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I’m Attending! #ALAConf20

I’m attending ALA’s 2020 Annual Conference & Expo in Salt Lake City, Utah! I suppose it’s not breaking news, as when you’re President of the Association, attending it is something of a requirement. I must pass the gavel to Debbie Elsbury, CLM, our 2020–2021 President, during the Association Lunch.

That said, ceremonial requirements aside, I’d still be joining my peers in Salt Lake City for this year’s event. I’ve come to think of attending the conference as essential to my professional development and networking. The amount of industry and role-specific education and accessibility to colleagues, business partners and resources is unsurpassed.

It’s also really fun and an incredible way to recharge professionally. I always leave Annual Conference full of ideas, enthusiasm and renewed vigor for professional legal management. Plus, the firm I work for benefits from my attendance as rubbing elbows with other legal management professionals, consultants and business partners expands my network of expertise, giving them a competitive advantage.

This year’s event, taking place at the Salt Palace Convention Center from May 3–6, will be the 10th Annual Conference I’ve attended. Each year I learn something new, create new relationships and strengthen existing ones while finding great value in the time and money invested in being there. Whether you are considering Annual Conference for the first time or have forgotten how many times you have attended, I’ve created a top 10 list of reasons why you should attend — and why Annual Conference won’t be the same without you there!

Each year I learn something new, create new relationships and strengthen existing ones while finding great value in the time and money invested in being there.
Avoid FOMALA (fear of missing ALA) with four conference days encompassing more than 70 sessions from over 100 speakers focused on professional legal management. If you aren’t in Salt Lake City, just imagine what you will be missing.

The Meeting of the Minds (a revamped version of Idea Exchanges) are where attendees will engage, collaborate and innovate. There are also Deep Dives that will allow for more focused, in-depth exploration of a topic that will provide you with key takeaways you can implement at your organization.

The Exhibit Hall will feature more than 140 business partners ready to get to know you so they can be a solutions resource for you and your firm.

Hear Catherine Sanderson, PhD, talk about the Science of Happiness in the Keynote Session. She’ll delve into ways to improve your own psychological well-being. Can’t we all use more of that?

Salt Lake City is close to the Mighty 5 National Parks and several ski resorts, and it’s quite simply a beautiful city to be outdoors in. There is also shopping and lots of cultural activities, so come in before the conference or stay a day or two later to enjoy all that Utah has to offer.

The First Five Community is going live for members in their first five years as legal management professionals. Whether you’re new to legal or a seasoned member, all are welcome in the First Five as this dynamic group provides a supportive and collaborative environment to help you navigate conference and the daily challenges in your legal management role.

The Brezina Memorial Session, presented by the Foundation of Association of Legal Administrators, will feature Dr. Rick Rigsby as he shares what it takes to be a 21st century leader. Here’s a hint: Leadership is not for the faint of heart. However, Rigsby entertains while he teaches, and leaders willing to grow can have true and lasting impact.

Wednesday night’s VIP Grand Finale features The Party Crashers, who will have us on the dance floor from their opening song! Bring your dancing shoes — you’ll be putting them to good use!

Attending Annual Conference truly engages you with the value and benefits of ALA membership. The education, memories and relationships you experience at Annual Conference will make you a better legal management professional.

You — do it for yourself. It’s an investment for many facets of your life. Attend conference for you, your career and your firm.

Accept my 2020 Annual Conference Challenge to all ALA members and business partners heading to Salt Lake City by tweeting to @JamesCornell3 and @ALABuzz using #ALAConf20 with your reason for attending conference. Share with your colleagues and fellow members why this is a can’t-miss event. We look forward to hearing from you!

STILL NOT CONVINCED?

Or need a bit more information to help your managing partner or manager give you the approval? ALA has you covered with our Justification Toolkit. Check out the toolkit at alaannualconf.org. You’ll also find complete conference details here, including how to register.

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Client Feedback: Using Past Experiences to Create Better Futures

What’s more valuable than your clients? Your current business — not to mention your future reputation — relies on whether they’re satisfied with your services or quietly researching other options. So if you’re blindly guessing at what they need, what they appreciate and what they can’t stand about your practice, why aren’t you asking them?

Client feedback has been called the “single most effective marketing strategy a law firm can implement,” and for good reason. Seeking out — and proactively responding to — client feedback offers numerous benefits, including:

• Strengthening client relationships
• Developing new business opportunities and new ways to help clients
• Correcting any missteps that you’ve made before they cause irreparable damage
• Rewarding and encouraging high performers and outstanding efforts
• Focusing your energies on high-return initiatives (and scuttling projects that don’t matter to clients)

When you make time to tell your clients how much you value their business and demonstrate that value by asking them what you can do to improve, you almost guarantee that they’ll feel better about your services. Even better, client feedback sessions can naturally evolve into strategic discussions about the direction of your clients’ business, their short- and long-term goals and their legal and business needs. You may well be able to help them meet those goals — but only if you know about them.
As an aside: don’t shy away just because you might hear some negative feedback. The truth is, you’re unlikely to hear anything awful that you didn’t already know. If you do, isn’t it better to find out before you’ve entirely lost the client’s business with no idea what you did wrong and no opportunity to improve?

