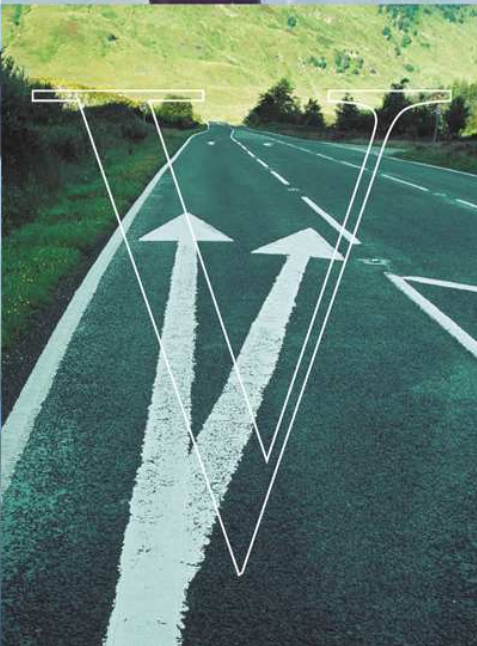
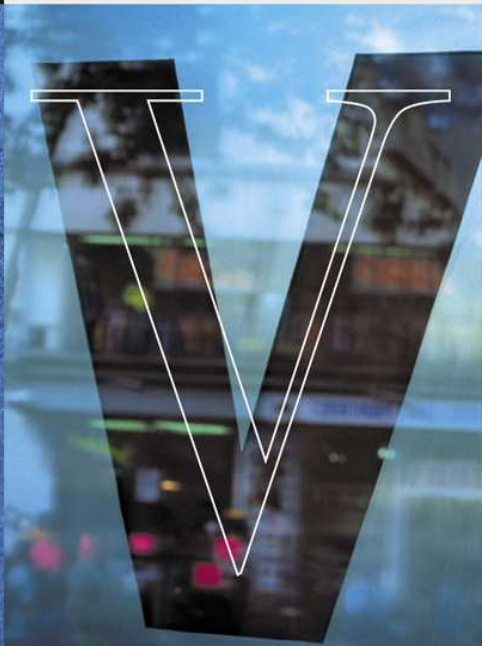
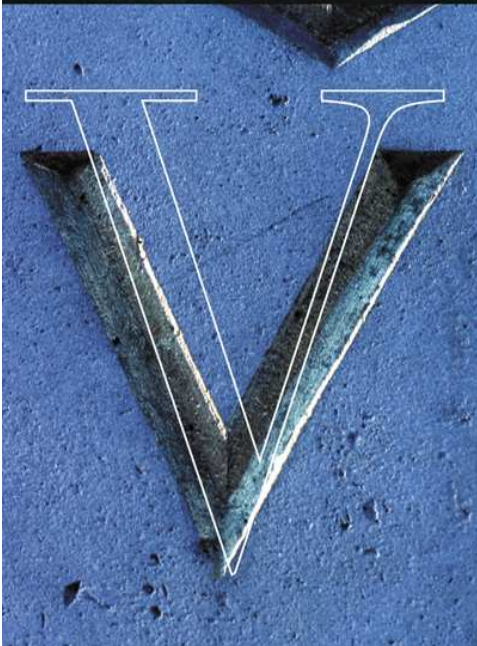
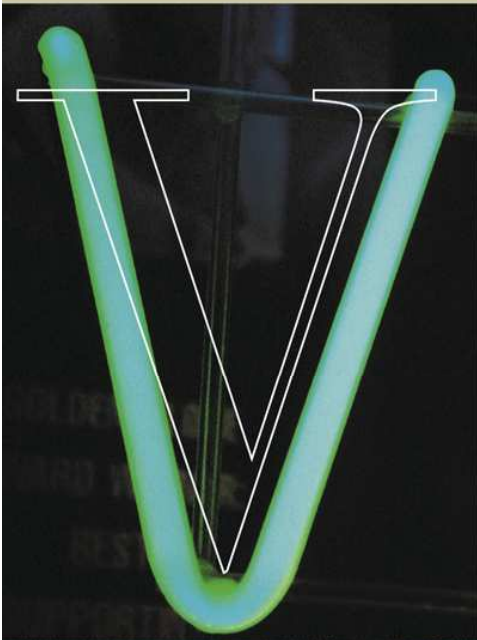
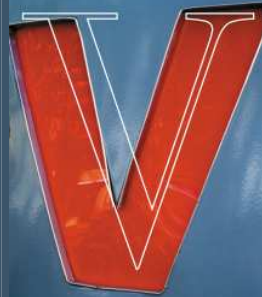


# VENABLE<sup>®</sup>LLP

nonprofit  
organizations and  
associations





**VENABLE SNAPSHOT**

- Nearly 600 lawyers nationally
- .....
- Top 100 nationally
- American Lawyer* 2010
- .....
- Top 10 in Washington, DC
- Washington Business Journal* 2010
- .....
- Counsel to 40 of the Fortune 100

**NONPROFIT QUICK FACTS**

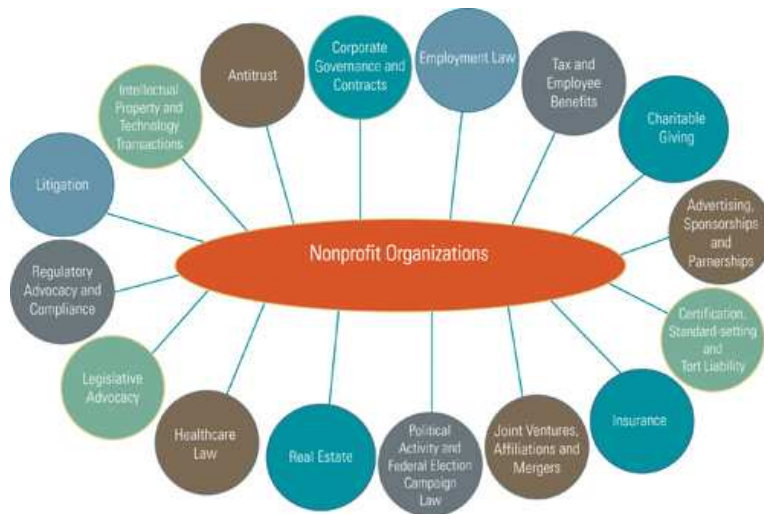
- More than 40 attorneys focused on nonprofit issues, including former government counsel with the
  - IRS Chief Counsel’s Office
  - Joint Committee on Taxation
  - Senate Finance Committee
  - U.S. Department of Justice, Tax Division
- .....
- The American Bar Association’s *Outstanding Nonprofit Lawyer of the Year*
- .....
- Ranked as a Tier 1 firm in Nonprofit/Charities law by *U.S. News & World Report/Best Lawyers*
- .....
- Author of the *Association Tax Compliance Guide*, published by the American Society of Association Executives
- .....
- Former legal counsel at the American Society of Association Executives
- .....
- Attorneys recognized by *The Best Lawyers in America* for nonprofits/charities law
- .....
- Exclusive Sponsor of the Association of Corporate Counsel’s Nonprofit Organizations Committee

**NONPROFIT ORGANIZATIONS AND ASSOCIATIONS**  
attorneys who are part of your world

With more than 600 nonprofit clients nationwide, Venable has the largest concentration of attorneys in the country providing counseling and advocacy for charities, hospitals, schools, foundations, trade associations, professional societies, advocacy groups and other nonprofit organizations.

