volunteer Lawyers Project portal are closed and reported on directly by the responsible legal aid provider.

Issue	Impact
Attorneys do not always provide timely updates to SC Bar	When documents and status are not provided to SC Bar it is difficult to know what is happening with the case and missing hours result in not being able to measure progress of the Pro Bono Program
If cases are placed through the portal, there is no reporting back to SC Bar	These cases are not being counted as cases placed by the SC Bar Pro Bono Program

(d) PRO BONO ATTORNEY RECRUITMENT & ENGAGEMENT

- Pro bono recruitment is coordinated through the Pro Bono staff at SC Bar.
- SC Bar leadership also does outreach and recruitment through stressing the importance of pro bono across the State.
- Law schools provide law student opportunities, including the Palmetto Leader, to provide pro bono assistance to people in South Carolina.
- There seems to be more participation in activities like Law Talks and Law School for non-Attorneys than performing direct representation and limited scope legal assistance.

Issue	Impact
Information about member interest areas and willingness to perform pro bono is not regularly updated	Not understanding what subject matters attorneys are willing to do pro bono in means that SC Bar may be trying to place cases that their members are not willing to take on. This results in disappointing people that need legal assistance and legal aid providers who are referring people to SC Bar.
Firms are interested in partnering with SC Bar but are uncertain of who to contact and how to engage with them directly.	Firms are engaging directly with the legal aid providers or law schools directly rather than coordinating their efforts through SC Bar. This puts the onus on the other organizations to coordinate these efforts with the SC Bar members. It also limits SC Bar's visibility of what its members are doing in the pro bono space.
SC Bar does not provide the opportunity for attorneys to perform Private Attorney Involvement (PAI) and be compensated directly through SC Bar.	If the people reaching out to SC Bar are not appropriately screened when they are sent to SC Bar, they will be sent back to SCLS, who provides compensated PAI, to determine eligibility and placement in that program.

3) Technology

SC Bar is using a variety of technology across the Pro Bono program. They have LegalServer, however the configuration and functionality are not being fully leveraged to make pro bono more seamless. There was a time when SCLS and SC Bar would handle referrals of eligible clients through LegalServer, however the inability to complete placements has limited the use of this process. Out of date information about SC Bar members pro bono profiles also means that the Public Services Director and Paralegals are mostly relying on their experience with individuals and outdated information to attempt placing pro bono cases.

Once SC Bar begins to place more pro bono cases, they may be able to leverage pro bono functions that could be configured to ease some of the manual entry and communication with pro bono attorneys. At a minimum, they could consider having notes or other documents emailed to the LegalServer case profile, removing duplicate data entry by SC Bar staff.

The use of the SC Bar website for trainings and support, as well as some pro bono information, has created a possible foundation for pro bono transformation. It is accessible to outside attorneys that choose to access it. The challenge is that the responses in interviews indicated that the support by staff is not always readily available and there are not always enough available case opportunities posted. To add to the website concerns, it is out of date and in several areas continues to refer SC Bar members interested in pro bono to reach out to the previous Director of Pro Bono Programs, who is no longer there. There are dead links and outdated information on the website which reduces confidence of SC Bar membership who are considering doing pro bono through SC Bar. The Bar has undertaken a website design in parallel with this review to address some of these issues.