**HOW TO ASK CLIENTS FOR FEEDBACK**

Client feedback programs can span a spectrum of options in terms of formality, depth, complexity and use of technology. If you haven’t been gathering any feedback, it’s probably wise to start with a pilot program within a single practice area or client group. Use that pilot to explore different approaches to gathering feedback. Depending on the client and the depth of feedback you’re interested in, you might try one of these approaches:

- Add a single-question net promoter score (NPS) query in standard email communications (“On a scale of 0 to 10, how likely are you to recommend our practice?”).
- Ask clients to complete a multiquestion survey delivered online and in hard copy.
- Schedule post-engagement conversations to explore overall satisfaction and areas for improvement.
- Conduct in-person strategic visits at the client’s office.

With each approach, evaluate a variety of choices to find the right intensity. For example, should the attorney in charge of the account visit the client or should a managing partner? Which stakeholder should they meet with? What should they ask? When should they stick to the standard survey questions and when can they go off-script? (You can even get meta about it, asking clients how they feel about you soliciting feedback and your methods of doing so.)

In-person feedback sessions are particularly valuable opportunities to gather information about how your practice can help clients with other needs. How can you make their life easier? What are they stuck on or struggling with? What’s frustrating them in their daily work? They may be holding back about these “non-legal” issues because they aren’t aware that you can help.

To all those working in corporate legal departments, this advice applies to you as well. If you circulate around the different business units within your company asking these questions, you’re likely to find several areas where you can provide valuable service, which helps to justify the existence and the budget of the legal department.

**WHAT TO DO WITH CLIENT FEEDBACK**

This may be obvious, but be sure to listen closely to what your clients have to say. Ask additional questions if you need to clarify their concerns.

Be prepared to implement their suggestions, either as stated or indirectly by making a broader change. This is especially important if a client has been honest enough to weather the awkwardness of telling you about an annoying or off-putting practice.

Create a proactive strategy for implementing any adjustments that you’ve identified from client feedback. If you have a valid reason to continue that practice, you can at least explain the rationale behind it.

When you receive positive feedback, celebrate those successes — perhaps in an anonymous form — with your team.

Finally, check back in with your clients periodically. Follow up regarding any opportunities you’ve discovered, with a proposal for how you could help them solve those challenges. Advise them about how you’ve implemented their suggestions or taken their words to heart. Ask whether they’ve thought of anything else or seen a change in your practice since you last spoke.

Actively seeking out and using client feedback about your past performance is one of the fastest, most direct ways to improve your future service and your overall client satisfaction.

**ABOUT THE AUTHOR**

Sarah Leicester is Global Campaigns Manager at HighQ, a collaboration software company that was acquired by Thomson Reuters in July. Leicester has spent her career helping companies leverage the strength of technology to help drive improved business value.

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The Efficiency of the Attorney Experience in Your Firm’s Back Office

What happens when law firms’ back-office operations — unique platforms and workflow from office to office — are not standardized? It becomes an unnecessary drain on operations as well as attorneys themselves. Attorneys and staff have become more mobile and office structures have changed, so an inconsistent end-user experience when attorneys and staff move from office to office means they are directly experiencing inefficiencies.

Time is critical for attorneys. Firms of excellence drive for standardizing the back office to a firmwide experience that helps reduce attorneys’ mobile friction and increase efficiency.

It means more than money in the pocket. Standardizing and streamlining back-office equipment and workflows reduces the stress of engaging new environments, learning new technology, and positively impacts confidence in increasingly displaced work styles.

The notion of a standardized back office has such a clear value to the firm in terms of dollars, efficiency gains and intangibles such as stress. It is difficult to imagine a firm not working to advance this structure; however, with the pace of change at firms — especially in terms of changing staffing structures, laterals, mergers and acquisitions — it is actually very common for even the most distinguished firms to accumulate a shocking array of back-office inefficiencies that have a wide range of negative effects.

**IMPACTS OF STANDARDIZATION**

Here’s an example. My company worked with Philadelphia-based AmLaw 100 firm to solve this particular issue. The firm had a legacy nonstandard operation that continued as the firm grew through acquisitions of smaller, regional firms. This was a strategic decision that enabled a great deal of autonomy to each office to select equipment and service providers that best suited their own needs.

“Client scrutiny of a firm's excellence won’t exclude the back office forever, and the day is coming where a bill will be sent back to the firm redlined for items that are clearly caused by back-office efficiency.”

ROB MATTERN
President and Founder
Mattern, LLC
However, over time, the resulting situation in the firm’s back office, specifically its equipment fleet, was less than desired: machines were in various states of functionality, and they had a mix of manufacturer and financial obligations. Some of the offices possessed gear that was long past life; in others, the firm was only nearing the halfway point of equipment leases. Then, in 2018, the firm acquired a larger Minneapolis-based firm that owned their equipment outright and also introduced another entirely different fleet of multifunctional devices into the mix, so something had to be done.