Our clients—ranging from some of the nation’s largest philanthropic charities to a “who’s who” of trade and professional associations—call on us for assistance in matters of general nonprofit law and in matters unique to their industries, professions, causes or issues.

**WE UNDERSTAND WHAT MAKES NONPROFITS DIFFERENT**



**The Venable advantage: deep experience with nonprofit legal issues.**

As a result of our extensive experience in representing nonprofit organizations, virtually no legal issue or problem is new to us.

Experience with the most common and the most unusual issues enables us to provide precise answers and workable solutions with a legal style marked by ingenuity and pragmatic judgment.

**Legal experience, reinforced by personal experience.**

Our understanding of the nature and business of nonprofits—derived not only from our legal practice but from our deeply rooted participation in the nonprofit community—enables us to offer broader and more useful counseling that recognizes the practical management, political

## PRACTICE FOCUS

Advertising and sponsorships  
Corporate governance and contracts  
Tax and employee benefits  
Charitable giving  
Employment law  
Joint ventures, affiliations and mergers  
Antitrust  
Certification and standard-setting  
Tort liability  
Intellectual property and technology transactions  
Political activity and federal election campaign law  
Legislative advocacy  
Regulatory advocacy and compliance  
Litigation  
Insurance  
Real estate  
Advertising and sponsorships

## CLIENT FOCUS

Charities and foundations  
Trade associations  
Professional societies  
Advocacy groups  
Hospitals  
Schools, colleges and universities

and business considerations involved in the issues faced by nonprofits.

Our attorneys contribute to the nonprofit community in many ways, including giving speeches, writing articles, serving on boards and committees and offering their time and resources to numerous nonprofit events and initiatives. For example, we give dozens of presentations a year to nonprofit executives and regularly publish articles on nonprofit legal issues (see [www.Venable.com/Nonprofits/Publications](http://www.Venable.com/Nonprofits/Publications), [www.Venable.com/Nonprofits/Events](http://www.Venable.com/Nonprofits/Events) and [www.Venable.com/Nonprofits/Recordings](http://www.Venable.com/Nonprofits/Recordings)).

### You won't hear "no" for an answer.

Instead of simply saying, "No, you can't do that," we pride ourselves on our ability to find innovative solutions to the seemingly most intractable problems and challenges facing our clients.

### Seasoned attorneys who have walked in your shoes.

Venable maintains a core team of approximately 20 attorneys who concentrate exclusively on the legal needs of nonprofit organizations. This team works day-in and day-out addressing the legal issues of nonprofit clients. They are leaders at what they do, with comprehensive resumes of credentials and achievements in their respective areas of concentration.

The team has several attorneys who previously worked in-house at nonprofits. This wide-ranging in-house experience has proven invaluable in understanding and relating to the unique needs of our clients. As individuals and as a team, we provide the responsive, efficient service needed by the nonprofit community.

Additionally, Venable operates the Venable Foundation, its own charitable vehicle to promote the health and well-being of the communities where Venable's clients and attorneys work and live. As such, we are more than just attorneys—we are partners with our clients in bettering our cities and communities.

### Integrated legal services that bring a deep bench and a one-stop-shop to the full range of nonprofit legal challenges.

While members of our nonprofit team spend all of their time addressing the legal issues affecting nonprofit clients, our practice is much broader than that. We are fully integrated with the rest of our firm and frequently draw on the knowledge and experience of hundreds of Venable attorneys in every office of the firm. This carefully-selected network of attorneys not only brings an unmatched wealth of experience in areas such as those listed below (and many others), but it also brings an understanding of how these other areas of law apply to the unique characteristics of nonprofits, due to the frequency with which these attorneys work with our nonprofit clients.

Our clients frequently remark about how much they appreciate Venable's ability to serve as a "one-stop-shop" for all of their legal needs. Our deep "bench" in virtually every legal area and issue affecting nonprofits enables us to tap into the experience required to deal with the most complex and nuanced legal challenges. Venable's various attorneys throughout the firm—coupled with our core nonprofit practitioners—form a powerful team that works seamlessly to provide our nonprofit clients with everything they could need or want from a law firm, in a manner that is both cost-efficient and effective.

# VENABLE<sup>®</sup>LLP



## our experience

### OUR CLIENTS

AARP  
Abidi Foundation  
Abilities Network  
ACA International  
Academic Health Centers' Clinical Research Forum  
Academy of Managed Care Pharmacy  
Academy of Radiology Research  
Adhesives and Sealants Council  
Advertising Mail Marketing Association  
Advertising Specialty Institute  
Affordable Mail Alliance  
AGA Foundation for Digestive Health and Nutrition  
Agricultural Retailers Association  
Air Conditioning Contractors of America  
Air Transport Association of America  
Aircraft Owners & Pilots Association  
Alaska Federation of Natives  
Alcoholic Beverage Medical Research Foundation  
Alexander Graham Bell Association for the Deaf and Hard of Hearing  
All Hazards Consortium  
Alliance for Employee Benefit Companies  
Alliance for Online Advertising  
Alliance of Automobile Manufacturers  
Alliance of Women in Media Foundation  
Amazon Conservation Team  
America's Health Insurance Plans  
American Academy of Actuaries  
American Academy of Audiology  
American Academy of Craniofacial Pain  
American Academy of Neurology  
American Academy of Optometry  
American Academy of Physician Assistants  
American Animal Hospital Association  
American Association for Homecare  
American Association for Medical Transcription  
American Association for the Advancement of Science  
American Association of Attorney-Certified Public Accountants  
American Association of Colleges for Teachers of Education  
American Association of Credit Union Leagues  
American Association of Health Plans  
American Association of Museums  
American Association of Port Authorities  
American Association of Retired Persons  
American Bankers Association  
American Benefits Council  
American Brachytherapy Society  
American Chamber of Commerce Executives  
American Chemistry Council  
American Coalition for Clean Coal Electricity  
American Coatings Association  
American College for Advancement in Medicine  
American College of Emergency Physicians  
American College of Health Care Administrators  
American College of Oral and Maxillofacial

### INTEGRATED LEGAL SERVICES

Below are highlights of some of the key areas and issues on which our nonprofit practice places its focus:

#### Corporate governance.

We advise nonprofit clients on a full range of governance-related matters, including:

- articles of incorporation and bylaws;
- policies and procedures;
- conflicts of interest and fiduciary duties;
- codes of ethics and enforcement procedures;
- private inurement and private benefit;
- parliamentary procedure;
- membership standards;
- record-retention policies and practices;
- structural and legal relationships among foundations, taxable subsidiaries, chapters, affiliated federations and other industry organizations; and
- leadership, management and oversight structures.

For example, we helped the National Retail Federation develop a new conflicts of interest policy and disclosure process for its board of directors, we worked with the American Academy of Physician Assistants to shift the allocation of decision-making responsibilities from its House of Delegates to its board of directors, and we assisted the United Way of the National Capital Area, the International Municipal Signal Association, America's Community Bankers and the Building Industry Association of Southern California in overhauling and instituting new governance structures and procedures.

We also regularly attend our clients' board, executive committee, membership and other meetings as needed.

