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2017 - 2018 ALAMN OFFICERS & DIRECTORS

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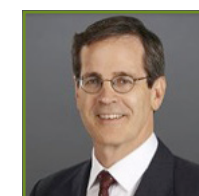
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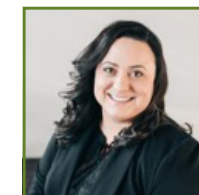
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ALAMN has adopted ALA's Mission Statement

To improve the quality of management in legal services organizations; promote and enhance the competence and professionalism of legal administrators and all members of the management team; and represent professional legal management and managers to the legal community and to the community at large.

2017 - 2018 ALAMN COMMITTEES & SIGs

ALAMN COMMITTEES serve as liaisons between membership and the respective director, representing the ALAMN Board of Directors.

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ALAMN SPECIAL INTEREST GROUPS (SIGs) are educational forums specific to functional specialty. Special Interest Group (SIG) meeting attendees need not be ALAMN members.

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ALAMN CALENDAR OF EVENTS

DECEMBER 2017

SU	MO	TU	WE	TH	FR	SA
26	27	28	29	30	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6

DECEMBER 2017

- 6

Diversity and Inclusion Committee Meeting
8:30 pm – 9:30 pm
Robins Kaplan
- 7

2017 Holiday Party
4:00 pm – 6:30 pm
Union Restaurant
- 7

ALA Webinar: Analyze Data Quicker and Easier than Ever Before with Excel Pivot Tables
2:00 pm
Zimmerman Reed
- 8

Board Meeting
8:30 am – 10:30 am
Barnes and Thornburg
- 12

Blessing Bags for Avenues for Homeless Youth
11:30 am – 1:00 pm
Robins Kaplan
- 19

Facilities SIG Meeting
12:00 pm – 1:00 pm
Stinson Leonard Street
- 19

Membership Development Committee Meeting
4:00 pm – 5:00 pm
Madigan, Dahl & Harlan, PA
- 20

ALA Webinar: Difficult Decisions: When Ethics and Orders Cross
2:00 pm
Zimmerman Reed
- 21

Education Committee Meeting
12:00 pm – 1:00 pm
Foley & Mansfield

***PLEASE NOTE:**
SPECIAL INTEREST GROUP (SIG) attendees need not be ALAMN members

JANUARY 2018

SU	MO	TU	WE	TH	FR	SA
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3

JANUARY 2018

- 9

General Meeting: How to Become a Social Media Rock Star
11:30 am – 1:00 pm
Nilan Johnson Lewis
- 12

Board Meeting
8:30 am – 10:30 am
Barnes and Thornburg
- 16

Membership Development Committee Meeting
4:00 pm – 5:00 pm
Madigan, Dahl & Harlan
- 17

Community Service Committee Meeting
11:30 am – 1:00 pm
Zimmerman Reed
- 18

Education Committee Meeting
12:00 pm – 1:00 pm
Foley & Mansfield
- 18

Happy Hour Squared in Partnership with Legal Marketing Association
5:00 pm – 7:00 pm
Brave New Workshop Theatre

PRESIDENT'S COLUMN

By Sarah Evenson, JD, MBA

"The secret for change is to focus all of your energy not on fighting the old, but on building the new." ~ Socrates

As we all know, change is hard. While many people say they want change, when it actually starts happening, their initial reaction is to resist it. We have all heard the old saying, "If it ain't broke, don't fix it." While in certain circumstances I think this phrase can be true, in most cases it is probably the famous last words of many companies and organizations that find themselves soon to be obsolete.

This month the Business Partner and Conference Planning Committee (BPCC) rolled out our new **Business Partner Program**. Our 2018 program is very different from prior years and includes changes in benefits and level options. Below are some highlights of the changes and how we came to develop the new program.

The ALAMN has THE BEST business sponsors out of any organization I have been involved with in my professional career. Every year the BPCC holds meetings with a Business Partner Advisory Council (BPAC) to get feedback regarding our programing, sponsorship benefits, and networking opportunities. All BPAC members provided straightforward and helpful information on what we could do to improve our offerings. Based on the feedback we received from these BPAC meetings, we decided to make some changes going forward into next year. The ultimate goal of these changes is to help facilitate our current mission of building lasting relationships.