In total, the firm had four different equipment platforms, four different lessors and six different service providers. There was not only an unnecessary drain on operations, but attorneys themselves were also experiencing inefficiencies as they moved from office to office.

Most providers wanted to stick to uptime per office, so we assisted the firm in drilling into service levels — ultimately doubling down on the idea that we cared about all service levels on all devices in all offices. We kept pushing back that our ideal was uptime by device with a financial penalty for nonperformance. On a parallel track, the firm had strong conversations around the true needs of a piece of gear. Of course, everyone wants bells and whistles, but they really pushed people to one model of a device to capture the standardization they sought.

At the end, this process helped the firm save almost 30% on their costs. But the story is really about the efficiencies and experience created in their back office. Out of the 90 devices, they have 65 of the same device, which is almost unheard of in the legal market. This consistency also creates invaluable downstream benefits for the firm’s IT support: with all the same drivers and toners in addition to the same interface for the end users/attorneys.

As with all things, law firms should take their cues from the clients themselves. Clients no longer pay for a firm’s inefficiency — whether that’s a staffing failure or a technological failure or something else.

Client scrutiny of a firm’s excellence won’t exclude the back office forever, and the day is coming where a bill will be sent back to the firm redlined for items that are clearly caused by back-office efficiency.

As the firmwide strategy evolved, leadership started asking questions: Could we conduct business more effectively if each office operated the same? Could we create a firmwide experience that had tangible value for the attorneys? Could the firm gain synergies such as shared knowledge and valuable efficiencies through a firmwide experience while also creating some cost savings? We said yes.

The challenge, of course, was to create a firmwide experience in the most efficient way while ensuring excellent service across all the firm’s offices. In other words, no matter what service provider we selected, the firm wanted to ensure that their smaller offices received the same service level as their larger offices. The main players in the equipment arena were known providers to the firm and us, and the cost was fairly net-neutral after they went through the request for proposal process. It really came down to the level of service that could be provided to each office. This was the real differentiator: who, on a national level, could put together a service-level agreement that treated every office equally?

Client scrutiny of a firm’s excellence won’t exclude the back office forever, and the day is coming where a bill will be sent back to the firm redlined for items that are clearly caused by back-office efficiency.

As with all things, law firms should take their cues from the clients themselves. Clients no longer pay for a firm’s inefficiency — whether that’s a staffing failure or a technological failure or something else.

Client scrutiny of a firm’s excellence won’t exclude the back office forever, and the day is coming where a bill will be sent back to the firm redlined for items that are clearly caused by back-office efficiency. The firm could try to bury these objections or write them off — but that isn’t the business of an excellent firm. The business of an excellent firm is to do it right, and the back office is a vital part of this equation.

**ABOUT THE AUTHOR**

Rob Mattern is President and Founder of Mattern, LLC. Mattern has been widely published, including recently in the *The Wall Street Journal, Law Technology News* and *Legal Management* magazine, and is an editorial board member of Law Journal Newsletters’ *Accounting Financial Planning for Law Firms*.

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Office Dating: Passions and Policies

When a Miami-based law firm merged with a smaller practice group recently, an unexpected hazard came along for the ride: a romantic relationship between a partner and an associate.

“Soon after the merger I overheard two people in a conversation about a deposition,” recalls Paula J. Lawson, CLM, Firm Administrator for Genovese Joblove & Battista. A female associate was speaking in an insubordinate manner, charging that the male partner had not prepared her properly. “The whole interaction was being conducted in an argumentative manner, more like that of a married couple than two professionals.”

Lawson knew she had to take action, for toxic interactions between individuals in a chain of command can affect the morale of surrounding employees. “With the blessing of the other partners, I spoke with both of the involved parties,” says Lawson. “They admitted they were romantically involved. I then spoke with other employees and asked if that kind of conversation went on very often and if it made them uncomfortable. They answered in the affirmative.”

Lawson continued to monitor the relationship to obviate the reality or perception of favoritism, quid pro quo exchanges or sexual harassment. As it happened, the woman shortly left the firm on her own accord for unrelated reasons.

Office dating, and its concomitant potential for costly ramifications, seems to be a particularly common phenomenon in the legal working environment.
LOVE IN LEGAL

If that story ended happily, it nevertheless points to a larger issue: Office dating, and its concomitant potential for costly ramifications, seems to be a particularly common phenomenon in the legal working environment.

“At law firms people spend a tremendous number of work hours with each other,” says Lawson. “There are stressful situations in which people come to rely on one another’s capabilities and develop conditions of mutual respect that can often lead to romantic relationships.”

