



EXCELLENCE IN THE AGE OF CHANGE

**District of Columbia Bar
Annual Report
2024–2025**



Excellence in Practice.
Excellence in Service.

LETTER TO OUR MEMBERS

The D.C. Bar has a proud tradition of supporting its members through changes and challenges. Over the past 50 years, we have successfully navigated transformative shifts in the practice of law as our community has grown to nearly 121,000 members. The past fiscal year called upon us once again to innovate, lead, and stand with our members in times of great uncertainty.

Our 2020–2025 Strategic Plan prepared us for these headwinds and provided a road map for upholding our responsibility to serve the public interest and empower our members to achieve professional excellence. A new legal and technological revolution is upon us, demanding that we equip our members with the knowledge and tools to be agile, resilient, and competitive. The D.C. Bar rose to this challenge by expanding its existing member resources and rolling out new initiatives and programs.

The D.C. Bar leads the profession in training lawyers to be ready for the future, offering more than 150 CLE classes, some of which focused on the impact of artificial intelligence on the practice of law. In September we gathered more than 50 stakeholders, including lawyers, judges, and law school deans, at the Bar's second annual AI Summit for a deep dive on the promise and potential pitfalls of AI.

Resources offered by the D.C. Bar are more crucial than ever as technology reshapes the way we work and serve our clients. Our Practice Management Advisory Service, for example, conducted more than 1,600 email and phone consultations, while our Legal Ethics Help-line fielded more than 2,300 calls. Nearly 16,000 lawyers are involved in our 23 Communities — specialty groups that serve as both professional and social hubs for our members to grow their networks and advance their careers.

Demonstrating our commitment to creating a community of healthier lawyers, we started the Lawyer Well-Being Community and added lawyer support groups to ensure our members get help in a safe, supportive, and confidential environment. In response to member demand, we held our fifth annual Well-Being Summit, offering lawyers an opportunity to invest in their mental health.

The value of these resources became more evident when many of our federal government colleagues faced sudden and unprecedented transitions, turning to the D.C. Bar for ethics guidance, assistance in navigating anxiety and stress, practice management help to chart their next steps, and networking events as pathways to career possibilities.

We made history by launching MyDCLawyer™, the country's first AI-powered lawyer referral service, leveraging the latest advancements in technology to make it easier for our members to get matched with potential clients looking for their specific legal expertise. With MyDCLawyer, the D.C. Bar enhances access to justice and advances its mission to serve our members and the public.

The D.C. Bar's greatest strength is its members' commitment to excellence in practice and service. Our successes over the past year were made possible by your active engagement in building programs that meet your professional needs, serving in various leadership positions, participating in thoughtful conversations about the future of law, and giving back to the community through pro bono work.

The future of the legal profession offers unparalleled opportunities and complex challenges. The D.C. Bar will succeed in meeting those challenges because of our shared values and goals. With a new D.C. Bar 2025–2030 Strategic Plan, together we will continue to equip our members to achieve excellence, build on our legacy, and move the profession forward.



Shaun M. Snyder
Shaun M. Snyder
President



Robert J. Spagoletti
Robert J. Spagoletti
CEO

READY FOR THE FUTURE

The legal profession is at a transformative crossroads, where technological disruption, evolving client expectations, shifting work cultures, and other pressures present both challenges and opportunities for lawyers to redefine their role in society.

In fiscal year 2024–2025, the D.C. Bar continued to empower its members to innovate, adapt, and thrive in a

rapidly changing legal landscape. With the world in the midst of an AI revolution, the D.C. Bar is positioning itself as a leader in understanding the limits and possibilities of emerging technologies, helping to equip members with the tools they need to secure their place in tomorrow's legal practice. The theme of the 2025 Judicial and Bar Conference — “The Future of the Profession: Shaping the Next Generation of Law Practice” — aptly captured the Bar's commitment to lead its nearly 121,000 members toward professional excellence.

In 2024–2025, the Bar's Information Technology (IT) Department spearheaded multiple initiatives to enhance efficiency, drive innovation, and increase access to legal resources. Among its significant successes was the public launch in March 2025 of MyDCLawyer™, the Bar's AI-powered lawyer referral service that seamlessly matches individuals with attorneys who meet their specific legal needs. More than 700 attorneys have registered to date.