The first major change we made was to the names of the different sponsorship levels. Instead of Platinum, Gold, Silver, Copper, and Brass we have renamed the levels according to something uniquely Minnesotan. The new names of our sponsorship levels are based on Minnesota lakes: Superior, Mille Lacs, Minnetonka, and Itasca. Keep your eye open for this, as you will see this Minnesota lakes theme and branding used throughout the next year.

The second major change you will notice is we eliminated a level of sponsorship and created a new one. We consolidated to only four levels of sponsorships by eliminating the lowest level (Brass). In its place we are providing an "Introductory" sponsorship level for any new business partners in their first year of sponsorship. We hope this sparks interest with new companies in becoming in-

involved with our organization and to "try us out" for a year to make sure they see the benefit of partnering with the ALAMN. We are confident that once these new companies interact with our awesome members and experience the amazing opportunities we provide this introductory year, they will develop long lasting relationships with the ALAMN.



Lastly, we added some new, exciting benefits we hope provide our business partners at different levels new opportunities to connect with our members.

"Foot in the Door" Sometimes all it takes is an introduction to the right person. Harnessing the influence of our membership, we are offering opportunities for our business partners to get their "foot in the door" with decision makers in our law firms.

Educational Session Presentation We have added new opportunities for business partners to showcase their expertise throughout the year and at our annual conference.

New advertising opportunities Business partners at certain levels will now have the ability to add a video introduction to their company's profile on our website. This allows our business partners to better explain what problems they can solve and what value they can bring to our firms. Also, additional new opportunities on our social media platforms are also available. We will follow and highlight different business partners throughout the year.

I am happy to announce that Emergent is the ALAMN's first ever Superior sponsor. The Board of Directors and BPCC would like to thank Bret Roberts and Emergent for their continued support of the ALAMN! We are so excited to continue our successful partnership with Emergent and cannot thank Emergent enough for their continued support and involvement in our organization.

I encourage you to review the 2018 brochure and reach out to members of the BPCC and the board with any questions regarding the same. Also, please reach out to companies you do business with that are not currently sponsors and suggest they apply for the new introductory level sponsorship. It is our excellent members that make the ALAMN an exceptional organization. Your excellent is our excellence! Find a way to share your excellence with others and spread the appreciation.

BUSINESS PARTNER PROGRAM

ALAMN is very grateful to our Business Partners. Without them our organization would not be the same. The Business Partner Program provides funding for our educational opportunities, scholarships for members to attend ALA conferences, and so much more. We also benefit by being true partners in business. The knowledge and expertise of ALAMN Business Partners can be very valuable to our firms. Business Partners provide a unique perspective – they see upcoming trends, and they can attest to what did or did not work for other companies. Some of our Business Partners have become great resources, and often, wonderful friends. They are truly interested in partnering with ALAMN members to help them with the challenges they face in their firms and departments.

The sponsorship drive for 2018 is underway! If you know of a potential Business Partner who would benefit your fellow ALAMN members, please send the contact information to Tracey Grill or Patti Ploehn, co-chairs of the Business Partner committee.

For more information about the 2018 Sponsorship Program, visit the ALAMN website: <https://alamn.memberclicks.net/become-a-sponsor>.

Hear what our members have to say about the ALAMN Business Partner Program



2018 Sponsor Drive starts on November 6th, 2017. [More Information](#)

OPPORTUNITIES TO GET INVOLVED

MEMBERS NEEDED FOR 2018 CONFERENCE PLANNING COMMITTEE

Calling all members! Are you an out of the box thinker? Do you have new and exciting ideas?

The 2019 ALAMN Education Conference will be unlike anything we've done before. Let's shake it up and create a whole new type of event. Everyone is invited to join: whether you've been an ALAMN member for two months or two decades; if you've never been on a committee or if you are a regular volunteer; even if you've never been to the conference!

This special Task Force will meet for a brainstorming session in early 2018. If you are interested in participating,

contact Abby Rooney at arooney@foleymansfield.com or (612) 216-0369.