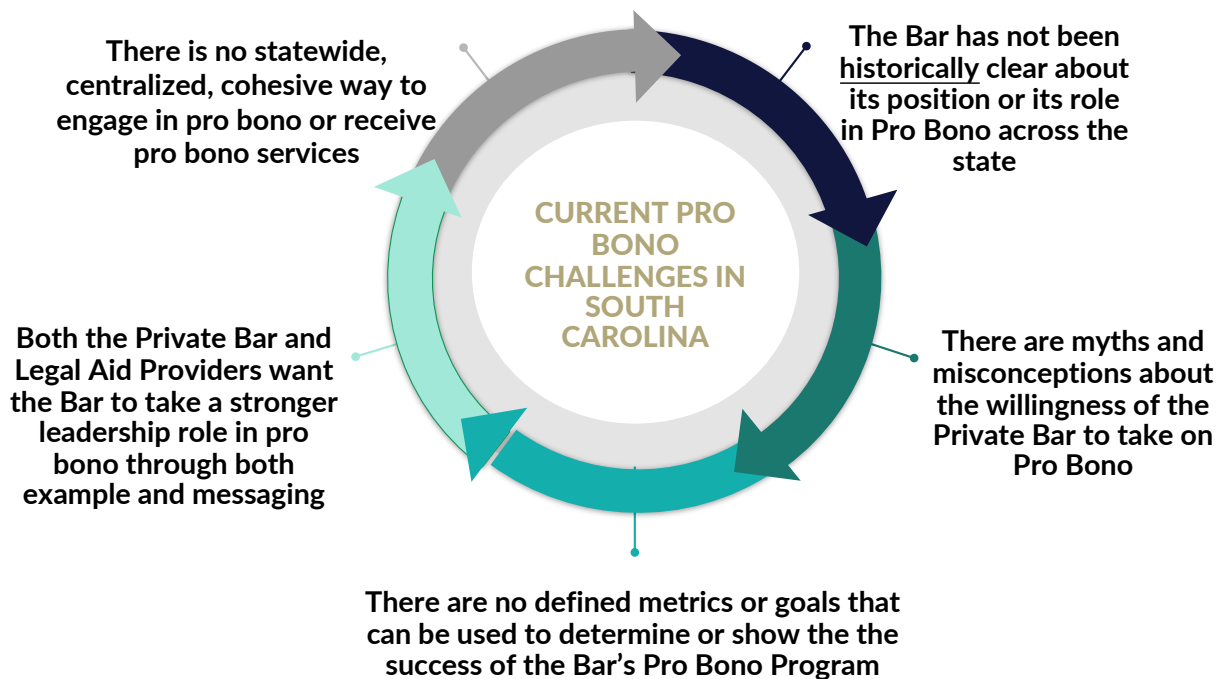
The existing telephone system is being assessed and considered for a refresh. Whether SC Bar stays on the existing platform, or migrates to a new platform, there are opportunities to use auto-attendant and greeting messages to better inform and direct the public to both online and other hotline sources to get the information they are looking for when they reach out to SC Bar.

Across whatever technologies SC Bar uses, they are not yet fully leveraging the reporting capabilities, integration, and automation opportunities of the systems. While reports can be requested, they have not been integrated into the day to day and operations management of the organization.

III. Key Findings & Conclusions

A. Summary of Current Challenges & Opportunities

This section presents a summary of the challenges, as well as the opportunities for pro bono transformation in South Carolina:



Summary of Opportunities

SC Bar leadership is eager and ready to define the role of the SC Bar for pro bono in the State

Lawyers believe that they should help the community

Recently completed Needs Assessment by ATJ is a good tool to message the importance of pro bono

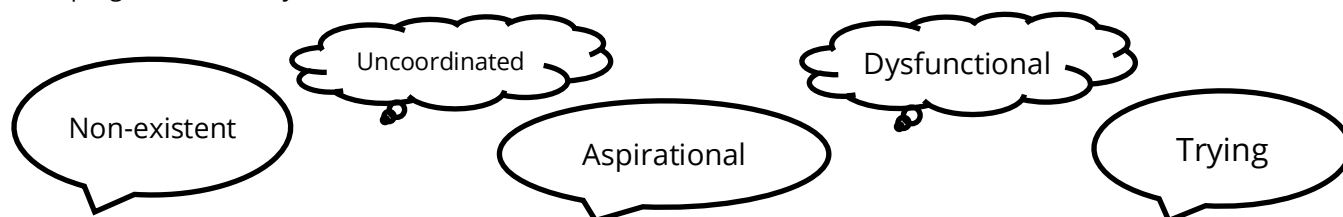
There are existing resources and services available that the SC Bar can use to refer people to who need legal services

Eagerness across legal providers to develop and implement a coordinated pro bono program with the SC Bar

B. Stakeholder Engagement: Board of Governors Retreat

On February 17, 2024, the SC Bar engaged in an in-person 2.5 hour working session with the Board of Governors and members of the Supreme Court as part of the annual planning retreat. The goal of this session was for the Board of Governors to 1) Identify ways that the SC Bar is positioned to amplify pro bono throughout South Carolina, 2) Determine what we need to make us successful, and 3) Achieve buy-in and commitment from the SC Bar's Leadership.

Using both group and breakout sessions, stakeholders and staff first engaged in an exercise where the group identified (3) words to describe the current state of the SC Bar's Pro Bono Program. Words that were used to describe the program historically were:



The Board of Governor's was clear that they were supportive of pro bono and would encourage members to participate, however they were unclear on SC Bar's role in connecting the membership with pro bono opportunities.

The team then introduced the proposed 2024 SC Bar Pro Bono Priorities, that were developed because of the work completed throughout the assessment process.