In the past year, the Bar also expanded member access to educational programming to deepen their knowledge of AI and its impact on legal practice. For example, the Bar's Continuing Legal Education (CLE) Program partnered with the D.C. Office of the Chief Technology Officer to present the four-part “Specialized AI Practice Series,” exploring how artificial intelligence and language modeling work, as well as the risks of using AI in legal contexts. More than 70 lawyers registered for the series.



The 2025 Judicial and Bar Conference on April 25 drew nearly 500 attendees for discussions on technology's impact on access to justice, legal practice, pro bono work, and legal education.

Other notable CLE programming included “Leveraging ChatGPT: Practical Training for Attorneys,” “Cryptocurrency in Criminal Cases and Civil Litigation,” “Work Product Doctrine Trends and Developments,” and “Law Firms and the War Against Ransomware: How to Prevent, Respond, and Recover.”

The Bar’s legal ethics experts played a pivotal role in guiding lawyers through this era of technological transformation, addressing questions regarding the ethical use of artificial intelligence in “Speaking of Ethics” columns in *Washington Lawyer*. In 2024 the D.C. Bar Legal Ethics Committee issued Legal Ethics Opinion 388, one of the first ethics opinions in the country to address lawyers’ use of generative AI.

The Practice Management Advisory Service (PMAS) offered AI-focused seminars such as “AI in Action” and “Using Generative AI Ethically.” PMAS incorporated into its popular two-day Basic Training & Beyond program information about using ChatGPT for more productive, efficient, and compelling law firm marketing. Its signature Practice 360° conference in October 2024 also featured many sessions that explored some of today’s AI tools. Additionally, PMAS published two AI-focused articles in *Washington Lawyer*: “We Can No Longer Ignore AI” and “Strive to Be Human in an AI-Powered World.”

To foster AI literacy within the organization, the IT Department developed an AI usage policy and expanded AI training for all D.C. Bar employees. It also launched an AI Olympics for staff to propose AI-driven solutions to workplace challenges.

The department developed and implemented systems that streamlined submissions to the D.C. Courts’ Capital Pro Bono Honor Roll and improved the Bar’s Attorney/Client Arbitration Board (ACAB) and Clients’ Security Fund (CSF) case management system, establishing enhanced workflow and case tracking. These advancements reflect the Bar’s commitment to leveraging technology for the benefit of members and the broader legal community.

ACAB completed a recruitment campaign for new lawyer and nonlawyer volunteer arbitrators, implementing a hybrid orientation featuring AI-enhanced video training. CSF developed a new online reimbursement application with ChatGPT, improving accessibility by using plain language for applicants.

The D.C. Bar headquarters is keeping up with technology and introducing efficiencies. The Facilities team improved audio quality for speakers using specific audio capture devices in conjunction with a digital mixer; it



From CLEs to practice management trainings, the D.C. Bar keeps members up to date on trends in legal practice.

also upgraded software to benefit both in-person and virtual attendees. Other building improvements include an updated Q-SYS video conferencing system and a new digital signage platform.

Data from sensors, weather forecasts, and occupancy patterns have allowed Facilities to monitor building usage to predict when and where energy is being wasted, leading to significant cost savings while also reducing the building's carbon footprint.

Adjustments to HVAC systems have realized a more than 15 percent reduction in energy consumption for the Bar, and light occupancy sensors have created savings greater than 50 percent in electrical consumption. The Bar's headquarters holds an Energy Star score of 83, making it more energy efficient than 83 percent of reporting buildings nationwide.

SUPPORTING MEMBERS DURING TRANSITIONS

D.C. Bar membership means being connected to the largest unified bar in the country, with members in all 50 states and in 80 countries who practice in every conceivable area of law.

Member engagement has always been a vital source of energy and direction for the Bar. One way the organization builds connections is through its 23 Communities, 19 of which are focused on practice specialties and the remaining 4 on special interests, such as early career experiences, practice management, and well-being. In all, 15,757 legal professionals — members and nonmembers — make up the Bar's Communities.

Communities members stay involved through networking events, trainings, and sponsored programs that reflect their specific priorities and concerns, including the impact of federal government downsizing on attorneys.

The Bar's achievements are, in large part, due to the strength of its membership. In the past year, 96 percent of members chose to renew their license, and many engaged even further by volunteering their time and sharing their knowledge with other Bar members. The Bar draws from a large pool of experts and leaders to



D.C. Bar members benefit from networking and educational programming that connect them to others in the legal community.

teach CLE classes, host Communities panels, and serve on committees and task forces, among other opportunities to engage and contribute.