#### Contract services.

Contracts are a core aspect of any nonprofit counseling practice. That's why it's not surprising that there is rarely a type of contract for which we do not have a model form and hundreds of samples to draw upon, or that we have not previously drafted, negotiated, revised and, if necessary, litigated or arbitrated. In fact, because we have previously negotiated contracts with most of the leading vendors and facilities that provide products and services to nonprofits, we are able to bring a wealth of inside experience to each transaction in a way that few, if any, law firms can. This has proven to be of enormous value to our nonprofit clients, from the National Athletic Trainers' Association to the National Association of Music Merchants to the American Association of Homes and Services for the Aging.

We also know how to resolve disputes about contracts. From our extensive work with meeting, trade show and hotel and convention center contracts, to chapter affiliation agreements, to endorsement and sponsorship agreements, to software licensing and web-hosting contracts, to much else, we bring a very experienced - and practical - perspective to the resolution of contractual issues. Our attorneys are seasoned contract negotiators who are deeply valued by, and deliver consistent results for, our clients.

#### Tax and employee benefits.

We provide support and legal guidance with respect to every major tax and benefit issue

#### Surgeons

American College of Radiology  
American Conference for the Treatment of HIV  
American Council of Engineering Companies  
American Council of Life Insurers  
American Dental Association  
American Dental Education Association  
American Dietetic Association  
American Federation of Television and Radio Artists  
American Floral Endowment  
American Forest and Paper Association  
American Fraternal Alliance  
American Friends of Bucerius Law School  
American Health Care Association  
American Health Information Community Successor  
American Hospital Association  
American Hotel and Lodging Association  
American Immigration Lawyers Association  
American Institute of Architects  
American Institutes of Research  
American Insurance Association  
American Iron and Steel Institute  
American Land Title Association  
American Logistics Association  
American Lumber Standards Committee  
American Management Association  
American Management Association International  
American Medical Association  
American Mensa  
American Moving and Storage Association  
American Occupational Therapy Association  
American Orthotic and Prosthetic Association  
American Psychiatric Nurses Association  
American Public Gas Association  
American Red Cross  
American Resort Development Association  
American Securitization Forum  
American Silencer Association  
American Society for Colposcopy and Cervical Pathology  
American Society for Microbiology  
American Society for Parenteral and Enteral Nutrition  
American Society for Quality  
American Society for Training and Development  
American Society of Anesthesiologists  
American Society of Botanical Artists  
American Society of Breast Surgeons  
American Society of Civil Engineers  
American Society of Clinical Oncology  
American Society of Dentist Anesthesiologists  
American Society of Electroneurodiagnostic Technologists  
American Sportfishing Association  
American Staffing Association  
American String Teachers Association  
American Subcontractors Association  
American Traffic Safety Services Association  
American Trucking Associations  
American Urogynecologic Society  
Anna Emory Warfield Foundation  
Anne Arundel Medical Center  
The Annie E. Casey Foundation  
Anteon Foundation  
Aplastic Anemia Foundation of America  
Arbutus Volunteer Fire Company  
Archer Stables Equestrian Club  
Architectural Woodwork Institute  
Armed Forces Marketing Council  
ASAE & The Center for Association Leadership  
Asian Relief  
Asphalt Institute  
Associated Black Charities  
Associated Builders & Contractors, Inc.  
Association for Community Affiliated Plans  
Association for Education and Rehabilitation of

affecting nonprofits, including, among others:

- recognition of tax-exempt status;
- defense of IRS and state tax audits (we have recently handled more than 65 IRS audits of tax-exempt organizations);
- Form 990 reporting and disclosure;
- establishing and managing relationships with subsidiaries and affiliates;
- unrelated business income tax planning and restructuring;
- employee benefits;
- retirement and deferred compensation plans;
- executive compensation planning;
- private inurement and private benefit issues;
- charitable solicitation, substantiation and registration requirements;
- public disclosure requirements;
- tax-exempt bond financing;
- charitable planned giving and bequests;
- lobbying limitations, tracking and reporting;
- sales and use taxation and exemptions; and
- special tax rules applying to private foundations.

We have extensive experience working with the related foundations and other tax-exempt and taxable affiliates and subsidiaries of trade and professional associations. Our work in this area includes incorporating related foundations and qualifying them for tax exemption and public charity status, counseling them on how to protect that status and avoiding impermissible private benefit, helping to define the allowable separation of responsibilities, programs and activities between the association and affiliate, structuring the appropriate corporate governance balance between the association and affiliate, and defining and drafting the contractual relationship (with respect to shared staff, office space, office services, and the like) between the two. We also have represented a number of associations and their affiliates and subsidiaries in connection with IRS audits in recent years, and that experience has been invaluable in learning what the IRS' priorities and concerns are in this unique area of the law.

In the areas of tax controversy and tax policy, Venable is ripe with seasoned practitioners – attorneys formerly with the IRS Office of Chief Counsel and the Joint Committee on Taxation, as well as a former tax counsel for the Senate Finance Committee and the Joint Committee on Taxation and a former trial attorney for the U.S. Department of Justice, Tax Division. This bench strength has proven to be tremendously helpful in navigating the intersection of tax policy and enforcement, legislation and regulation. We have extensive experience in every aspect of tax controversy work – from IRS audits to IRS appeals to litigating tax cases in court – and have had a large number of notable successes in this area.

In the area of employee benefits, retirement plans, and executive compensation planning, Venable's Employee Benefits and Executive Compensation Group has particularly deep knowledge about the specialized—and often arcane—rules that apply to the retirement and compensation plans sponsored by nonprofit organizations. Not only do we work closely with our clients to ensure that their retirement programs meet all compliance requirements, but we also partner with our clients and their consultants to help them evaluate whether they should migrate from traditional retirement programs to more contemporary solutions. Of added value, we also structure deferred compensation plans and other innovative programs that are designed to supplement retirement savings so that nonprofit organizations can attract and retain their key employees.

#### Employment law.

Venable's labor and employment attorneys provide counsel in every aspect of employment law as it applies to nonprofit organizations, including:

- employment policies and agreements;
- employee benefits;
- litigation in federal and state EEO agencies and in court;
- mediation, arbitration and other forms of alternative dispute resolution;

the Blind and Visually Impaired  
 Association for Educational Publishers  
 Association for Healthcare Documentation Integrity  
 Association for Healthcare Philanthropy  
 Association for International Practical Training  
 Association for Management and Operations of Transportation Infrastructure Assets  
 Association for Postal Commerce  
 Association for Supervision and Curriculum Development  
 Association for the Advancement of Medical Instrumentation  
 Association for Women in Science  
 Association of Baltimore Area Grantmakers  
 Association of Certified Anti-Money Laundering Specialists  
 Association of Change Management Professionals  
 Association of College Unions International  
 Association of Corporate Counsel  
 Association of Food Industries  
 Association of Osteopathic State Executive Directors  
 Association of Private Sector Colleges and Universities  
 Association of Real Estate License Law Officials  
 Association of Small Business Development Centers  
 Association of State and Provincial Psychology Boards  
 Association of State and Territorial Health Officials  
 Association of University Research Park  
 Association of Vascular and Interventional Radiographers  
 Atlantic & Pacific Exchange  
 Auditory-Verbal International  
 Authors Coalition of America  
 Automation Forum  
 Automotive Aftermarket Industry Association  
 Automotive Warranty and Service Contract Association  
 Baltimore Community Foundation  
 Baltimore County Volunteer Fire Departments  
 Baltimore Ravens Foundation for Families  
 Baltimore Reads  
 Baltimore Rh Typing Lab  
 Baltimore School for the Arts  
 Bank of America Charitable Foundation  
 Bearman Foundation  
 Ben-Dov Foundation  
 Besche Foundation  
 Bicycle Council  
 Bicycle Products Suppliers Association  
 Bill & Melinda Gates Foundation  
 Biotechnology Industry Association  
 Bladensburg Volunteer Fire Department  
 Boat Owners Association of the United States  
 Boring Volunteer Fire Company  
 Bowling Proprietors Association of America  
 Brazelton Foundation  
 Brookings Institution  
 Bryn Mawr School  
 Building Industry Association of Southern California  
 California Dental Association  
 California Hospital Association  
 Campbell Foundation  
 Cancer Research Foundation of America  
 Carbon War Room  
 Cardiology Advocacy Alliance  
 Casey Trees Endowment Fund  
 Cellular Telecommunications and Internet Association  
 Center for American Nurses  
 Center for Aquatic Life & Conservation  
 Center for Clean Air Policy