CAREER FAIR VOLUNTEERS NEEDED

The ALAMN Diversity & Inclusion Committee is looking for volunteers to help with its 4th annual Career Fair.

This is a pipeline opportunity for inner-city high school students to be exposed to the many different careers offered at law firms. Mock interviews will also be a part of the event. The date for the first planning meeting is **Wednesday, December 6, from 8:30 to 9:30 a.m.** at Robins Kaplan.

Please contact Jessica Diede 612-349-8592 or Curt Oker-son at 612-492-7552 if you would like to be involved.

2017 ALAMN BUSINESS PARTNER SPONSORS

GOT CLM?



Emergent Networks, LLC



Alerus Financial
Marco Technologies, LLC



Associated Private Client Services	Loffler Companies Inc.
Fluid Interiors	Marsh & McLennan Agency LLC
Innovative Office Solutions	Ricoh USA, Inc.
LexisNexis	Wells Fargo Bank N.A.



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Affinity Consulting Group	Depo International	PROSHRED Minnesota
All-State Legal	DTI	Rippe & Kingston
Aramark Refreshments	Element Technologies	Robert Half Legal
Atomic Data	First Choice Services	RSM US LLP
bdh+young	FRSecure, LLC	Shred Right
Beacon Hill Staffing	Greiner Construction	Special Counsel, Inc.
Berry Coffee Company	Hays Companies	Success Computer Consulting, Inc.
BigHand	Henricksen	TechFactory, LLC
Bremer Bank	IST Management	Thomson Reuters
Business Essentials	Lurie LLP	UPS
Canon Business Process Services	Minnesota Lawyers Mutual Insurance	US Bank Equipment Finance
ClientPay	National Institute for Trial Advocacy	Verus Corporation
Coffee Mill, Inc.	Northland Business Systems Inc.	Western Bank
Consolidated Communications	Olsen Thielen & Co, Ltd.	Whizkids Tech
Coordinated Business Systems, Ltd	Parameters	Willis Towers Watson
Cottingham & Butler	Payroll Direct, Inc.	Windstream



ABA Retirement Funds Program	Compliance Discovery Solutions	Studio Hive Inc. + DLR Group
ALPS	Echelon Fine Printing	
AVI Systems	Staples Advantage	

What is certification?
Certification is defined as a credentialing process by which a profession grants recognition to an individual who meets certain predetermined qualifications specified by that profession.

Why certification?
ALA's voluntary Certified Legal Manager (CLM) program was developed in order to provide legal administrators with an opportunity to demonstrate a command of the core areas of knowledge identified as essential to the effective performance of a principal administrator. CLMs are recognized as administrators who have met the work experience requirement, displayed a commitment to continuing education, and passed a comprehensive examination.

What does competency mean?
In 2012, ALA conducted its fourth Competency-Based Education Job and Needs Analysis. Through this extensive research, ALA investigated the job of a legal administrator and identified an impressive 65 competencies (knowledge, skills, and abilities) critical to successfully perform the administrator's job. These analyses are the guidelines used in the development of ALA's educational and certification programs.

How does becoming certified benefit me?
Certification ensures recognition of your expertise, and assists you in your development and self-improvement by identifying a body of knowledge and establishing professional standards. In addition, certification helps junior-level professionals gain top-level management approval, while enabling senior practitioners to remain current in the field and improve their performance and proficiency.

How does this benefit my employer/organization?
Certification serves as an aid for recruitment, provides a way to encourage and improve job performance for its employees, and acknowledges training and development of those who are certified.

What must I do to become certified?
To become certified, ALA members or nonmembers must meet the eligibility requirements and pass the certification examination given by the Association of Legal Administrators. Legal administrators in Canada and other countries are eligible to become certified, but must realize that major portions of the examination are based on U.S. federal law.