Create and Promote a Culture of Pro Bono in South Carolina	Raise awareness through outreach campaigns and educational events on the importance of pro bono work and the need for legal assistance
Meet the Needs of Low-Income People in South Carolina	Lead collaborative efforts between law firms, private attorneys, and legal aid organizations to enhance access to legal services for clients and provide valuable support to legal aid pro bono programs
Recognize and Honor Pro Bono Efforts in South Carolina	Highlight and acknowledge the contributions of pro bono attorneys and firms to spark inspiration and encourage engagement
Develop and Communicate a Measurable Success Framework	Define goals and benchmarks, track progress, and report on outcomes to demonstrate the value of pro bono and the Bar's role in it

Moving into the ideation stage of the session, attendees formed smaller break out groups to complete a SWOT (Strength, Weakness, Opportunity, Threat) analysis of SC Bar's ability/capability to deliver on the proposed priorities. The goal was to increase awareness of the factors that go into establishing a pro bono strategy for SC Bar.

The participants tackled the first three priorities, brainstorming and engaging together with an eye toward developing a pro bono strategy for SC Bar that they all could get behind and support.



After a busy 45 minutes on the breakout groups, everyone came back together, and each team delivered a report on the SWOT analysis of their assigned priority.



Strength	Weakness	Opportunity	Threat
<ul style="list-style-type: none"> • Access to legal talent • Institutional knowledge • Judicial Buy-in and Relationships • BoG willingness to communicate importance of pro bono • legal aid infrastructure is strong • ATJ Legal Resource Finder • Supreme Court Honor Roll Recognition 	<ul style="list-style-type: none"> • Lack of collaboration with other agencies • People believe someone else we do it if they do not • People do not know where to start to find/do Pro Bono • "Real" definition of pro bono • Self-Reporting for the Honor Roll • Lack of Plan for pro bono 	<ul style="list-style-type: none"> • Leverage local Bar presidents or liaisons • Law students • Incentivize firm participation • Gather stakeholders to share priorities • providing language information in documenting attorney profiles • Family Law • Eviction • Local Bar Recognition 	<ul style="list-style-type: none"> • Pro bono is not high on people's priority list • 608 contracts • Territorial nature of other nonprofits • Language barriers • Attorneys making time for pro bono

At the end of the working session, each participant was asked to share what they would do when they left the room that day to promote pro bono in South Carolina. Commitments were made to take pro bono cases, start a pro bono committee, share their pro bono experiences, and support the SC Bar's 2024 Pro Bono Priorities.

1 Create and Promote a Culture of Pro Bono in South Carolina

2 Meet the Legal Needs Of Low-Income People In South Carolina

3 Recognize and Honor Pro Bono Efforts in South Carolina

4 Develop and Communicate a Measurable Success Framework

IV. Recommendations: The South Carolina Bar Pro Bono Transformation Road Map

Throughout the Pro Bono Transformation Assessment process, opportunities for improvements and changes have been identified. By cataloguing these transformational opportunities, recommendations were developed and categorized under one of the following domains that are critical to the success of a strong pro bono program:



In an effort to provide a clearer and more actionable path towards transformation, this report provides recommendations based on Pro Bono Priority Area, referencing the transformation element it is related to.

Create and Promote a Culture of Pro Bono in South Carolina		
Recommendations		Transformation Element(s)
1.1	Incorporate the findings of the ATJ Needs Assessment – SC Bar pro bono messaging should include ATJ findings to provide visibility into the issues facing South Carolina and start using consistent messaging statewide.	3, 7
1.2	Develop clear and consistent messaging about the SC Bar Pro Bono Program priorities – Update external facing information with the priorities and train the Board of Governors and SC Bar staff to effectively communicate how the Bar supports attorneys that provide pro bono and helps meet legal needs throughout the state.	3, 7
1.3	Highlight the Pro Bono Opportunities throughout the State – Work with providers across the state to maintain information on pro bono programs and opportunities to communicate to the SC Bar membership.	3, 7, 4
1.4	Coordinate with Local and Specialty Bars – Obtain buy-in from local and specialty bars to challenge their members to help the SC Bar deliver on their performance metrics for their Pro Bono Program (See 4.1).	3, 6, 7
1.5	Leadership Buy-in & Leading By Example – Gain commitment from the Board of Governors and Bar leadership to participate in pro bono through the Bar, share their experiences and challenge others, including firm leadership, to do and prioritize pro bono.	3
1.6	Leverage the Courts & the Judiciary – Identify opportunities for the judiciary to communicate the importance of pro bono and acknowledge the work of pro bono attorneys publicly.	3, 7
1.7	Advocate for Funding and other Legislation – Leverage the Bar's position and membership to raise awareness around the need for legal services in South Carolina and the funding required to support those services in addition to other changes that would encourage more pro bono through incentives or removing barriers i.e. limited representation rules, CLE credits, etc.	6, 7