Larger societal dynamics make their own contribution. “Workplace fraternization is becoming a bigger issue with younger people who are spending more time at their place of employment, giving them more opportunity to develop relationships with coworkers who share their interests and education and background,” says Gary Phelan, a Shareholder at Mitchell & Sheahan, PC, in Stratford, Connecticut. “The boundaries between personal and work life are blurring and even disappearing, thanks not only to cultural trends but also to social media, which allows people to engage more easily with one another.”

With an increase in fraternization has come a corresponding uptick in managerial disruptions and legal headaches. “Most people keep their emotions off the job and maturely handle breakups,” says Bob Gregg, Co-Chair of the Employment Law Practice Group at Boardman and Clark LLC in Madison, Wisconsin. “Some do not, and the aftermath can result in litigation. Continuing advances from a supervisor, while at one time may have been mutual and welcome, may become unwelcome sexual harassment. The company can be liable for failure to address and stop these aftermath behaviors.” In fact, Gregg says a substantial number of sexual harassment cases have resulted from what were at one time consensual relationships.

One additional extra-managerial force is pushing employers to take action — the arm of the law. “Ever since the #MeToo movement began, many states and municipalities have started cracking down with tougher legislation related to sexual harassment in the workplace,” says Robert J. Nobile, a Partner at Seyfarth Shaw LLP in New York City. “They are requiring employers to conduct annual training on what constitutes sexual harassment, to post notices detailing how employees should report incidents of harassment, and to have employees sign documents acknowledging an understanding of their rights. Some states even require employers to inform workers of the types of damages they can pursue if they are harassed.”

Such developments are motivating employers to toughen up their workplace dating guidelines. “Companies are starting to enforce zero-tolerance policies, cracking down harshly on individuals whose conduct may constitute sexual harassment,” says Nobile. “Conduct which in the past might not have resulted in termination may well do so today.”

REPORTING RELATIONSHIPS

Faced with the potential for costly ramifications from workplace dating, employers are instituting policies to lessen the risk. Legal management professionals are often involved from the beginning.

“In many firms the legal administrator or human resources director will develop a policy that requires disclosure of personal relationships between partners and associates who report to them, or between anyone in a management position and a subordinate,” says Phelan. “That policy needs to be communicated effectively, before relationships develop and turn into huge problems.”

Case in point: Long before the event that opened this article, Lawson had developed a dating policy in conjunction with the executive committee of Genovese Joblove & Battista. “Our policy is very similar to those of many other law firms,” says Lawson. “It states that anyone involved in a romantic relationship may not remain in a direct reporting relationship or any relationship that might affect their compensation.”

Faced with the potential for costly ramifications from workplace dating, employers are instituting policies to lessen the risk. Legal management professionals are often involved from the beginning.

Many policies state that if anyone in a supervisory role dates a subordinate, both parties are obligated to bring the relationship to the attention of a designated individual who can monitor the relationship to prevent any favoritism, such as the subordinate receiving inflated performance reviews or more attractive assignments, and also to ensure no sexual harassment occurs down the road. At larger organizations, one of the involved individuals might be transferred to another department to eliminate direct reporting.
Such policies reflect the belief that it is better to know about office relationships than to sweep them under the rug. “We had discussed having a policy that prohibited all dating,” says Lawson. “We felt it is unrealistic to think romantic relationships are not going to happen, and such a policy forces people into secrecy.” And secrecy can make matters worse, providing cover for a benign condition to turn toxic.

Legal managers are often the first to hear about new relationships. “Most smaller law firms do not have full-time human resources managers, so the firm administrators are likely the first people to receive reports of harassment or rumors of manager-subordinate relationships,” says James J. McDonald Jr., Managing Partner at the Irvine, California, office of Fisher & Phillips. “They must be familiar with basic HR laws and how to respond to such reports.”

Once a dating relationship comes to light, the firm’s antiharassment policy should be clearly stated to both parties. “Dating couples may be required to sign ‘love contracts’ that state their relationship is consensual,” says Nobile. “The document may also acknowledge an understanding that the two parties are required to act professionally at all times in the workplace and that in the event the relationship ends they have the duty to disclose that fact to the company.”

As the above comments suggest, healthy communications can help identify and defuse dating landmines. “I chat with almost every staff member in our three offices at least once a week,” says Lawson. “So I have my thumb on the pulse of things and feel I would know if any romantic relationships were developing.”

ABOUT THE AUTHOR

Phillip M. Perry is an award-winning business journalist with over 20 years of experience under his belt. A three-time recipient of the American Bar Association’s Edge Award for editorial achievement, Perry freelances out of his New York City office. His byline has appeared over 3,000 times in the nation’s business press.

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How to Attract a Loyal Client Base

Consumers have more choices than ever before thanks to an increasingly interconnected world. If they need legal help, they can hop on Google and find an online consultant, hire a law firm in a different part of the world or even try to build their own case using research they find on legal websites. What they’re looking for is convenience and an excellent experience and price point. Today, with so many options available to them, they can get just that.