Interested in taking the next steps? ALAMN's CLM Study Group is here to assist you!
A preview of discussion topics studied are as follows:

- Legal Industry – Conflict of Interest Issues/Law and Regulations re Business Insurance Coverage/Professional Liability Insurance/Trust Account Procedures and Regulations/ABA Model Rules of Professional Responsibility/Changes & Trends in the Legal Industry
- Financial Management – General Tax Regulations/General Accounting/Analysis
- Human Resources Management – Employee Selection & Promotion/Performance Management/Compensation & Benefits/Organization Development
- Office Operations – Technology & Automation Management/Office and Project Management/File Management/Strategic, Disaster, and Business Planning

For further information regarding ALAMN's CLM Study Group, please contact Tracy Johnson at tjohnson@ecklandblando.com.

CLM Sample Exam Question

- What characterizes an effective progressive discipline procedure?
- A. It includes feedback which is provided after several offenses.
 - B. It is intended to improve performance.
 - C. It is a systematic process intended to lead to demotion or termination.
 - D. It provides for informal counseling sessions.

Answer on page 19



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Prima Facie – *Latin for "at first face"*

A matter that appears to be sufficiently based in the evidence as to be considered true.



PLEASE WELCOME OUR NEWEST ALAMN MEMBERS

Jessica Kasper

Manager of Administration
City of Minneapolis

Denise C. Kruse

Office Manager
Hanson Lulic & Krall, LLC

Tricia Eiswald

Human Resource Manager
Messerli & Kramer

MEMBERS ON THE MOVE



Tara Smith

joined Thompson Tarasek Lee-O'Halloran PLLC as office manager. Smith brings

distinguished experience in both legal management and private practice. She is a 2009 graduate of William Mitchell College of Law.



Julie Pritchard-Hedtke

has joined Felhaber Larson as COO.



Bree Johnson

joined Robins Kaplan as Chief Practice Management Officer.

Shining Star

Congratulations to Caitlin Niedzwiecki, a Shining Star for the Minnesota Chapter! Caitlin is the Human Resources/Marketing Specialist at Foley & Mansfield. She was encouraged to join ALAMN in January 2017. After joining ALAMN Caitlin quickly got involved in many committees. She joined the Community Service Committee and the Young Professionals Group, and she co-chairs the Education Committee. Caitlin is very enthusiastic about the chapter and has brought many fresh ideas to the association.



LEADERSHIP EVENT

ALAMN members, managing partners, and other law firm leaders gathered on November 14, 2017 for a networking reception and a presentation by Russ Haskin. Russ had a lively discussion on the various challenges

surrounding not only the growth of the firm, but the individuals within it. Russ is the Director of Business of Law Consulting at Wilson Legal Solutions.



JANUARY 2018 GENERAL MEETING

Tuesday, January 9, 2018

11:30 am – 1:00 pm

Nilan Johnson Lewis

“How to Become a Social Media Rock Star”



Speaker: Spencer Smith

With 2 billion Facebook users, 500 million LinkedIn users, 320 million active Twitter accounts, and countless digital sites—social media is the best means ever invented to grow both your personal reputation as well as that of your firm.

During this session, Spencer Smith of spencerXsmith.com in Madison, Wisconsin will share what works for both him and his clients around the country.

He will:

- Identify which social platforms make sense for your firm
- Describe how you should spend your time online
- Discuss the types of content you should be utilizing
- Demonstrate which analytics are important and which to ignore
- Present Spencer's Personal Branding Power Hour to skyrocket your firm's reputation

Register now on the ALAMN website!

ALAMN FALL SOCIAL

The ALAMN Fall Social was held at Bauhaus Brew Labs on Tuesday October 3. Members, Business Partners, along with potential members and BP's enjoyed an evening of networking, craft beer and plenty of food. Jeff Downes of Cousineau, Waldhauser & Kieselbach P.A. partnered with Ryan Smith from Atomic Data in a rousing game of bags, with a winning score of 36! Congratulations Jeff and Ryan. They each received a Target Gift Card.

Thank you to all members who added or updated a profile picture in the on-line directory! Zak Hagstrom of Gray Plant and Tracy Skjeveland of Merchant & Gould won scholarships to the 2018 ALAMN Education Conference on March 1, 2018. Congratulations!