In response to actual or potential displacement of attorneys employed by government agencies, the Lawyer Well-Being Community addressed professional and personal wellness concerns by conducting programming on anxiety and stress management. In partnership with the Lawyer Assistance Program, the Lawyer Well-Being Community hosted the annual Well-Being Summit, an all-day event to help lawyers navigate stress, emotional fatigue, and career-related challenges.

The Early Career Lawyers Community, now in its second year, showed robust growth, counting more than 900 members. The group's second annual joint program with D.C. Superior Court and the D.C. Bar Pro Bono Center gave members a unique opportunity to learn more about pro bono and volunteer opportunities available in the District. The group's additional programming

included sessions on building resilience, contending with unexpected career changes, and networking.

The Health Law Community cosponsored a program to help members transition skills from one area of law or practice setting to another, and the Corporation, Finance and Securities Law Community held an event focused on the regulation of AI in financial services.

The Bar's annual Tax Conference remains one of the greatest opportunities for tax practitioners to network with colleagues and receive updates on changes in this notoriously complex area of law. Drawing nearly 500 attendees, the 2025 conference featured 30 general and breakout sessions covering developments in international, corporate, and individual taxation, such as the expiration of key provisions of the 2017 Tax Cuts and Jobs Act, the Inflation Reduction Act, AI in taxation, private foundation excise taxes, and more.

EXPANDING OUTSIDE ENGAGEMENT

Many of the Bar's initiatives over the past year sought to strengthen the organization's connections with the broader legal community and the public.

Exemplifying the Bar's longstanding partnership with the D.C. Courts was the Judicial and Bar Conference in April that drew nearly 500 attendees for deep dives into the

challenges and opportunities shaping the legal profession, and the 26th annual Melvin R. Wright Youth Law Fair in May, a unique opportunity for secondary students from the greater Washington, D.C., area to visit D.C. Superior Court and learn about the law and the justice system. Advancing the D.C. Courts' advocacy efforts, the Bar's Executive Office assisted in drafting letters urging the U.S. Senate to act on pending judicial nominations for D.C. Court of Appeals and D.C. Superior Court vacancies.



The D.C. Bar invests in training lawyers for practice excellence as well as in educating future lawyers about the justice system.

The CLE Program continued its robust collaborations with outside organizations and government agencies. In September 2024 it supported the National Trust for Historic Preservation’s annual law conference that attracted 107 remote attendees and 99 in-person participants. In October the CLE Program hosted nearly 150 lawyers from all over the world for the two-day, in-person International Conference on Legislation and Law, presented by the Federal Bar Association.

Collaborating once more with the TEGE Exempt Organizations Council, the Bar drew 460 participants to a November 2024 CLE on the latest statutory, regulatory, and judicial developments impacting tax-exempt entities. Finally, the CLE Program partnered with the American College of Legal Medicine for the latter’s annual Health Law and Legal Medicine Conference in February 2025.

In March the Bar hosted the Voluntary Bar Fair and Networking Event, which brought together representatives of local voluntary bar associations as well as D.C. Bar staff to share information about membership, programs, and upcoming events.

The Bar also strengthened connections outside the District, becoming a member of the Southern Conference of Bar Presidents and engaging in discussions with the Law Society of England and Wales regarding best practices for bar association elections.



The Bar’s 23 Communities as well as gatherings year-round provide attorneys opportunities to lead and serve.



The Marketing and Communications Department continued its multi-year project to drive member engagement and promote the Bar’s programs, resources, and benefits. Following an extensive assessment of member needs and current communications channels by staff and an outside agency, the department began implementing a new brand and marketing strategy, to be followed by the rollout of a fully redesigned website by the end of 2025.

MAKING ACCESS TO JUSTICE A REALITY FOR ALL

The D.C. Bar Pro Bono Center continues to be an important point of contact for thousands of District residents seeking legal assistance. Clinic programs saw dramatic increases in the number of clients in need of help. In response, the Pro Bono Center trained 923 volunteer attorneys.

In the past year, the Pro Bono Center leveraged emerging technology to facilitate community outreach. In partnership with the D.C. Courts and the technology company Youtopian, the center launched virtualdccourts.org, an interactive, 360-degree immersive tour of D.C. Superior Court to help demystify court facilities and processes for attorneys and clients alike.