Meet the Needs of Low-Income People in South Carolina		
Recommendations		Transformation Element(s)
2.1	Update Bar Member Skills & Interests – Implement surveys for Bar members to determine the subject matters and jurisdictions they are willing to do pro bono opportunities in and areas of interest/types of pro bono they are interested in doing.	6,7
2.2	Update Processes for Accepting Referrals for Representation – Based on the subject matter and areas of interest survey determine the types of direct representation referrals the SC Bar can commit to accepting and work with Legal Services to implement appropriate screening and LegalServer referral processes. Discontinue the process of taking phone calls from the public related to direct representation inquiries by redirecting callers to the Legal Resource Finder or Legal Services for placement consideration. **Make necessary updates to the SC Bar website**	1,2,5,6,7
2.3	Update Processes for Sharing Available Pro Bono Opportunities with Bar Members – Investigate if Savvy Suit can be used to share available direct representation cases through the Bar (Conflicts/Eligibility) and if so, develop procedures and assign responsibility for updating, monitoring, and maintaining the site. For clinics, identify online sign-up solutions for attorneys to volunteer at clinics or for educational activities. Incorporate pro bono opportunities process for signing up into regular Bar communications.	1,2,3,4,5,7
2.4	Provide Limited Engagement Pro Bono Opportunities – Based on member area of interest, either coordinate with providers that are offering related clinics or court-based activities to the community by offering to provide pro bono attorneys and/or partner with local community organizations or courts to host clinics or court support activities and provide the attorneys to provide the legal services.	4,5,7
2.5	Develop Training and Materials for Subject Matter – Work with providers or Bar members to develop training and sample materials needed to support members doing pro bono in the areas prioritized by the SC Bar.	2,7
2.6	Update Auto-Attendant and Website – Route callers to existing resources that can help direct them to organizations that can help determine how to best handle their legal issues. Auto-attendants should direct callers to either the legal resource finder (ATJ) or to a provider to	1,2,5,7

	be screened for eligibility for legal services and a possible referral to the SC Bar for pro bono placement.	
2.7	Assign Program Staff to Support Revised Pro Bono Program- Identify a dedicated Director and define responsibilities for sufficient coordinators (2) to prioritize transformation activities and build a culture of pro bono throughout South Carolina. Develop proactive outreach to SC Bar members to build relationships and generate excitement around pro bono.	2,3
2.8	Malpractice Insurance Adjustment – Look into the possibility of raising the malpractice insurance limit offered to pro bono attorneys through the Bar from 200% to 300% (or remove income and cover any referral through the bar program) to help cover cases that are ineligible for legal services due to income restrictions.	2,3

Recognize and Honor Pro Bono Contributions in South Carolina		
Recommendations		Transformation Element(s)
3.1	Partner with Local and Specialty Bars – Develop opportunities for recognition directly with the local or specialty bars, so buy-in is created and recruitment and recognition are shared. Promote local acknowledgement for attorneys in their communities.	3,7
3.2	Promote the Supreme Court Honor Roll – Increase awareness around and publicity for attorneys that make the honor roll, celebrating and spotlighting the accomplishment as part of not only the recognition of their work but also as a recruitment tool for other attorneys.	3,7
3.3	Acknowledgment of Firm Pro Bono Efforts – Develop a competitive spirit among firms that engage in pro bono and provide visibility into the completion rate and contributions of individuals and the firms they represent.	3,7

Develop and Communicate a Measurable Success Framework		
Recommendations		Transformation Element(s)
4.1	Create Goals for Pro Bono Program – Develop goals, metrics and performance indicators that can be used to show the Bar’s progress towards meeting the goals established for their Pro Bono Program and share them internally and externally with stakeholders. Ideally, there would be statewide goals, metrics and performance indicators developed to show pro bono progress across the state and all pro bono activities.	6
4.2	Develop Tracking of Pro Bono Attorney Level of Engagement - Create tracking mechanism around number of engagements and hours to measure depth of pro bono work, creating reports to monitor and measure success. This will require creating the mechanisms for attorneys to report hours, case closings, etc.	6
4.3	Use Data to Improve, Collaborate, and Grow – Regularly review data and measures with the Pro Bono team and the Board of Governors to determine areas of need and opportunities for growth within the pro bono program. This should occur internally monthly and at least quarterly with the Board of Governors. Regularly reviewing data related to collaborations and referrals with providers will also be important to ensuring alignment and consistent data across all stakeholders.	6

V. Defining & Measuring Pro Bono Transformation Success

To effectively begin transformation efforts and build the work plan to achieve success, the team will need to work together to identify a communication strategy, both short and long-term goals and corresponding metrics that would demonstrate progress and success for the recommendations that are considered priority for the SC Bar.

A. Communication

The importance of a strong communication strategy cannot be stressed enough as that SC Bar moves to reestablish themselves in the pro bono landscape of South Carolina with a new set of transformational priorities. Key messages should be defined and adopted across the SC Bar and the Board of Governors for use when speaking to a variety of different stakeholders.