- age, race, sex, disability and other discrimination claims;
- sexual harassment allegations and investigations;
- affirmative action planning;
- employment class actions;
- hiring, firing and promotion concerns;
- overtime rules;
- executive contracts and compensation;
- privacy concerns;
- defamation claims;
- disputes with unions; and
- occupational health and safety matters.

We regularly work with clients from the American Association of Museums to Money Management International to the Public Relations Society of America to the National Retail Federation in this regard.

### Joint ventures, affiliations and mergers.

We have guided and negotiated dozens of complex, high-profile nonprofit mergers, consolidations, asset transfers and dissolutions and strategic alliances. For instance, we played key roles in the mergers of the American Society of Association Executives and the Greater Washington Society of Association Executives & The Center for Association Leadership; the American Bankers Association and America's Community Bankers; and the American Electronics Association and the Information Technology Association of America.

From the acquisition of assets, to the restructuring of organizations, to the formation of partnerships, joint ventures and limited liability corporations (LLCs), we have deep experience in every legal and tax aspect of nonprofit and for-profit corporate transactions. For instance, we have provided extensive counsel to the American Association of Homes and Services for the Aging, the American Society for Training and Development, the Council for Biotechnology Information and the American College of Radiology in this area.

In nonprofit mergers and consolidations, Venable's experience runs the gamut from strategic advice and planning to due diligence to complex regulatory approval.

In connection with nonprofit joint ventures with for-profit companies, we have a nuanced understanding of the complex tax-exemption rules and risks.

We also frequently assist clients with the establishment and management of both nonprofit and for-profit subsidiaries. For instance, we have worked for years with the National Association of Chain Drug Stores on the creation and maintenance of numerous subsidiaries and affiliates.

We advise clients on the intellectual property, tax, liability allocation and other aspects of partnerships, joint ventures, affinity relationships, endorsements and sponsorships with both nonprofit and for-profit entities. We have worked with groups ranging from The Nature Conservancy to American Mensa to the American College of Health Care Administrators in this regard.

### Antitrust.

Given the interaction of competitors at association meetings and the vigilance of antitrust authorities regarding potential abuses of association programs and activities, antitrust is an essential element of our work for trade associations.

Venable attorneys have counseled hundreds of trade associations on antitrust compliance and helped defend them from antitrust investigations and claims. For example, we have:

- drafted antitrust compliance manuals for organizations such as the U.S. Telecom Association and the National Telecommunications Cooperative Association;
- counseled the Entertainment Software Association, the Automotive Warranty and Service Contract Association and the Independent Insurance Agents and Brokers of America on the antitrust risks posed by new ventures and activities;
- advised hundreds of clients on the lawful structuring of salary surveys, the collection of price and cost data and other information exchanges, group purchasing programs, joint marketing, advertising and public relations campaigns, membership restrictions, trade show and advertising restrictions, certification and accreditation programs, standard-setting and numerous other association programs and activities that pose anti-competitive

Center for Public Integrity  
 Change the Equation  
 Charitable Gaming Association  
 Charitable Marine Society of Baltimore  
 Chesapeake Health Plan Foundation  
 Chestnut Ridge Volunteer Fire Company  
 Chicago Area Bicycle Dealers Association  
 Child Welfare League of America  
 Children's Guild  
 Chiropractic Education Organization  
 Citizens Against Open Bay Dumping  
 Citizens Care & Rehabilitation Center  
 Citizens Climate Lobby  
 City of Rockville  
 Classroom Publications Association  
 Coalition for Dietary Supplements  
 Coalition for Employment Through Exports  
 Coalition for Imaging and Bioengineering Research  
 Coalition for Patent and Trademark Information Dissemination  
 The College Board  
 College of Healthcare Information Management Executives  
 Combined Health Agencies of Maryland  
 Commercial Real Estate Finance Council  
 Commission on Accreditation of Healthcare Management  
 Community Health Charities of America  
 Competitive Telecommunications Association  
 Composite Lumber Manufacturers Association  
 Composite Panel Association  
 Conference of State Bank Supervisors  
 Congressional Country Club  
 Congressional Fire Services Institute  
 Construction Financial Management Association  
 Consultative Group on International Agricultural Research  
 Consumer Data Trade Association  
 Cool Roof Rating Council  
 Coppin University Foundation  
 Corporate Crisis Response Officers Association  
 Council for Biotechnology Information  
 Council of State Community Development Agencies  
 Council on Foundations  
 Council on Social Work Education  
 Cranial Academy  
 Creative Coalition  
 CredAbility  
 CropLife America  
 Cruise Industry Charitable Foundation  
 Cruise Lines International Association  
 CureSearch for Children's Cancer  
 Custom Builders of Northern Virginia  
 Design-Build Institute of America  
 DC Automotive Careers Foundation  
 Dietary Supplement Manufacturing and Marketers Association  
 Diocese of Brooklyn  
 Direct Marketing Association  
 Distributed Power Coalition of America  
 Doctor's Hospital  
 Eastern Equipment Dealers Association  
 Edison Electric Institute  
 Education Research Foundation  
 Eierman Foundation  
 Electrical Safety Foundation International  
 Electronic Retailing Association  
 Electronic Security Association  
 Emissions Control Technology Association  
 Employees Council on Flexible Compensation  
 Energy Institute  
 Engineering and Construction Risk Institute  
 Engineering Society of Baltimore  
 Enterprise Foundation  
 Entertainment Software Association  
 Episcopal Diocese

risk; and

- long been involved with the American National Standards Institute process.

We also regularly handle large-scale civil and criminal antitrust investigations and litigation for clients nationwide.

With a wealth of antitrust experience—from former federal antitrust enforcement officials to seasoned antitrust litigators—Venable has one of the largest association antitrust practices in the nation.

### Certification and standard-setting.

Venable has extensive experience in standard-setting, certification and accreditation matters. Examples of our work include:

- serving as ethics counsel for the member ethics enforcement program of the Project Management Institute;
- overturning a promulgated standard on American National Standards Institute (ANSI) procedural grounds for a consortium of associations led by the Roof Coatings Manufacturers Association;
- advising the Association of Clinical Research Professionals on the overhaul of its membership code of ethics;
- developing a professional certification program for the Construction Financial Management Association, now operated by an affiliated entity we created;
- advising the Composite Panel Association on voluntary ANSI standards involving formaldehyde emissions and the America Lumber Standard Committee in its oversight of lumber grading in the United States and Canada;
- assisting the American Society for Training and Development with the creation of a program to certify e-learning software, followed by the creation of a professional certification program;
- advising the American Society of Civil Engineers on its member ethics program;
- preparing enforcement procedures for the new mandatory safety and environmental standards promulgated by the International Council of Cruise Lines;
- counseling the Information Technology Industry Council on all aspects of its consensus standards-making process; and
- advising the Tire Industry Association, the Air Conditioning Contractors of America, the Recreational Vehicle Dealers Association and the National Propane Gas Association on technician-certification programs.