The Pro Bono Center’s quarterly Immigration Legal Advice & Referral Clinic saw an 83 percent increase in clients served. The clinic introduced a number of new initiatives, including Know Your Rights sessions, onsite resources for trafficking victims, a volunteer interpreter/translator program, and targeted communications to communities previously underrepresented at the clinic.




The D.C. Bar Pro Bono Center delivers critical legal services made possible by the hundreds of attorneys who staff clinics and resource centers.

with area nonprofits. For example, the Family Law Assistance Network — a joint project with the DC Affordable Law Firm and Legal Aid DC — made 551 referrals to the Pro Bono Center, where two attorneys served 407 families.

As a result of a rise in eviction filings in the District, the Landlord Tenant Resource Center at D.C. Superior Court served 41 percent more clients over the previous year, and the Landlord Tenant Legal Assistance Network had a 4 percent increase in intake calls.

The full-representation Advocacy & Justice Clinic received 10 percent more cases over the previous year and created a public benefits attorney position to expand services. The Advice & Referral Clinic recorded a 270 percent increase in clients, many of whom had housing and employment law issues, and the Legal Information Help Line saw a 27 percent increase in calls.

Many efforts to address the unmet legal needs of District residents involved the Pro Bono Center's partnerships

The Pro Bono Center is supported entirely by the generosity of D.C. Bar members, law firms, and foundations. In the past year the center received an almost \$450,000 increase in funding, making it possible to deliver critical legal services to thousands of individuals, and thus transforming lives and helping nonprofit organizations and small businesses thrive. At the heart of all these efforts are the hundreds of attorneys who, year after year, donate either time or money to make access to justice a reality for our most vulnerable neighbors. 

Images in this report courtesy of Patrice Gilbert Photography, Jati Lindsay, and D.C. Bar staff.

PRO BONO CENTER AT A GLANCE

Clinics

Advocacy & Justice Clinic: **192** clients
 Advice & Referral Clinic: **706** clients
 Bankruptcy Clinic: **34** cases
 Future Planning & Probate Program: **135** individuals
 Immigration Legal Advice & Referral Clinic: **486** clients

Nonprofits & Small Businesses

1,200 nonprofits assisted
600 small businesses served
1,100 business owners and volunteers trained

Superior Court-Based Programs

Consumer Law Resource Center: **253** customers
 Family Law Assistance Network: **407** clients
 Landlord Tenant Resource Center: **1,500** customers
 Probate Legal Assistance Network: **96** customers


Pro Bono Center

D.C. BAR BY THE NUMBERS

Member Services

- Responded to **13,500** tickets during calendar year 2024
- Achieved satisfaction rating of over **93%**
- Added **15+** new firms to the renewal billing program
- Secured a deal to offer Smokeball Bill software for **FREE** to members
- Offered all four AffiniPay brands as member benefits
- Added cyber liability coverage to the current liability insurance program

Clients' Security Fund

- **11** claims decided, with **10** approved for reimbursement
- **\$94,494** reimbursed to claimants
- **\$47,700** received in attorney restitution

Statistics through March 31, 2025

Attorney/Client Arbitration Board

- **16** cases opened, **23** concluded
- **17** arbitration awards resolving **\$1,307,136** in disputed legal fees

Statistics through March 31, 2025

Legal Ethics Program

- **2,300+** Legal Ethics Helpline calls
- **25** ethics-related training sessions and panels
- In light of *In re Alexei*, the Rules of Professional Conduct Review Committee revised its March 2023 report proposing changes to Rule 1.15(e) and Comments
- Publicized the D.C. Court of Appeals' adoption of amendments to Rules 1.1, 1.6, 3.8, 4.4, and 5.3, as largely proposed by the Rules of Professional Conduct Review Committee

Practice Management Advisory Service

- Conducted **138** practice assessments
- Engaged in **1,632** email/phone consultations
- Delivered **44** educational programs

Lawyer Assistance Program

- **686** individual client sessions
- **165** consultations
- **82** new client intakes
- **66** support group sessions

Statistics through March 31, 2025

Continuing Legal Education

- **150+** nationally accredited courses in **25+** practice areas
- **6,000** attendees in live webinars and in-person courses
- **4.7** (out of 5) average course rating
- **2,750** members enrolled in special 15-credit-hour CLE Passport