- SC Bar Membership
- South Carolina Community Members
- South Carolina Legal Aid Providers
- Bar Leadership and Board of Governors

We have provided a suggested set of messages that should be considered as part of the overall communication strategy at the SC Bar. [See Appendix D](#)

B. Developing Short- and Long-Term Goals

The team will need to review the recommendations from the assessment and identify the ones that are a priority for the SC Bar in year one of the transformation implementation phase. Once they have selected priorities, they will need to identify both short- and long-term goals for each recommendation. By breaking the work into segments, it will help make the implementation plan more manageable and clearly communicate what each initiative is working to achieve.

The next steps for the team would be to develop a project management cadence that includes the SC Bar responsible team members and begin communicating and tracking the work regularly. This should begin in the first part of the transformation and will build out the work plan steps needed to achieve those goals. This work plan includes each step necessary to achieve the goals, the corresponding timeline, and the person responsible for ensuring it happens. A work plan will also allow the team to look at each individual recommendation and manage deadlines and next steps with the full plan in one place. Clearly defining goals, steps, and timing ensures all stakeholders – internal and external – are aware and supportive of the work happening in pro bono.

C. Metrics / Key Performance Indicators

A template and drafts of how initial goals, metrics, and key performance indicators (KPIs) were developed to demonstrate success of the different transformation category recommendations and can be found in Appendix X. The team should also continue to build the corresponding metrics for each recommendation as the work begins. Some data may be available now and should continue to be tracked and reported. Other metrics may require collecting data that is currently not captured, so the team needs to prioritize the data and methods of collection needed as the work plan is built around the recommendations.

VI. Conclusion

We look forward to the progress that will be made throughout the Pro Bono Transformation process with the potential to directly impact the lives of the people. The keys to success for transformation efforts require leadership to undertake the following:

- ✓ Communication and clarity is critical when implementing change. Everyone impacted by change efforts must understand their roles and the impact of transformation on their responsibilities. Communication must take place in multiple forms, through discussions and written documentation. Every person must be aware of their role in the process and how they fit into the workflow.
- ✓ Opportunities for feedback are part of communication efforts and scheduled review points of implemented changes is important. Communication is not a one-way street. Not only do managers need to clearly communicate to staff, but they also need to be open to communication from staff. Scheduling opportunities to provide feedback and hear how changes are rolling out will ensure SC Bar addresses issues quickly when they arise, help improve new systems put in place, and support innovation.
- ✓ Support for staff required to implement transformation change is another key to success. Staff needs to have the right training and tools to implement the new processes, utilize the supportive technology, and feel successful at their job. It is important that managers ensure this support is being provided regularly as part of the transformation efforts.
- ✓ Deadlines are important to set when requesting staff implement changes. The development of an implementation plan using a collaborative approach for each transformation goal will help ensure deadlines are realistic and staff feel supported.
- ✓ Measuring success is important to demonstrate improvement and how the team will understand the impact of the new process. As the saying goes, “if you can’t measure it, you can’t improve it!” The development of short- and long-term goals, in addition to Key Performance Indicators, are important to put in place as changes are being implemented.

VII. Appendix

- a) SC Bar Transformation Goals, Challenges, Solutions
- b) Current State Process Overview
- c) Job Description Overviews
- d) Recommended Messaging
- e) (Short- and Long-Term) & Key Performance Indicators Template
- f) South Carolina 2024 Pro Bono Priorities

Appendix A: Goals & Objectives

Goals	OPPORTUNITIES: What is working well today?	CHALLENGES: What are the challenges – internal & external - that prevent you from being more successful today?
Recruitment <i>Attracting new attorneys who are interested in pro bono</i>	<ul style="list-style-type: none"> • Trial opportunities are interesting to the firms to help get experience for attorneys (not family law) • Education around the “Need” for legal services and info around legal aid services • Focus on the responsibility of attorneys to provide Pro Bono • Private bar enjoys the cases and the work – but they are messy, so end up doing uncontested cases – contested Legal Services cases internal are just as hard – Family issue • Poverty education 	<ul style="list-style-type: none"> • Law firms say they want to get involved, but they do not have the infrastructure to get involved in the firm, CLA does not have infra • Private Bar believes that there is someone out there somewhere taking care of the poor people • Awareness and Visibility of the available legal aids in SC – understanding of what Legal Aid does • **Bar Survey Responses** • Misconceptions about Pro Bono across private attorneys • Low Bono – is not a motivator • The cases that PAI are asked to take are messy – Family Law is messy, these cases are hard – billing work is complicated and time consuming – indigent defense fund contract (608) portal and up-front payment vs PAI • Bar focus is on every other area outside of nonprofit and what they are doing – provide education to the private bar about what they are all doing, discounted table rates • The Bar website and South Carolina lawyer articles are not being looked at or kept up to date • People avoid pro bono at the Bar meeting like the plague
Retention <i>Keeping our attorneys interested in doing pro bono</i>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • People are at different places in their careers and different types of opportunities