### Tort liability counsel.

Our counsel on certification programs and standard-setting extends beyond the realm of antitrust into tort liability, defamation, due process, Americans with Disabilities Act compliance and the taxation of certification program income. Our attorneys have handled numerous cases involving conspiracy allegations against trade associations regarding product liability claims against industry products.

In addition, the risk of tort liability plays a particularly significant role in the advice we give to clients in areas ranging from online job banks and referral programs to endorsements, technical manuals, training programs and consulting services. For instance, we regularly review association-sponsored industry advertising for claim substantiation and other legal risks. Venable attorneys have been innovative and successful in helping trade associations minimize the tort and antitrust liability risks of their membership, certification, standard-setting and related programs.

### Intellectual property.

We represent clients in all aspects of intellectual property law, including patents, technology licensing and transactions, trademark, copyrights, trade secrets and antitrust and unfair competition.

More than 60 Venable attorneys advise nonprofit clients on intellectual property law and address the unique issues that nonprofits face, such as:

- the role directors, committee members and volunteer authors and speakers play in the creation of copyrightable works;

EPS Molders Association  
 Estuarine Research Federation  
 Executive Leadership Council  
 Fabretto Children's Foundation  
 The Farm Credit Council  
 FDP Foundation  
 Federation of Employers and Workers of America  
 Fight for Children  
 Financial Executives International  
 Financial Services Institute  
 Financial Services Roundtable  
 The Flavor and Extract Manufacturers Association of the United States  
 Flexible Vinyl Alliance  
 Florida Association of Homes and Services for the Aging  
 Foam Sheathing Coalition  
 Forum 400  
 Foundation for Advanced Cancer Studies  
 Foundation for Environmental Security & Sustainability  
 Foundation for the Malcolm Baldrige National Quality Award  
 Francis Scott Key Medical Center  
 Frederick Memorial Hospital  
 Frost & Sullivan Institute  
 Fuel Cell Seminar  
 Gallaudet University  
 GAMA Foundation for Education and Research  
 Garrett Community College  
 Gay Su Pinnell Foundation  
 Geisinger Health System  
 George W. Yu Foundation  
 Gerontological Society of America  
 Gilman School  
 Global Works Foundation  
 Glyndon Volunteer Fire Company  
 Golf Range Association of America  
 Goodwill Industries of the Chesapeake  
 Grameen America Association  
 Greater Baltimore Medical Center  
 Greater Las Vegas Chamber of Commerce  
 Green Apron NGO  
 Grid Protection Alliance  
 Hackerman Foundation  
 Hardwood Plywood and Veneer Association  
 Healthy Neighborhoods, Inc.  
 Hearth Patio and Barbeque Association  
 Heart Rhythm Society  
 Hebrew Union College  
 Helene Christine Johnson Foundation  
 Hemming Family Foundation  
 The Holland America Line Foundation  
 Home Builders Association of Connecticut  
 Homeownership Preservation Foundation  
 Howard Community College Foundation  
 Howard County Hospital  
 Howard Hughes Medical Institute  
 Howard Theatre Restoration  
 The Humane Society of the United States  
 Ibasho  
 Independent Cosmetic Manufacturers and Distributors  
 Independent Insurance Agents and Brokers of America  
 Independent Telephone and Telecommunications Alliance  
 Industrial Minerals Association of North America  
 Information Technology Industry Council  
 Institute for Financial Literacy  
 Institute for Functional Genomics  
 The Institute for Genomic Research  
 Institute for International Economics  
 Institute for the Advancement of Community Pharmacy  
 Institute of Management Accountants

- descriptiveness of nonprofit trademarks;
- use of association logos by members;
- peculiarities of certification and collective marks;
- unique domain name registration, protection and prosecution; and
- social media issues.

We prepare trademark, copyright and patent registration applications (both in the United States and in dozens of foreign countries); offer opinions regarding trademark, copyright and patent clearances, infringement, validity and enforceability; and prosecute and defend intellectual property claims in court and other forums.

For instance, we manage the worldwide trademark portfolio of the Project Management Institute; conducted an intellectual property audit for the Refrigeration Service Engineers Society; provided staff training to the American Orthotic and Prosthetic Association on copyright and trademark practices and compliance; and regularly assist the Romance Writers of America and The Authors Coalition on copyright protection and enforcement.

We also negotiate and draft domestic and international intellectual property and technology licenses, technology-transfer contracts, joint venture agreements and research contracts. Our experience with every aspect of complex technology-related contracts is deep and extensive.

We are fluent in all aspects of domain name protection and enforcement, and regularly arbitrate and litigate claims in this area.

### Electronic communications and privacy law.

Our attorneys are well versed on federal and state laws and regulations governing electronic mail (such as the CAN-SPAM Act), faxes and telemarketing (such as the Telephone Consumer Protection Act), and their unique applicability to nonprofit organizations. For instance, we work with both the Direct Marketing Association and the American Association of Retired Persons in these areas.

Two Venable attorneys are authoring a new book, *CAN-SPAM Compliance Guide for Associations*, to be published by the American Society of Association Executives. We also have extensive experience with privacy issues - both from a compliance and policy-making perspective - and have one of the foremost practices in the country in this area.

We also have extensive experience with privacy issues and have one of the foremost practices in the country in this area.

Finally, we have done an ever-increasing amount of work – both for clients and in connection with speeches and articles – with respect to the legal aspects of social media and social networking sites when used by associations and other nonprofits. The legal issues in this area are diverse, complex, and very much still developing, but yet are critically important for virtually every nonprofit that ventures into this arena. From copyrights to trademarks to defamation to privacy to antitrust to employment matters, there is no shortage of challenges and opportunities for nonprofit organizations.

### Political activity and federal election campaign law.

Venable attorneys are extremely well versed in the federal and state laws and regulations governing political activity, including both election and tax laws.

We help our clients interpret and comply with the complex, ever-changing web of federal and state requirements in this area, and also provide training to their staff and others. For instance, we work with The College Board, the Entertainment Software Association, the Recording Industry Association of America and the Independent Insurance Agents and Brokers of America in this regard. We are also frequent lecturers, authors and commentators on these issues.

We regularly counsel nonprofit clients regarding:

- the establishment and operation of federal and state PACs;
- federal and state laws governing political communications, contributions and other political activity;
- federal and state lobbying registration and reporting requirements;
- the federal lobbying tax law affecting association membership dues deductibility;
- federal tax limitations on lobbying by 501(c)(3) organizations; and
- federal and state ethics and gift rules.