Eligible members who attended the Fall Social were entered into a drawing for a \$2,000 scholarship to the 2018 ALA National Conference. Bret Roberts from our Platinum Business Partner, Emergent Networks, picked the winner, Kathy Hubbard of Madigan, Dahl & Harlan, PA. Congratulations Kathy!

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DEAR LAURA ADVICE COLUMN

Dear Laura,

What should legal administrators be focusing on to prepare for the future? That is, what are the next hurdles our industry will have to clear?
Signed, Forward Thinker in Farmington

Dear Forward Thinker in Farmington,

In order to be successful in the future, legal business professionals should be prepared to be lifelong learners. Our professional world is changing at a rapid pace, and we are responsible for keeping our firms up-to-date on legal trends. So, what are the things you need to learn now? We already know that we need to learn to price effectively with an eye toward transparency and predictability. We know that project management, process improvement, and knowledge management can help us price with more certainty, while serving our clients more effectively. But those skills also improve our operational efficiency.

In my mind, our number one challenge in the next few years will be technology. How many client technology questionnaires have you completed in the past 12 months? It surely will not slow down. How are you protecting your data? What technology tools are you implementing that will help improve your efficiency? How can you afford all this stuff?

So, what else will we see in the upcoming years? A continued focus on shifting physical space needs, a multigenerational workforce, increased outsourcing, client demands for diversity, globalization, stronger emphasis on greening our firms, and merger mania will likely continue.

My brilliant friend Tim Corcoran wrote, "The pace and complexity of the disruption in the legal marketplace is increasing and many organizations have adopted a proactive mindset in addressing challenges and opportunities, so the gap is widening for those who wait until the dust settles... These changes will happen first in those law firms and law departments where leaders recognize that the era of the amateur manager relying on a good legal mind is over. The pace and magnitude of change requires trained, dedicated, professional

managers committed to applying business discipline to advance the profession."

I write and speak often about my hope that we can elevate our positions and continue to get that seat at the table. We can do that by being effective change leaders in our firms.

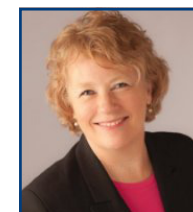
Dear Laura,

What is something you do for yourself on a regular basis?

Signed, Self-Helper in St. Paul

Dear Self-Helper in St. Paul,

Almost everything ... and nothing ... I do is for me. How could that be? It's because in the last few years, I have had limited time to do anything other than attending to just the basics for my family, dealing with the important work at my firm, and coordinating my many responsibilities with ALA. But, because I love everything I do, it's definitely all about me. So, if you're wondering what I would do if I had a Saturday afternoon free, I have many options, all with one or more family members and/or friends: ride my bike to Stillwater and have dinner; visit my Mom; read a book on my deck; watch Game of Thrones; take the dogs for a walk around the neighborhood; clean out old files in my file cabinets; polish my Grandmother's silver; go to the cemetery; wash the windows. All of that sounds delightful!



Author Bio:

Laura J. Broomell, CLM, is the COO at Greene Espel PLLP. She served as the 2016-17 ALA President, and has contributed to numerous ALAMN committees during her 20+ years as an ALA member.

Rich with experience in the legal industry and in ALA, Laura has become the ALAMN de facto go-to person for advice of all kinds. Leading by example, she strives to educate all legal professionals to be diplomatic problem-solvers.

How can Laura help you? Please send your "Dear Laura" questions to *The Verdict* editor, Gretchen Luessenheide, at gluessenheide@robinskaplan.com



HOLIDAY PARTY

Thursday, December 7
4:00 p.m. to 6:30 p.m.

UNION RESTAURANT

731 Hennepin Avenue – 1st Floor
Minneapolis, MN 55403

This is a great opportunity enjoy a refreshing beverage and appetizers while catching up with old friends and making new ones too!

Click [here](#) to R.S.V.P.

FINANCIAL SIG GROUP MEETING

The Financial SIG met on Thursday, November 9 at Gray Plant Mooty. Two guest speakers from Olsen Thielen & Co., Ltd., Tom Pesch and Ryan Kelly, led the group in discussions centered around year-end planning. The topics of discussion included year-end tax planning, capitalization policies, taxability of lawsuit settlements, and the recent tax reform bill.