Goals	OPPORTUNITIES: What is working well today?	CHALLENGES: What are the challenges – internal & external - that prevent you from being more successful today?
Engagement & Opportunities <i>Attorneys are accepting cases or participating in projects</i> <i>There is a variety of opportunities available to do pro bono</i>	<ul style="list-style-type: none"> Time boxed activities are more successful in getting people engaged – Clinics and short easy bite sized (wills and housing clinics) Limited programs will help attract more attorneys People not eligible for legal aid can afford reduced fee if they know about it 	<ul style="list-style-type: none"> Family Law contested cases are not readily accepted by Private Bar
Oversight & Support <i>The process of case assignment, oversight and support for pro bono attorneys</i>	<ul style="list-style-type: none"> Developing institutional knowledge within a firm on a specific type of representation – limits burden on the nonprofit to provide support 	<ul style="list-style-type: none"> Orgs like CLA do not have pro bono infrastructure to support PB Lack of transparency – pricing, outcomes, options for the client – they go to family and friends and do not even know what their options are ie: pro se, reduced fee, etc.
Parking Lot	<ul style="list-style-type: none"> Digestible information to the public – options outcomes, expenses – what can be done and how to do it Awareness about Legal aid and other options, i.e. help desk, etc. – kiosks and booths Navigators program – teaching social service orgs about what services are available for legal work Bigger firm representatives TUW poverty simulations 	<ul style="list-style-type: none"> Non-legal resources providing legal services Collaborative Divorce options – mediation Legal Services orgs have their own niches and not everyone understands them
Recognition <i>Acknowledging the work of pro bono attorneys in a meaningful way that helps promote a culture of pro bono across the state</i>		<ul style="list-style-type: none">

Appendix B: Process Overview

PRO BONO PROCESS OVERVIEW				
	RECRUITMENT	INTAKE	REFERRAL	CASE PLACEMENT & OVERSIGHT
Who is involved from the SC Bar?	<ul style="list-style-type: none"> YLD (Kimberly Snipes), Local Bars, all team members at SC Bar, paralegals, Public Service Director, Chair 	<ul style="list-style-type: none"> Paralegals 	<ul style="list-style-type: none"> Paralegals/Pro Bono Director 	<ul style="list-style-type: none">
How is this done?	<ul style="list-style-type: none"> Bar articles, outreach (social media), speeches, PB honor roll, CLE/Publication certificates that can be earned for CLE for PB hours, CLE credit for Charleston housing court program 	Legal Server <ul style="list-style-type: none"> Paralegal redirection to a specific department Paralegal intake for matching with a volunteer If fee generating, contested divorce, etc. send to lawyer referral svcs Legal Aids can access the portal and add their PB cases to it (Savvy Suit) – The Bar has no part in this other than paying for licenses 	<ul style="list-style-type: none"> Portal Placement Email people on the volunteer list Email people not on the list 3 attempts at placement and then call and tell them we cannot place their case – send any information available that may be helpful 	<ul style="list-style-type: none">
LEGAL AID INTERACTION WITH THE SC BAR?				
Low Country Legal	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
SCLS	<ul style="list-style-type: none"> Sets up a table or packet of info on specific topics that are used to recruit for SCLS practice area needed Table at the swearing in for new admittees. Social Media Outreach tagging the Bar 	<ul style="list-style-type: none"> Used to use Legal Server to transfer people to the Bar for PB placement 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

Charleston Legal Access	<ul style="list-style-type: none"> No recruitment or pro bono unless for something very specific, like a trial Limited interaction with the Bar overall, but interested 	•	•	•
Charleston Pro Bono	•	•	•	•
Other Legal Aid Programs SCADVASA, Fathers, etc.	•	<ul style="list-style-type: none"> Root and Rebound – used the portal Charleston Pro Bono – used the portal 	•	•
SC ATJ	<ul style="list-style-type: none"> Justice Gap presentations – Pro Bono encouragement - solo 	<ul style="list-style-type: none"> Legal Resource Finder primarily Posters and flyers that direct people to the Resource Finder Could lead to the Bar Referral Service – income prohibitive Used to route to the Bar Pro Bono Program but was removed at the Bar's request 	•	•
Law School		<ul style="list-style-type: none"> Palmetto Bus Bar provides Malpractice insurance for volunteers Routes callers to Pro Bono Program at the Bar 		•
Top Challenges	<ul style="list-style-type: none"> A lot of people do not even know about SCLS Family law considerations Tables at events are expensive 	<ul style="list-style-type: none"> Capacity of the SC Bar program to field the calls for all PB placements No one is taking cases off the portal 	<ul style="list-style-type: none"> Limited list of attorneys willing to do pro bono Clinics are run county by county – variety handled by county bars 	•
Open Questions	•	<ul style="list-style-type: none"> Who is using the portal? – Emma checking with the paralegals 	<ul style="list-style-type: none"> The Bar was running clinics (Wills and Advance Directives) in conjunction with the Law School and the 	•