Institute of Navigation  
 Institute of Scrap Recycling Industries  
 Instructional Systems Association  
 Insulation Contractors Association of America  
 Insurance Marketplace Standards Association  
 Interchurch Medical Assistance  
 Interlibrary Users Associates  
 International Association for Continuing Education and Training  
 International Association of Fire Chiefs  
 International Association of Privacy Professionals  
 International Association of Refrigerated Warehouses  
 International Bicycle Association  
 International Bone & Mineral Society  
 International Cast Polymer Association  
 International Certification and Reciprocity Consortium  
 International Credit and Trade Finance Association  
 International Dyslexia Association  
 International Foodservice Distributors Association  
 International Intellectual Property Association  
 International Laser Display Association  
 International Longevity Center  
 International Mass Retail Association  
 International Municipal Signal Association  
 International Peace Operations Association  
 International Sleep Products Association  
 International Society for the Study of Xenobiotics  
 International Society of Restaurant Association Executives  
 International Social Services  
 Investment Program Association  
 ISEH Society for Hematology and Stem Cells  
 J. Craig Venter Institute  
 Jewish Foundation for Group Homes  
 Johns Hopkins Medical Institutions  
 Josie King Foundation  
 Keswick Multi-Care Center  
 Kitchen Cabinet Manufacturers Association  
 Ladies Auxiliary of the Pikesville Volunteer Fire Company  
 Laureate-Sylvan Learning Foundation  
 LeadingAge  
 League of California Cities  
 Lessard Charitable Foundation  
 Life Insurance Settlement Association  
 Lighthouse for the Blind  
 Lillie Carroll Jackson Museum  
 Lincoln Center for the Performing Arts  
 Link TV  
 Lions Club International  
 Locke Family Foundation  
 Louisiana Finance Association  
 Lutheran Center Corporation  
 Lutheran Immigration & Refugee Service  
 Lutheran World Relief  
 M.A.D.E. in Maryland  
 Magazine Publishers of America  
 Mailing Industry CEO Council  
 Managed Fund Association  
 Manufacturers Association of Florida  
 Maret School  
 Marine Corps Association  
 Marine Corps Reserve Association Foundation  
 Marriott - D.C. Childcare Corporation  
 Maryland Association of Nonprofit Organizations  
 Maryland Businesses for Responsive Government  
 Maryland Credit Union Foundation  
 Maryland Executive Council for Educational Opportunities  
 Maryland Foundation for Kiplin Hall

## Legislative advocacy.

Venable has a nationally recognized legislative practice - the Capitol Hill newspaper *Roll Call* referred to Venable as a “powerful lobbying firm.” We help nonprofit clients negotiate the legislative and regulatory environment of our nation’s capital.

We have 29 registered lobbyists, including:

- a former Attorney General of the United States;
- former U.S. Senator who served for 18 years;
- former U.S. Secretary of Transportation;
- two attorneys named as “Washington’s Lobbying Leaders” by *Influence* magazine;
- one of the most well-connected veteran lobbyists in Washington, consistently included in rankings of DC’s top lobbyists;
- two former tax counsels for the Senate Finance Committee and the Joint Committee on Taxation;
- a former counsel and policy coordinator for the House of Representatives’ Energy and Commerce Subcommittee on Telecommunications and the Internet;
- a chief counsel for the Senate Permanent Subcommittee on Investigations;
- an in-house general counsel for the National Association of Federal Credit Unions;
- former staff to Vice President Biden; and
- former appropriations staff member.

Our legislative attorneys work closely with our core team of nonprofit attorneys, as well as with commercial, appellate and regulatory litigators, as part of an orchestrated, multifaceted approach to problem-solving that delivers effective and efficient results. We assist clients in developing, drafting and guiding legislation; drafting committee report language; preparing witnesses for congressional hearings; and testifying before Congressional committees on behalf of clients. They also help to coordinate legislative and public relations strategy for our clients.

Clients for whom we have recently provided legislative advocacy include the National Collegiate Athletic Association, the Women’s National Basketball Association, the Air Transport Association, the National Multiple Sclerosis Society, the National eHealth Collaborative, Money Management International, the Financial Counseling Research Roundtable and many others.

## Regulatory advocacy and compliance.

From the Federal Trade Commission to the Food and Drug Administration, from the Federal Election Commission to the Federal Communications Commission, and from the U.S. Department of Justice to the Environmental Protection Agency to the U.S. Department of Defense, we represent clients in opposition to, or in support of, key regulatory initiatives—advocating for or against policies, regulations and legislation in the interests of nonprofit clients and the public. We understand well the regulatory and policy components of federal agencies, as well as the relationship between the agencies and Congress.

Our approach includes counseling on regulatory compliance, petitioning and negotiating with agency officials, preparing formal comments, pursuing legislative remedies and, where necessary, litigating aggressively both in support of and in opposition to policies, regulations and legislation pursued by regulatory agencies. In this regard, our victories in the federal and state regulatory arenas are both numerous and impressive.

We have provided regulatory advocacy to organizations ranging from the Direct Marketing Association to The Sugar Association to the Outdoor Advertising Association of America.

Our regulatory practice comprises veterans from the upper ranks of federal agencies, including:

- a former undersecretary of Homeland Security and former Drug Enforcement Agency administrator;
- a former Securities and Exchange Commission assistant director for enforcement;
- former Federal Trade Commission officials;
- a former Food and Drug Administration official;
- a former Office of Management and Budget counsel;
- officials with several financial regulators including the Federal Deposit Insurance Corporation

Maryland Historical Society  
 Maryland Psychiatric Society  
 Maryland Retailers Association  
 Maryland State Fair  
 The Masonic and Eastern Star Home of the District of Columbia Charities  
 Masonry Veneer Manufacturers Association  
 Mathematical Association of America  
 Meals on Wheels Association of America  
 Medical Device Manufacturers Association  
 Medical Transcription Industry Association  
 Meritas Foundation  
 Metal Building Manufacturers Association  
 Michigan Municipal League  
 Mid-Atlantic Cardiovascular Foundation  
 Montgomery County Public Schools  
 Mpala Wildlife Foundation, Inc.  
 The Myelin Project  
 The MYS Family U.S. Charitable Foundation  
 NACE International, The Corrosion Society  
 National Alliance of Forest Owners  
 National Aquarium of Baltimore  
 National Aquarium Society  
 National Architectural Trust  
 National Art Education Association  
 National Association for Debt Education and Assistance  
 National Association for Gifted Children  
 National Association for State Community Services Programs  
 National Association of Architectural Metal Manufacturers  
 National Association of Area Agencies on Aging  
 National Association of Assistant United States Attorneys  
 National Association of Catering Executives  
 National Association of Chain Drug Stores  
 National Association of Child Care Resource and Referral Agencies  
 National Association of Corporate Directors  
 National Association of Criminal Defense Lawyers  
 National Association of Development Organizations  
 National Association of Drug Court Professionals  
 National Association of Enrolled Agents  
 National Association of Federal Credit Unions  
 National Association of Home Builders  
 National Association of Manufacturers  
 National Association of Medical Staff Services  
 National Association of Professional Employer Organizations  
 National Association of Security Companies  
 National Association of Small Business Accountants  
 National Association of State Energy Officials  
 National Association of State Investment Trusts  
 National Association of Ticket Brokers  
 National Athletic Trainers' Association  
 National Auto Auction Association  
 National Automotive Finance Association  
 National Bicycle Dealers Association  
 National Board of Medical Examiners  
 National Burglar and Fire Alarm Association  
 National Business Aviation Association  
 National Business Officers Association  
 National Cancer Research Foundation  
 National Child Support Enforcement Association  
 National Coalition for Cancer Survivorship  
 National Collegiate Athletic Association  
 National Communication Association  
 National Community Pharmacists Association  
 National Contract Management Association  
 National Council of Agricultural Employers  
 National Council of Juvenile and Family Court Judges  
 National Council of University Research Administrators

(FDIC), the Office of the Comptroller of the Currency and the Federal Reserve;

- U.S. Department of Justice veterans in the antitrust, environmental crimes and natural resources divisions, and in the Office of Justice Programs and Office of Civil Rights; and
- numerous U.S. Department of Defense government contract attorneys.