An important step in year-end planning is to strategically time income and deductions to provide the optimum tax advantage for your firm's particular situation. Deciding whether or not to accelerate deductible expenses or defer income into the next year can have a material impact on the firm's tax liability. However, because it is necessary for most firms to keep two sets of books, it is critical to consider the impact these decisions will have on the accrual basis. Making decisions based purely on

tax consequences can result in potential issues with compliance with bank covenants. In order to avoid making costly mistakes, a thorough evaluation should be performed before finalizing your tax strategy decisions.

The tax reform bill could also influence year-end tax planning decisions made by firms. The House released their proposed tax bill earlier this week. The Senate is working on their own version of the tax bill, and you can expect lobbying groups will be weighing in, as well. There is no certainty as to what the end result will be. At this point firms can only speculate and take their best educated guess as to how they anticipate the tax reform will impact their situation.

The next meeting for the Financial SIG Group will be held in March 2018.

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SILVER ALAMN

RONALD MCDONALD COOK FOR KIDS MEAL WRAP-UP

Thank you to the following volunteers who prepared and served a hearty meal of homemade meatloaf, baked potatoes, peas, salad, dinner rolls, and brownie sundaes to families at Ronald McDonald House on October 23rd. Guests raved about the meal and one mentioned that it "felt like home." Special thanks to Pat Stender and Sheila Johnson for coordinating the event and grocery shopping!



THANK YOU!

Business Partners

Bret Roberts	Emergent Networks (Platinum Sponsor)
Taylor Wolfe	ALPS
Claudett McCune	Coordinated Business Systems
David Elert	Echelon Print
Ryan Wahlund	Marsh & McLennan Agency

ALAMN Members

Sarah Evenson	Barnes & Thornburg
Pat Stender	Cousineau, Van Bergen, McNee & Malone
Lynn Rozell	Erstad & Rimer
Chong Lee	Fish & Richardson
Sarah Duerschler	Foley & Mansfield
Caitlin Niedzwiecki	Foley & Mansfield
Sheila Johnson	Hennepin County Bar Association
Pam Gerads	Merchant & Gould
Cheryl Nelson	Robins Kaplan



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COMMUNITY SERVICE MEETING MINUTES

November 15, 2017 | 11:30-1:00

Zimmerman Reed – 1100 IDS Center, 80 South 8th Street

1. Current committee members and upcoming committee co-chair position
2. Recap of events:
 - » October 23rd Ronald McDonald Cooks for Kids
 - Pat shared that the event was a great success with 5 business partners attending along with nine ALAMN members
3. Upcoming events:
 - » December 12th Blessing Bags
 - Cheryl has volunteered conference room again
 - Sarah to set up online donations again
 - » January 18, 2018 Happy Hour Squared
 - Joint Event with Legal Marketing Association
 - Darlene and Norma will coordinate
 - » February 21st Simpson Shelter Meal
 - Darlene and Cheryl will coordinate
4. Remaining 2018 events – once we assign tentative dates, we will create postcards for mailing to Business Partners and Members: we will supplement by using newsblasts
 - » March – Superior Sponsor Emergent Request at Annual Conference
 - » April - People Serving People; Sheila will coordinate
 - » May 9th – Cookie Cart; Tracy will coordinate
 - » June – Simpson Shelter BBQ; Wendy and Norma will coordinate
 - » September – Neighbors Inc; Anastasia will coordinate
 - » October – Baby Blanket; possibly coordinate with Project Linus
 - » December – Angel Tree; Wendy and Norma will coordinate
 - » Other suggestions – Fisher House; Pat will research and follow up at next meeting
5. Budget Report
6. 2018 Goals for Board
7. No other discussion
8. Next meeting January 17th at Zimmerman Reed



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READY. SET. RENOVATE!