The District of Columbia Bar

Statements of Activities and Financial Position

Years Ended June 2024 and 2023

REVENUE	2024	2023
Membership License Fees	\$34,466,996	\$33,123,908
Communities Dues	1,511,865	1,174,921
In-Kind Contributions	2,190,449	2,222,691
Admission and Registration	545,443	609,395
Investment Income	2,353,541	1,571,635
Other Fees and Services	4,428,478	4,705,323
Total Revenue	\$45,496,772	\$43,407,873

EXPENSE

Program Services

Board on Professional Responsibility	\$11,339,245	\$10,559,259
Regulation Counsel	4,373,901	4,369,529
Continuing Legal Education	2,157,820	2,045,747
Communications	2,629,593	2,930,518
Communities	1,635,003	1,486,318
Annual Meeting and Judicial Reception	450,271	716,375
Clients' Security Fund Activities	59,286	117,766
Total Program Services	\$22,645,119	\$22,225,512

Supporting Services

Administration and Finance	\$17,959,785	\$17,065,061
Executive Office	2,177,398	1,871,136
Total Supporting Services	20,137,183	18,936,197
Total Expense	\$42,782,302	\$41,161,709

Change in Net Assets Before Other Activity	2,714,470	2,246,164
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Net Gain (Loss) on Fair Value of Interest Rate Swap Agreements	1,469,174	2,595,481
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CHANGE IN NET ASSETS	\$4,183,644	\$4,841,645
Net Assets – Beginning of Year	33,295,496	28,453,851
Net Assets – End of Year	\$37,479,140	\$33,295,496

ASSETS	2024	2023
Cash and Cash Equivalents	\$8,821,556	\$19,651,390
Restricted Cash – Clients' Security Fund	1,206,868	1,250,000
Investments	32,177,590	16,169,930
Other Assets	3,977,707	5,351,397
Interest Rate Swap	4,190,653	2,721,479
Property and Equipment	69,670,078	70,879,765
Total Assets	\$120,044,452	\$116,023,961

LIABILITIES AND NET ASSETS

Liabilities

Accounts Payable and Accrued Expenses	\$5,844,220	\$5,917,410
Amount Due to Affiliate	2,029,510	3,549,627
Deferred Revenue	26,326,082	23,998,928
Loans Payable	48,365,500	49,262,500
Total Liabilities	\$82,565,312	\$82,728,465

Net Assets

Undesignated	\$3,984,525	\$4,083,159
Board Designated		
Mandatory License Fee Purpose	28,732,800	25,030,162
Communities	2,071,095	1,784,551
Clients' Security Trust Fund	1,252,778	1,250,000
Continuing Legal Education	1,437,942	1,147,624
Total Net Assets	\$37,479,140	\$33,295,496

Total Liabilities and Net Assets	\$120,044,452	\$116,023,961
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D.C. Bar Board of Governors 2024–2025

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Diane A. Seltzer
The Seltzer Law Firm

Belinda Edwards Taylor
Nonprofit Staff Attorney

Courtney L. Weiner
Law Office of Courtney Weiner PLLC

D.C. Bar Committees and Task Forces

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Sonia Shukla, *Vice Chair*

Audit

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Budget

Sadina Montani, *Chair*

Communities

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Vice Chair (Vacant)

Continuing Legal Education

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Scott Bernstein, *Vice Chair*

Executive

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Christopher Glaser, *Chair*

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Legal Ethics

Daniel Schumack, *Chair*
Eric Yaffe, *Vice Chair*

Nominations

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Natalie Walker, *Vice Chair*

Rules of Professional Conduct Review

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D.C. Bar Communities

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Don Resnikoff, *Co-Chair*

Arts, Entertainment, Media and Sports Law

Grayson Clary, *Co-Chair*
Chelsea Kelly, *Co-Chair*

Corporation, Finance and Securities Law

William Nelson, *Chair*
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Roderick Thomas, *Co-Chair*

District of Columbia Affairs

Austin Ownbey, *Co-Chair*
Angela Parson, *Co-Chair*

Early Career Lawyers

Quiana Harris, *Co-Chair*
Emily Lagan, *Co-Chair*

Environment, Energy and Natural Resources

Lisa Hamilton, *Co-Chair*
Abhi-Shék Jain, *Co-Chair*

Estates, Trusts and Probate Law

Maureen Conly, *Co-Chair*
Judith del Cuadro-Zimmerman,
Co-Chair

Family Law

Erin Kopelman, *Co-Chair*
Elizabeth Selmo, *Co-Chair*

Government Contracts

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Health Law

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Excellence in Practice.
Excellence in Service.