With much more competition than ever before, law firms need to employ creative strategies to build a loyal client base.

“It’s important to create a loyal customer base these days for repeat business, referrals and receiving excellent feedback on social media and Google reviews,” says Andrew Legrand, a business attorney at Spera Law Group, LLC. “Referrals and online reviews are two of the main ways that consumers and small businesses find attorneys. You can’t expect to get client referrals or receive good online reviews if you’re not providing a good client experience.”

With that in mind, if you’re looking to increase the number of clients you have and ensure they’re satisfied, put the following advice into practice at your law firm.

TREAT THEM LIKE YOU’D WANT TO BE TREATED

Think about the brands and businesses you love. Why do you keep going back to them? In your law firm, you should treat your clients like you’d want to be treated — if not better.”

“Put yourself in the clients’ shoes and [say], ‘How would I want to go through this process?’” says Archal Rami, Business Consultant and Chief Executive Officer of Rami Consulting Group.
For example, Rami says you can make sure your law firm is easy to find by providing clear directions to your office. When the client walks in, you could offer them coffee or light refreshments so they feel welcomed. While the case is going on, check in on how the clients are doing and offer your assistance. After the case, no matter what the outcome is, reach out to the client and ask how they are doing (in an appropriate manner).

Additionally, according to Frederick Penney, Founding Partner of Penney & Associates, it’s a good idea to stay in touch with them by sending holiday cards or a newsletter, as long as that’s in line with your state bar’s ethics rules.

“I would recommend making sure you seem genuinely interested in your clients, not just their cases,” he says. “You cannot do this with all clients, as some desire different interactions. I still have friends from 25 years ago [who] were my clients. Building this kind of relationship can be an effective way of not only retaining a loyal client but also getting referrals.”

### FOCUS ON CUSTOMER SERVICE

According to Fundera, 80% of customers will pay a higher price for a better customer experience, which is why you need to emphasize it in your law firm.

“The best way to build a loyal client base for a law firm is by providing exemplary service,” says Legrand. “That word gets tossed around a lot, but it really is what people remember.”

So what does great customer service mean to Legrand? He says it includes constant communication, transparent billing practices “and a clear understanding of where the client is today and where they’re going in the future. Many times, [clients] are afraid of hiring lawyers either because of the cost, our social values or just the overall nature of hiring someone in a situation that most people probably don’t want to be in. By providing service, we can provide comfort and create raving fans.”

### BE OPEN TO CHANGE

The legal industry is changing all the time. For instance, some lawyers are getting rid of hourly billing to stay competitive. According to Attorney At Work, since customers have more power than ever before, they can call the shots and choose not to hire attorneys who bill by the hour. Plus, customers realize that hourly billing does not accurately reflect value; taking a quick phone call with a client is not as tough as writing out a unique contract.

If you want to build a loyal client base, you’ll also have to keep up with the times and customer demands. Sheila Murphy, President and Chief Executive Officer of Focus Forward Consulting, says this means being willing to consider alternative billing arrangements and being open to technology and innovation.

### PROVIDE EXTRA VALUE

At the bare minimum, you should deliver timely and accurate advice at a fair price, according to Robert Elwood, Chief Operating Officer and Partner at Practus LLP. “But to build true loyalty, you must invest yourself deeply in the well-being of the client,” he says.

This can take many forms. Elwood says you could ask them about more than their legal problems, like inquiring about their business, their families and whatever else matters to them. “Add value whenever you can, especially if you can do so for free. For example, if your client has a branding problem, then brainstorm with them about what makes their business uniquely valuable.”

### BE CONSISTENT WITH COMMUNICATION

Your clients want to know that you’re working hard on their case. To prove that you are, as well as help them feel comforted, you can emphasize communication.

If you can’t do something, don’t tell your client you can. And if you have the ability to do something, follow through — or else you’ll break that sacred trust.

Darryl Smith, Founding Partner at Florida Car Accident Lawyer Team, says that you need to communicate with your client through each and every step of the legal process and make sure you have addressed their questions and concerns promptly.

“Consistent communication is important to keeping a loyal client base because clients respect and remain loyal to attorneys [who] are always there for them. Improving your attorney-client relationship can keep clients loyal, even if competitors are offering lower prices.”
Loyalty goes both ways: if you’re not working with your ideal clients, then seek out new ones who are going to stick with you and pay you what you deserve.

Murphy adds that you should communicate the way the client wants to, whether that’s over email, text, the phone or some other method of communication.

**SPEAK THE CLIENTS’ LANGUAGE**

To ensure you and your clients are on the same page, do some research into their situation and business and learn the ins and outs of it.

“Understand the business and industry the client is in so you can speak their language and know the trends/pressures impacting them,” says Murphy.

**KEEP YOUR PROMISES**

If you can’t do something, don’t tell your client you can. And if you have the ability to do something, follow through — or else you’ll break that sacred trust.

“When someone makes a promise, people tend to remember that,” says Legrand. “If you tell someone you’re going to do something and then don’t do it, why would they believe anything else you have to say?”