And while high-profile regulatory advocacy may garner the headlines, counseling clients on nut-and-bolts regulatory compliance issues—such as postal regulations and the rules governing raffles and lotteries—is a staple of our nonprofit practice.

### Litigation.

Venable has a formidable team of aggressive, accomplished trial attorneys on both coasts—more than 175 litigators in Washington, DC, Baltimore, New York City and Los Angeles.

We have litigated in many federal trial and appellate courts throughout the nation, including four successful cases in the past five years before the U.S. Supreme Court.

We have argued cases before the National Labor Relations Board and filed *amicus curiae* briefs on behalf of organizations such as the U.S. Chamber of Commerce, the National Association of Manufacturers, Associated Builders and Contractors and the American College of Radiology.

We are currently defending multiple nationwide class actions, many as lead counsel.

We frequently bring our litigation capabilities to bear in defense of nonprofit clients. For example, we are representing, or have recently represented, nonprofits in actions such as:

- class-action lawsuits and lawsuits brought by federal and state government agencies;
- cases alleging conspiracy related to products liability issues arising from industry products; and
- lawsuits filed by the Federal Trade Commission, state attorneys general and other federal and state agencies.

We also regularly represent our nonprofit clients—especially trade and professional associations—in connection with the defense of third-party subpoenas seeking information and documentation in the organization's possession.

On behalf of the U.S. Chamber of Commerce, we led a team pursuing damages litigation in the U.S. District Court for the Eastern District of Virginia and a parallel arbitration before the American Arbitration Association regarding a failed software development and outsourcing project.

On behalf of the United Way of America, we helped terminate a software vendor for cause and then successfully pursued mediation in advance of litigation.

On behalf of the American Society of Association Executives, we prosecuted an arbitration against one of its largest endorsed vendors and successfully negotiated a favorable settlement for ASAE.

In addition, we represent nonprofits in a broad array of other business litigation, arbitration and mediation.

### Healthcare law for nonprofits.

Healthcare is a diverse, heavily regulated and high-risk business. Venable's extensive experience with all sectors of the healthcare industry provides perspective to assist its nonprofit clients in all matters affecting the industry. For more than 40 years, Venable has assisted clients with federal and state regulatory healthcare compliance, including the False Claims Act, Stark compliance, and fraud and abuse investigations. In addition, we advise clients on issues involving HIPAA privacy and security matters, insurance and risk management, the practice of medicine, and unfair business practice restrictions.

Venable's experience includes federal and state Medicaid and Medicare regulatory issues and general contract terms associated with private payor or reimbursement contracts. We have counseled clients regarding the government payment programs, including extensive work on ways to establish reimbursement lawfully in situations such as joint ventures and corporate restructuring, including administrative reviews and judicial appeals. This work has involved certification, conditions of participation, coverage, reassignment, and other reimbursement issues for all types of government-certified providers.

Venable closely monitors changes in the laws and regulations that influence or affect our clients. We help our clients to comply with the maze of regulations that dictate how to manage daily operations, billing, purchasing, and other key functions. When needed, we have the depth and

National Criminal Justice Association  
 National Defense Industrial Association  
 National eHealth Collaborative  
 National Electrical Contractors Association  
 National Electrical Manufacturers Association  
 National Electrical Safety Foundation  
 National Fallen Firefighters Foundation  
 National Federation of the Blind  
 National Fisheries Institute  
 National Foundation for Credit Counseling  
 National Hot Rod Association  
 National Human Services Assembly  
 National Independent Automobile Dealers Association  
 National Institute for Severely Handicapped  
 National Institute of Governmental Purchasing  
 National Institute of Standards and Technology  
 National Investor Relations Institute  
 National Law Enforcement Officers Memorial Fund  
 National Legal Center for the Public Interest  
 National Marine Manufacturers Association  
 National Mentoring Partnership  
 National Mitigation Banking Association  
 National Motor Freight Traffic Association  
 National MultiCultural Institute  
 National Multiple Sclerosis Society  
 National Organization of Italian American Women  
 National PACE Association  
 National Parks and Conservation Association  
 National Patient Safety Foundation  
 National Propane Gas Association  
 National Retail Federation  
 National Rural Utilities  
 National Salvage Vehicle Reporting Program  
 National Science Teachers Association  
 National Society for Experimental Education  
 National Student Clearinghouse  
 National Telecommunications Cooperative Association  
 National Volunteer Fire Council  
 National Wildlife Federation  
 National Youth Leadership Forum  
 The Nature Conservancy  
 NeighborWorks America  
 Network Advertising Institute  
 Network of Executive Women  
 New Leaders Council  
 New York Blood Center, Inc.  
 New York Roentgen Society  
 New Jersey School Boards Association  
 NFL Alumni Association  
 North American Spine Society  
 North American Steel Framing Alliance  
 North American Veterinary Conference  
 North Carolina Home Builders Association  
 Northeast Cast Polymer Association  
 Northern Virginia Association of Realtors  
 Northwestern - Annenberg University  
 Oak Crest Village  
 Online Consumers Network  
 Online Lenders Alliance  
 Open Compliance and Ethics Group  
 Open Door of Baltimore  
 ORC Industries  
 Organic Trade Association  
 Owings Mills Corporate Roundtable  
 Oxygenated Fuels Association  
 Parents Choice Foundation  
 Partnership for a Healthier America  
 PBS  
 Penn-Mar Organization  
 Pennsylvania Chamber of Business and Industry  
 Performance Marketing Association  
 Peterson Institute for International Economics  
 Pharmaceutical Care Management Association  
 Pickersgill

experience to defend clients in criminal, civil and administrative proceedings with government or private payors that stem from reimbursement contract disputes, and to advise them in audits or investigations.

Our practice includes licensure and certification for hospitals and healthcare professionals in many specialties before state licensing boards. We assist with patient care practices, including the process of informed consent to treatment.

We also regularly advise nonprofit organizations about the group health plans that they offer to their employees, or that association members may be offering to their own employees.

Even in the wake of national health reform, health insurance plans for employees continue to remain a highly valued benefit for employees. We have advised organizations about the HIPAA, COBRA, mental health parity, GINA, and regulatory developments affecting the design and structure of health and welfare plans, and have worked with organizations to structure retiree health obligations and take advantage of potential subsidy programs.

In addition, we regularly advise clients about the myriad of nondiscrimination testing, reporting, disclosure, and other legal compliance obligations that arise with health plans for employees. We work hand-in-glove with our clients and their HR staffs to implement efficient and effective open enrollment processes, negotiate contracts with health and welfare vendors to be sure they get the support services they need, and integrate and streamline health and welfare benefit programs in order to help them save money.

Now that national health reform has become a reality, the health insurance market for nonprofit organizations, their employees, and their members will be changing dramatically in the next few years. Venable will be working with its nonprofit clients in helping to evaluate all of the options that will be available to them, so that they are able to make the right choices that are in the best interests of the organization, its employees, and its members.