By Tom Hochstaetter of Greiner Construction

As we look ahead to 2018, the Twin Cities' knowledge-based economy is likely to remain robust with continued growth in healthcare, financial activities, business services and other key sectors. And, with a fiercely competitive legal community that includes more than 60 firms with more than 20 attorneys on staff, the demand for top talent is likely to continue to outpace supply. So, if attracting and retaining the best and the brightest is high on your firm's list of priorities, updating your office environment with light-filled workspaces, luxury finishes, and modern amenities can be a smart strategy for enhancing your brand and maintaining competitive advantage. To help you plan and execute a rewarding office renovation project, here are several key insights to ensure success.

1. Collaborate with Your Broker and Landlord

With increased demand for Class A office space throughout the Twin Cities, many companies are choosing to commit to longer leases—as long as generous tenant improvement (TI) allowances are part of the deal! But, construction costs have increased significantly over the last seven years, so with top quality millwork, finishes, fixtures, and furnishings, most law firms are spending upwards of \$100 per square foot to update their interiors. So, before you embark on any renovation project, work with your broker and landlord to negotiate a healthy TI allowance to offset your costs and enhance your return on investment.

2. Hire the Right General Contractor

Choosing a general contractor (GC) is like selecting a law firm—the earlier you bring them into the project, the more they can help. Long before the physical construction process begins, your GC can help you create a plan to stage the project to maximize your budget and minimize disruption to day-to-day business operations. They can also help save time and money by ordering doors, windows, lighting, and other products that require long lead times. Look for a GC with specific expertise in office build-outs, decades of experience working with law

firms, and a solid reputation for quality, honesty, and integrity. Ask for references and invite each firm in for interviews. Depending on the scope of your project, you may spend six to 18 months working hand-in-hand with the project manager, the superintendent, the foreman, and the designers, so be sure to meet them in person to ensure you have good rapport.

3. Invest in Great Design and Modern Amenities

As an integral part of your project team, your GC can help you identify the right design elements and amenities to attract and retain young, sophisticated and discerning professionals. At the top of the list is a light, airy work environment with a mix of public and private areas. As vast walls of file cabinets are a thing of the past, many law firms are repurposing their storage spaces to create flexible, collaborative workspaces. And, to whet the appetite of prospective employees and enhance company culture, many law firms are investing in boutique hotel-style amenities, including fitness centers with showers and bike lockers, sleek coffee machines that dispense double espressos and triple lattes with a flick of a switch, ping-pong tables, and on-site pubs with craft beer on tap and fridges full of fine wine for entertaining clients—and for celebrating a successful construction project with the team!



Author Bio:

Tom Hochstaetter is a principal at Greiner Construction in Minneapolis, a leader in office interior build-outs and expansions. Over the course of Tom's career, he has led more than 50 full-scale new construction and renovation projects for local and national law firms in the Twin Cities.

**CLM Sample
Exam Question on page 9**
Answer: B

VALUE-ADD TIPS FROM A LEGAL MARKETER

By Laura Toledo

It's a tough job to be a professional in a law firm who doesn't hold a JD (or even a non-practicing JD). While our functions within a firm may differ, many of us are tasked with doing more with less. And on top of that, we tend to be the "faces" of the firm – the ones who integrate with everyone. This makes us all marketers, in a way. Even if your role does not include a marketing component, you essentially are marketing yourself as an expert in your field in order to do your job.

As someone whose role is marketing communications, I have spent years researching and honing skills to make my job easier, more efficient, and valuable. So here are some tips to do just that:

- **Newbies.** If you're new to your firm, attend any and all internal functions. This may be way out of your comfort zone if you're an introvert, but it could provide a worthy payoff. You'll start to learn personalities, how they unwind, and what makes them comfortable. You also build good rapport with the people you're working with. It's good to have a friendly relationship - it helps them to trust you.