**GO FOR CLIENTS WHO VALUE YOU**

Loyalty goes both ways: if you’re not working with your ideal clients, then seek out new ones who are going to stick with you and pay you what you deserve.

“Clients can be loyal, or at least the best kind of clients [can be],” says Legrand. “The clients who are always looking for the lowest price may not be the ‘A’ clients that you actually want in your law firm. So yes, you will lose some clients if someone else is offering a lower price, but is that really the type of client that you want?”

**WORK HARD FOR YOUR CLIENTS**

At the end of the day, clients are going to stay loyal to you if they’ve had an exceptional experience and are assured that you worked hard for them. Always dedicate yourself 100% to your clients, and they will give you their loyalty in return.

“The client experience is what drives loyalty,” says Rami. “If clients have felt like that the lawyer has done everything in their power to get the best result possible, then they likely will come back, because they know they will get the best result possible.”

**ABOUT THE AUTHOR**

Kylie Ora Lobell is a freelance writer living in Los Angeles. She covers legal issues, blogs about content marketing, and reports on Jewish topics. She’s been published in Tablet Magazine, NewsCred, The Jewish Journal of Los Angeles and CMO.com.

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**Learn Law Firm Management Essentials Online**

ALA’s new e-learning program already has three courses to its name, all of which encompass different areas of law firm management essentials (LFME). Register now to build up your knowledge of these areas through dynamic, self-paced learning that features text, graphics, animation, video, games and quizzes.

**LFME: Legal Industry — five learning modules**

**LFME: Human Resources — five learning modules**

**LFME: Leadership — two learning modules**

View the courses here: alanet.org/elearning.
E-learning is self-paced instruction that can help you complete education and training objectives with greater ease and flexibility than traditional classroom-based or web-based learning. Content is delivered via text and graphics, animation, audio and video, quizzes, surveys, and games.

**Law firm management essentials topics include legal industry, leadership and human resources.**

Traditional web-based courses are led expert instructor and meet online once a week for six weeks. All content becomes available on-demand after the digital classroom session. They provide thorough, in-depth legal management education in a flexible, convenient format.

**The courses cover human resources and financial management.**
Smooth Operators

Roughly a decade ago, when law firms were fighting for a share of the reduced post-Recession demand for legal services, it wasn’t uncommon for clients to ask for a nontraditional pricing structure or cost reduction.

More recently, though, some firms are finding the conversation has shifted from dollar amounts to asking how the firm is maximizing efficiency — something Ogletree Deakins has come across more often when responding to requests for proposals (RFPs), according to Jennifer Mendez, who is overseeing the firm’s Chief Knowledge Officer duties until a new one is identified.

“After the Recession, what we were seeing was really more of a demand for alternative fee arrangements over billable hours, and discounted rates — whereas over the last few years, the industry has definitely seen an emphasis on technology and efficiency,” Mendez says. “It’s top of mind for a lot of companies.”

In-house counsel’s interest, she says, is likely fueled in part by the expanded role they’ve taken on. This may have prompted them to investigate legal technology that could help them handle the additional work internally.

More than half — nearly 58% — of legal departments that planned to decrease their outside counsel spend said in-house lawyers would cover the work, according to Altman Weil’s most recent Chief Legal Officer Survey.

“[Legal departments] began evaluating legal technology tools from a research and efficiency standpoint,” Mendez says. “When things started to pick up in the economy and industry, there was an expectation that law firms should be doing the same thing.”

Many were. In the past decade, firms have had no shortage of legal tech solutions to choose from. Products are now available that facilitate collaboration, check documents to ensure elements aren’t missing, and even assess litigation strategy. Artificial intelligence-powered searches allow firms to get targeted, fast answers — and attorneys can access files from their desk, from their laptop midflight or from their phone practically anywhere, thanks to cloud storage.
“A number of companies are disrupting the legal tech space,” Mendez says. “From a technology standpoint, they’re really innovating and delivering valuable solutions that create efficiency.”

**DIGITAL ADVANCEMENTS**

In addition to commercially available tech products, some firms have created proprietary solutions that were custom-built to address their specific needs.

Ogletree Deakins, for instance, released its internal chatbot KARLOS — which stands for Knowledge and Resource Locator for Ogletree Systems — in October 2018.

The labor and employment law firm’s knowledge management counsel, after finding he was answering the same questions over and over, used basic skills he’d obtained in a computer science course in college to build the first version of the tool, populated with information from the firm’s intranet and responses he’d recorded.

To access a chat window and get questions answered, firm members just need to click on KARLOS’s avatar — designed to look like the knowledge management counsel — which appears in the firm’s intranet navigation. In 2019, the chatbot won the International Legal Technology Association’s (ILTA) Transformation Project of the Year award.

Ogletree Deakins has also introduced enterprise search capabilities that allow firm members to quickly locate a precedent document and identify subject matter experts. Previously, firm members would often send out a mass email asking who had experience in a certain area.