			<p>Counsel on Aging – Would take the bus</p> <ul style="list-style-type: none"> • YLD Clinics – Wills • Have been paused for now, room for expansion • 1 year separation Divorce – Family Law section • Consider, consumer, expungements, etc working with Sections and Committees to expand those clinics • Friday Blitzes with the ABA – Answer questions submitted through the ABA using law librarians and legal students • YLD, ABA, FEMA, The Bar for phone and form – Disaster Legal Services Committee – host a CLE and volunteer to help people in a disaster <ul style="list-style-type: none"> ○ Also uses a web form and disperse intakes to people that attended the CLE 	
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Appendix C: Suggested Job Descriptions

Pro Bono Manager:

- **Developing Partnerships:** Building relationships with partner organizations, volunteer groups, and service providers for sourcing pro bono opportunities and mobilizing volunteer resources. Reach out to potential partners, attend networking events, and negotiate partnership agreements.
- **Monitoring and Evaluation:** Evaluating the impact of pro bono projects for assessing their effectiveness and informing future initiatives. The pro bono manager collects feedback from volunteers, project partners, and beneficiaries, analyzes project outcomes, and identifies lessons learned and best practices to inform program improvement.
- **Recognition and Appreciation:** Recognizing and appreciating the contributions of volunteers to foster their continued engagement and commitment. The pro bono manager acknowledges volunteers' efforts through thank-you notes, appreciation events, and recognition programs, highlighting their impact on the organization and the community. Coordination with local bars is key to effective recognition and appreciation efforts.
- **Advocacy and Promotion:** Advocates for the value of pro bono service within the organization and the broader community, promoting awareness of the benefits of volunteering and encouraging others to get involved. This may involve sharing success stories, participating in advocacy campaigns, and engaging with media outlets.
- **Providing Support and Resources:** The pro bono manager serves as a resource for volunteers, providing guidance, information, and assistance throughout the duration of their pro bono engagement. This may include offering technical support, facilitating access to resources, and addressing any challenges or concerns that arise.

Pro Bono Coordinator(s):

- **Identifying Pro Bono Opportunities:** The pro bono coordinator works to identify potential pro bono projects that align with the organization's mission and goals. This may involve researching community needs, consulting with stakeholders, and collaborating with other departments or organizations.
- **Recruiting Volunteers:** The pro bono coordinator is responsible for recruiting and engaging volunteers to participate in pro bono projects. This may involve promoting opportunities through various channels, such as social media, newsletters, and volunteer recruitment platforms, and coordinating volunteer orientations and trainings.
- **Matching Volunteers with Projects:** Matching volunteers with suitable pro bono projects requires understanding their skills, interests, and availability. The pro bono coordinator assesses volunteer profiles, evaluates project requirements, and facilitates the matching process to ensure a successful fit.
- **Project Management:** Once volunteers are assigned to pro bono projects, the pro bono coordinator oversees the project's execution, monitoring progress, resolving issues, and providing support as needed. This may involve developing project plans, setting goals and deadlines, and coordinating communication between volunteers and project stakeholders.
- **Pro Bono Case Reviews and Posting** – When cases are referred review case details and determine pro bono appropriateness of each case, complete posting, promote the posting, monitor responses and follow up until case is either placed or closed and collect necessary data.

Appendix D: Key Messages - Recommendations

Messages to SC Bar Membership (for use in weekly e-blasts and member comms, events)

- We understand and appreciate the time you dedicate to serving your clients, making it challenging for you to find ways to serve your community through pro bono or volunteer programs. Legal aid organizations in our state continue to face increasing demands for their services, and pro bono attorneys are an important supplement to these efforts.
- The South Carolina Bar is here to make it easier for you to contribute your time and talents to make a difference for someone who needs legal help.
- The SC Bar is committed to coordinating pro bono and volunteer programs for you, giving you the opportunity to do the type of pro bono work you want to do while still helping the community. The SC Bar will serve as a “hub” for members by providing easy access to the types of pro bono work they are most interested in doing, the community by providing legal services resources on our website including SC’s Access to Justice *Legal Resource Finder*, and to legal aid providers by being a true extension of their pro bono programs and aligning on opportunities to pre-screen for our members to consider.
- THE SC Bar believes in a culture of giving back and we will provide access to pro bono and volunteer program opportunities that meet your needs to encourage more engagement from our members.