#### Insurance counsel.

Venable attorneys successfully counsel clients in a range of insurance matters:

- We regularly advise nonprofit clients on insurance coverage and claim procedures, both on property and casualty and health and benefit matters.
- We are very familiar with the major nonprofit carriers of directors and officers liability policies, and frequently advocate with them on our clients' behalf. We do the same in connection with other types of insurance policies as well. We have an excellent, successful track record in this regard.
- We help nonprofits turn insurance into a lucrative non-dues revenue source. We have structured numerous group insurance programs for membership associations, their chapters and their subsidiaries through a variety of mechanisms.
- We have counseled several nonprofit clients in the establishment and operation of captive insurance companies.

#### Real estate transactions.

Venable's highly respected real estate practice assists nonprofits with complex commercial real estate transactions, including, among other aspects:

- negotiation of sale, purchase and lease transactions;
- preparing financial documentation; and
- obtaining land use approvals.

For instance, we represented the Special Libraries Association in the sale of its historic Washington, DC headquarters building and the purchase of its Alexandria, Virginia headquarters, and did the same for the Air Conditioning Contractors of America and the American Academy of Physician Assistants.

#### Real estate tax implications.

We advise nonprofits on the tax implications of real estate transactions, including, for instance, The American Institute of Architects.

We represented Howard Theatre Restoration in a series of complex, sophisticated real estate and tax transactions involving both historic and new markets tax credits in the District of Columbia.

Pikesville Volunteer Fire Company  
 Planned Parenthood of Maryland  
 Point-of-Purchase Advertising International  
 Pop and Politics  
 Postcom  
 Preservation Maryland  
 Prettyboy Watershed Alliance  
 Prince George's Temple  
 Printing Industries of Southern California  
 Procter and Gamble Cosmetic and Fragrance  
 Foundation  
 Professional Golfers Association of America  
 Professional Liability Underwriting Society  
 Professional Pricing Society  
 Project Management Institute  
 Pro Musica Hebraica  
 Public Education Network  
 Public Entity Risk Institute  
 Public Health Accreditation Board  
 Public Relations Society of America  
 Quality Parts Coalition  
 RAISE  
 Real Estate Settlement Services Providers  
 Council  
 Recording Industry Association of America  
 Recreation Vehicle Dealers Association  
 Reese Volunteer Fire Company  
 Reginald Lewis Foundation  
 Regulatory Compliance Association  
 Regulatory Affairs Professionals Society  
 Republican Party of Florida  
 Resilient Floor Covering Institute  
 Reverse Mortgage Counseling Association  
 Road Runners Club of America  
 Rocknet  
 Roland Park Country School  
 Roland Park Place  
 Romance Writers of America  
 Roof Coating Manufacturers Association  
 Rubber Manufacturers Association  
 Rural Cellular Association  
 Save the Children  
 Scientific Apparatus Makers Association  
 Security Industry Association  
 Sigma Xi  
 SnowSports Industries America  
 Social Enterprise Alliance  
 Social Investment Forum  
 Society for American Archaeology  
 Society for Cardiovascular Angiography and  
 Interventions  
 Society for Marketing Professional Services  
 Society for Pediatric Radiology  
 Society for the Preservation of H. L. Mencken  
 Society of Breast Imaging  
 Society of Business Appraisers  
 Society of Cardiovascular Computed  
 Tomography  
 Society of Computed Body Tomography and  
 Magnetic Resonance  
 Society of Financial Service Professionals  
 Society of NeuroInterventional Surgery  
 Society of Radiologists in Ultrasound  
 Society of Research Administrators International  
 Society of the Plastics Industry  
 Society of Women Engineers  
 Sodexho Foundation  
 Software Publishers Association  
 Solar Energy Industries Association  
 Soles4Souls  
 South Atlantic Association of Obstetricians and  
 Gynecologists  
 Southeastern Society of Plastic and  
 Reconstructive Surgeons  
 Southern Association of Independent Schools  
 Southern California Honda Dealers' Association  
 Spark-Partnership for Service  
 Special Libraries Association

Venable has particular experience representing title-holding subsidiaries of tax-exempt organizations, including 501(c)(2) and 501(c)(25) entities, as well as single-member limited liability corporations. We are very familiar with the unrelated business income tax issues that surround the use of these entities, as well as the limitations on their activities.

### Advertising, sponsorships and partnerships for nonprofits.

Nonprofit organizations can benefit greatly from the market awareness generated from targeted sponsorships, partnerships and co-ventures. Whether it consists of a partnership with an entertainer or athlete who supports their cause, or a unique branding campaign with a national advertiser, such initiatives can help drive fundraising and articulate the organization's mission to a broader audience than might otherwise be available.

Venable operates at this intersection of nonprofits, advertisers and the entertainment industry by facilitating key introductions between nonprofits and athletes, celebrities and local and national brands, and by providing the comprehensive legal and tax counsel needed to get the deal done.

Our attorneys provide advice to nonprofits across a wide range of matters in this area, including:

- branding relationships and opportunities;
- sponsorships and placements;
- co-ventures/productions;
- alternative marketing and distribution strategies for entertainment properties; and
- creative solutions for public policy issues.

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Highly regarded by its nonprofit clients, Venable is steeped in the nuances, challenges and opportunities of nonprofit law—as well as the distinct culture, governance and politics of nonprofit organizations.

We have the experience and ingenuity to help our nonprofit clients meet the needs and demands of their members, constituencies and industries.

Our nonprofit practice provides its clients with pragmatic, creative solutions to their legal challenges on a responsive, cost-efficient basis.

Our capabilities and experience in nonprofit law are strong nationwide, making Venable remarkably well prepared to meet each and every legal need of our clients across the country.

We take great pride in our leadership role in the nonprofit bar and will continue to be an active participant in the nonprofit community we represent.

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Please visit [www.Venable.com/Nonprofits/Overview](http://www.Venable.com/Nonprofits/Overview) to obtain a copy of this Nonprofit Organizations and Associations brochure.

Sportfishing & Boating Foundation  
Sports Lawyers Association  
St. Joseph Medical Center  
St. Paul's School  
St. Timothy School  
Steel Framing Alliance  
Steel Shipping Container Institute  
Stoner Foundation  
Straus Foundation  
Suburban Hospital Foundation  
Suburban Newspapers of America  
The Sugar Association  
Sullivan Family Foundation  
Sunrise Assisted Living  
Swaps and Derivatives Market Association  
Tech America  
Terasem Foundation  
Texas Association of School Boards  
Texas Society of Association Executives  
Transcen  
TransitCenter  
Tressler Lutheran Services  
Truck Renting and Leasing Association  
The Trust Alliance  
Toy Industry Association  
U.S. Chamber of Commerce  
U.S. Export Council for Renewable Energy  
U.S. Psychiatric Rehabilitation Association  
U.S. Soccer Foundation  
U.S. Telecom Association  
U.S. Tuna Foundation  
Union Hospital of Cecil County  
United Way of America  
United Way of the National Capital Area  
The University of North Carolina at Chapel Hill  
Upper Chesapeake Health System  
Valley Brook Community Church  
Venable Foundation  
Virginia Independent Power Producers  
Virginia Nurses Association  
Visiting Nurse Associations of America  
Volunteers of America  
Washington Suburban Sanitary Commission  
Water Environment Federation  
Westreich Foundation  
Wilderness Society  
Wood Products Indoor Air Consortium  
Woodbourn Center  
Yale University  
YWCA of Greater Baltimore  
Zero to Three