“You can imagine how disruptive that could be, if people are sending them out over and over,” Mendez says. “It takes away from the time attorneys are dedicating to client work to stop and read the email. The firm definitely streamlined the process with its enterprise research tool, which searches through bios, time entry narratives and documents.”

In response to clients’ heightened interest in efficiency and greater pricing transparency, national law firm Thompson Hine created a combination of procedures and technological tools called SmartPaTH. Chief Practice Innovation Officer Bill Garcia described it as aligning planning and emphasizing what an overall engagement will entail with clients.

“In the 2009-2012 era, there was a significant shift in the market; clients were saying the old way of doing things isn’t going to work,” Garcia says. “It really came from our current managing partner thinking about what the market was telling us and how we might respond."

The system encompasses reporting and other instruments, including a budget and work planning tool the firm’s application development team created that monetizes work plans to help the firm negotiate a fee arrangement.

When the firm is pitching its services, SmartPaTH’s planning and other tools allow it to provide a detailed depiction of what clients can expect from the engagement, Garcia says.

“You don’t get in the room if the in-house lawyers don’t think you can do the work,” he says. “One of the things we’re trying to explain is what it’s going to be like to work with this law firm. We are able to say with greater deal of precision, ‘Here is what you will spend on legal services between today, when we don’t settle, and the next opportunity for a settlement comes up’ — and you need to take that into account."

Thompson Hine decided to announce it was using SmartPaTH — which at first had primarily been an unpublicized internal resource — in part, Garcia says, to show people in and outside the firm that the system was here to stay.

“We talk about that as the day we burned the boats — a reference to Hernán Cortés, [who did that] to convince people they were in the New World to stay,” he says. “The idea was when we went public, our clients would begin to expect services to be delivered using these principles, and our lawyers would understand clients would be expecting this.”

**NONMECHANICAL UPDATES**

While technology certainly can play a role in efficiency improvement, some firms are also employing other techniques to take full advantage of their time.

Thompson Hine has invested in professional development to improve associates’ skill sets, such as how to use budget planning work tools, interim reporting its system generates, and address planning anomalies and variances.
Firms may want to consider a blend of tech and procedural changes if they’re looking to boost efficiency — or if clients are asking them to, a scenario that may remain an ongoing reality for law firms in the post-Recession legal services market.

At The McCraw Law Group, a 12-employee firm with two locations in Texas, employees work on an efficiency project for the quarter or year — part of the firm’s effort to continuously improve operations.

Chief Executive Officer John “Lin” McCraw sees it as an essential part of remaining competitive.

“Everybody has a project,” McCraw says. “In litigation, for instance, there are things you can’t control — when cases get transitioned from prelitigation to litigation or when a defendant answers. But you can control your time to respond.”

Firm projects have included establishing a system to ensure clients are following through with medical care — which a defendant may later claim indicates the person wasn’t badly hurt, according to McCraw, even though the plaintiff may not have transportation available to get to appointments — and digitizing its process for signing new clients.

“As a result, we’ve taken something that would take up to several days or maybe a week, and it happens automatically that same day,” McCraw says. “As a result, we’ve saved a lot of staff time reinputting and inputting, scanning and setting it up.”

To measure progress toward efficiency and other goals, the firm also publicly displays individual and team results each month on white boards in its office.

“We post all key performance indicators that we’ve come to realize allow us to better predict what expenses are longer term and also measure against all goals,” he says. “I also have to hold myself accountable. We went over the numbers at the end of the year, and I was responsible for the one area [that underperformed]. I had to be honest and rate myself down.”

McCraw has found personally meeting with firm members to go over what’s happening on a project and whether the schedule is on track can help facilitate them reaching milestones along the way.

“If you just assign projects and don’t follow up, the emergencies for the day are going to displace the projects that you simply have to have if the firm’s going to be competitive,” he says. “With some folks, I physically have to go to the calendar and say, ‘From 2 to 4, you’re going to work on this project every Thursday because it’s going to be done by X date.’”

Tech solutions can undoubtedly help firms automate tasks, manage schedules and achieve a number of other positive outcomes. As a result, some firms have relied heavily on them when looking to make operational improvements.

However, even with all the benefits today’s burgeoning crop of legal tech solutions can provide, technology isn’t the only — or always even the best — way for firms to become more efficient, according to Debbie Foster, a Partner with Affinity Consulting Group, an ALA VIP business partner that provides process improvement and other legal organization services.

“There are so many tools available to law firms, it can be exhausting. And it is far too common for firms to just keep on buying the new tools,” Foster says. “Too many make you less efficient. You have to have a well-defined process, and people have to be willing to follow that process. And you need to make sure your technology is being leveraged in the best way possible.”

Firms may want to consider a blend of tech and procedural changes if they’re looking to boost efficiency — or if clients are asking them to, a scenario that may remain an ongoing reality for law firms in the post-Recession legal services market.