Messages to the South Carolina Community (for use in external channels, public and community events)

- Members of South Carolina’s legal community are making a difference by donating free legal services or financial supporting organizations that provide such services.
- If you are seeking legal assistance, please connect with South Carolina Access to Justice *Legal Resource Finder* at [Looking for Legal Help? — SC Access to Justice](#)
- These resources will help you identify legal aid organizations you might be eligible for and self-help resources available to you.
- The South Carolina Bar is an association, not a law practice, that serves its members through collaboration, the sharing of information, and by providing quality education to improve South Carolina’s legal profession and the administration of justice.

Messages to SC Legal Aid Providers

- We are aware that legal aid organizations in our state continue to face increasing demands for their services, and the SC Bar understands that pro bono attorneys are an important supplement to these efforts.
- As the SC Bar is not a funded legal aid organization, we are committed to partnering with our allies in legal aid organizations to streamline access to private bar attorneys as an extension of your pro bono programs.
- The South Carolina Bar serves as a “hub” for pro bono support in the state, sharing resources for community members to seek legal assistance through South Carolina’s Access to Justice *Legal Resource Finder* and coordinating and deploying our members to deliver on specific, agreed upon pro bono opportunities.

- We are committed to partner with you to align on the types of pro bono our members are most able to support, and for you to pre-screen those opportunities so we can share with our membership base.

Messaging for Bar Leadership/Board of Governors

- Members of South Carolina’s legal community are making a difference by donating free legal services or financial supporting organizations that provide such services.
- The South Carolina Bar is here to make it easier for our members to contribute your time and talents to make a difference for someone who needs legal help.
- The SC Bar will serve as a “hub” for members by providing easy access to the types of pro bono work they are most interested in doing, the community by providing legal services resources on our website including SC’s Access to Justice *Legal Resource Finder*, and to legal aid providers by being a true extension of their pro bono programs and aligning on opportunities to pre-screen for our members to consider.
- SC Bar leadership and the Board of Governors are working on metrics to show the true impact of our members pro bono and volunteer efforts.
- We encourage our Board of Governors to share their own personal examples and experiences with pro bono with our members, so they are inspired by your work and its impact on those in South Carolina who need it most.

Appendix E: KPI Sample

Transformation Category: Focused Efforts on Recruitment and Retention		
INITIATIVE: Create mentorship program with experienced attorneys.		
Goals	Short-Term (6 months)	Long-Term (12 months)
	<ul style="list-style-type: none"> • Develop standardized mentorship program at XXX • Prioritize mentorship for specific areas of law • Identify potential mentors & mentees 	<ul style="list-style-type: none"> • Get commitment from mentors • Get commitment from mentees • Pilot mentorship program in priority area of law
Key Performance Indicators (KPIs)	<ul style="list-style-type: none"> • Documented mentorship program guidelines • Identify top 2 areas of law where mentorship would be helpful • Identify 25 candidates for mentors • Identify 25 candidates for mentees 	<ul style="list-style-type: none"> • Train and engage 5 mentors • Assign 10 cases to mentees • Train and engage 10 mentees

Appendix F: South Carolina Bar 2024 Pro Bono Priorities

	PRIORITY	APPROACH	STRATEGIES
1	Create and Promote a Culture of Pro Bono in South Carolina	Raise awareness through outreach campaigns and educational events about the importance of pro bono work and the need for legal assistance	<ul style="list-style-type: none"> • Board of Governors public commitment to Pro Bono and leading by example • Judicial acknowledgement of the need for pro bono and those that provide pro bono • Communication & education strategy and plan for the SC Bar to lead with pro bono
2	Meet the Needs of Low-Income People in South Carolina	Lead collaborative efforts between law firms, private attorneys, and legal aid organizations to enhance access to legal services for clients and provide valuable support to legal aid pro bono programs	<ul style="list-style-type: none"> • Recruit members to staff legal aid clinics and pro bono activities • Facilitate matching between legal aid provider cases and pro bono attorneys • Connect the community to appropriate and available legal resources
3	Recognize and Honor Pro Bono Contributions in South Carolina	Highlight and acknowledge the contributions of pro bono attorneys and firms to spark inspiration and encourage engagement	<ul style="list-style-type: none"> • Spotlight pro bono in communications • Create participation incentives and foster healthy competition • Host annual, statewide celebrations
4	Develop and Communicate a Measurable Success Framework	Define goals and benchmarks, track progress, and report on outcomes to demonstrate the value of pro bono and the Bar's role in it	<ul style="list-style-type: none"> • Communicate goals and progress throughout the membership • Develop feedback system for continuous improvement