- **No shop talk.** This may be an odd one. I've learned that attorneys hate it when I try to get work product from them at a social function. They tend to avoid you if that's your M.O., so make it a rule that you don't talk about work unless they bring it up. I find this more effective, as they tend to feel guilty and are quicker to give you what you need.
- **Task management.** That whole do-more-with-less thing can make it difficult to keep track of everything you need to do (or even remembering them all!). There are a lot of great online tools you can use, but before you start on the technology part, I encourage you to read up on the Getting Things Done method. It's basically a process for intaking tasks, making sure you have a method to get all of the necessary information in one location in order to prioritize. A lot of it is self-reflective, taking note of how you operate. I find that I have several different methods for task intake – among them: writing sticky notes, keeping a general list, and even emailing myself. All those methods eventually filter into my task manager, Asana. It's a pretty robust tool, but there are hundreds of others. Wunderkist, Trello (a visual board in the Kanban style), or even Outlook tasks. It depends on how you work and what you need (alerts, reoccurring tasks, multiple members, etc.). The key here is consistency. The bonus is that if anyone on my team asks me about the status of a project, I can instantly pull it up from any of my devices and tell them (I've got two kids and little memory left).

VALUE-ADD TIPS FROM A LEGAL MARKETER - CONTINUED

Continued from page 20

- **News sources.** Since I'm in marketing and our firm does a lot of PR, I subscribe to a lot of news outlets and blog. If any interesting article comes along in one of my attorney's area of expertise, I like to forward it. But like tasks, I have a hard time remembering all of those sources or even remembering to visit them. Enter the RSS reader: it aggregates content from those sources in one location. It sort of works like email, where as you read articles, they're marked as read. Feedly is a popular app for this, available on the web, has apps on all types of mobile devices, and is free. For a simpler feed, Outlook has an RSS function that truly works like email.
- **Google Alerts.** This service has been around for a while, but it's an extremely valuable tool. Create alerts on your firm (including misspellings), every attorney, and even yourself. Google searches for new content based on your search terms. You can choose to receive alerts as an email or as an RSS feed (see point above). It's a good way to stay on top of your reputation.
- **Attorney preferences.** Every attorney has a particular way of working. In my world, some loathe the Oxford comma. Others may prefer things in hard-copy. Whatever the quirk is, write it down. It saves time of having to ask and wait for a reply. Apps like Evernote and OneNote, if you're an MS Office user, sync across platforms. Even use the Notes feature in Outlook. Make it the location where you save references. These platforms are also useful for storing notes from meetings and are easily shareable.



Author Bio:

Laura Toledo is the Communication and Marketing Manager at Nilan Johnson Lewis and Director at Large for the Midwest Region Board of Directors for LMA



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Continued on page 21

GET TO KNOW YOUR BOARD



Tell us about a holiday tradition you look forward to this time of year.

Sarah Evenson, President

My entire family gets together right before the holidays to make lefse. Lefse is a traditional soft Norwegian flatbread made with potatoes, flour, butter, and milk or cream. My grandmother started this tradition as a way to make sure my sister and I learned how to make it “the right way.” After my grandmother passed, my sister and I continue to get together every year to make lefse for our whole family to enjoy. We still use my grandmother’s lefse grill and stick.

Sarah Didrikson, Past President and Education Director

My family doesn’t really have any traditions we follow. We used to have a tradition to put a puzzle together at Thanksgiving. My sister would always complain I picked a puzzle that was too hard.

Abby Rooney, President-Elect

I love Christmas morning with my boys – they still see everything as magical, and I want that to last forever. Oh, and stuffing with gravy.

Kelly Thaemert, Administrative Director

Every year I get to spend Christmas Day afternoon with my family. Somehow through the years, and new families, we are all still able to get together on Christmas Day. Even with our family growing, and as my nieces and nephews get older and have significant others, we are all still able to be together.

Laurie Greenberg, Communications Director

The holiday tradition I look forward to this time of year is getting together with my family to cook our favorite Polish foods like pierogi, golabki, and poppyseed bread. And what would the holidays be without Polish sausage from Kramarczuk’s?! I also look forward to attending midnight mass at my childhood church in Nordeast Minneapolis and then sleeping in on Christmas morning.

Philip Rush, Finance Director

The moment at Thanksgiving when everyone starts to pass the food. I pause and look around the table and reflect how great life is to have such wonderful family and friends gathered together.

Jessica Gerhardson, Membership Director

Other than the cold weather and year-end, this is such a fun time of year! I love the festive holiday spirit and gathering with family and friends. A fun tradition I look forward to is making a large amount of hot cocoa (with extra marshmallows) and driving around with friends and family to look at Christmas lights.

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