“The pendulum may swing back on a lot of things; it’s not going to on this,” Garcia says. “The rise of service providers who can deliver chunks of what used to be delivered by law firms is a trend I think is going to continue, and clients are going to continue to demand improvement in processes, project management and in service delivery — and they deserve that.”

ABOUT THE AUTHOR

Erin Brereton is a freelance writer, editor and content strategist who has written about the legal industry, business, technology and other topics for 20 years.

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Wireless Earbud Madness

We have been fans of Bluetooth wireless earbuds that will pair with our phones for some time, but it seems that lately the wireless earbud genre has skyrocketed in popularity.

Probably the main driving force behind this frenzy is the fact that major phone vendors (mainly Apple, Samsung and Google) have been dropping the 3.5mm headphone jack from their new phone models, so users have been forced to look for alternatives to the traditional wired headphones.

Secondly, the quality of the some of these wireless earbuds has increased dramatically over the past couple of years. Now it is quite common to see folks with their wireless earbuds at the gym, on the sidewalk, at the airport and even in the office. But now, with many manufacturers getting in on the action, there are so many options that you might be confused about which is the best bang for your buck. While we haven’t tried every wireless earbud on the market, between the two of us, we’ve tried out quite a few. Here are some of our favorites.

**APPLE AIRPODS PRO**

These are the next generation of Apple’s original AirPod earbuds. The AirPods Pro will outsell all of the other buds in this review combined because of the popularity of the Apple iPhone. They are expensive, but worth it. They will make you forget how you look with white things hanging out your ears. They fit great, and your iPhone’s app will even tell you when you have picked the right tips and the perfect fit.

They are vented to avoid the “stopped up” feeling when you have earbuds in your ear. They feature a new design, active noise cancellation and improved sound quality, and they’re water- and sweat-resistant. They also have a “transparency mode” that allows you to hear outside sounds when you are riding your scooter. The sound quality is better than, or at least on par with, the sound quality of all the earbuds on the market.

“Of all the earbuds we have tried, these are probably the most compact and least conspicuous pair to wear in your ears. This can be important if you don’t want to appear too geeky when working up a sweat at the gym.”
BOSE SOUNDSPORT FREE WIRELESS HEADPHONES

We love Bose sound, and these small Bose speakers for your ears do not disappoint. Although the $199.95 price point for the SoundSport earbuds is at the top end of the scale, the quality of the sound from these earbuds is definitely at the top of the scale as well. In addition to sounding incredible, these earbuds have one of the best fits in terms of staying in place and not falling out. They are sweat-proof, meaning they are a terrific addition to take with you to the gym. You get about five hours of playing time on one charge, and the handy storage case will recharge the buds up to two times.

About the only thing we wish we could change about the Bose SoundSport earbuds is the size. They are just a little bit bulky in the ear — it’s not really uncomfortable so much as really noticeable when you have them on. We don’t care so much as long as the sound is good — and the sound is really, really good.

SAMSUNG GALAXY BUDS

While Samsung’s entry into the wireless earbud market can be paired with any smartphone via Bluetooth, the integration is really tight with Samsung’s Galaxy phone lineup. The Galaxy Buds are priced below Apple’s popular AirPods at $149, but we really don’t think you sacrifice much, if anything, in sound quality by going with Galaxy Buds. We like Galaxy Buds not just for the superior sound but for the great fit and cosmetic appeal. They nestle very securely in your ear with customizable wing tips and ear tips to get the perfect fit.

Of all the earbuds we have tried, these are probably the most compact and least conspicuous pair to wear in your ears. This can be important if you don’t want to appear too geeky when working up a sweat at the gym. The battery life is great and the storage case doubles as a recharging unit. If you have a Galaxy phone, you can actually recharge your earbuds by placing them on the back of the phone. With the Galaxy Wearable app, you can adjust how much ambient noise you wish to hear through the earbuds, which can be useful when you’re walking or running in a city environment.

AMAZON ECHO BUDS

Amazon recently introduced a new option with its Echo Buds. These earbuds are probably most similar to the Galaxy Buds in terms of how they look and fit, but they clearly are not in the same league with the other earbuds we have tried in terms of sound quality. They are priced a little lower at $129, which is still a little pricey, in our view, for the sound quality that the Echo Buds offer. It’s not that the sound quality is terrible — it’s just that when you compare them with AirPods, Bose SoundSport or Galaxy Buds, there is a noticeable drop-off in quality.

Of course, the Echo Buds name suggests a tie-in with Amazon’s other Echo devices and popular Alexa voice assistant technology. With the Echo Buds you have Alexa listening for voice commands. So, if you are so inclined, you could be working out at the gym or navigating public transportation in a busy city and still be able ask Alexa to do things for you hands-free, like playing the next tune or giving directions to a restaurant.

ABOUT THE AUTHORS

William Ramsey, Partner at Neal & Harwell, and Phil Hampton, Consulting President of LogicForce, are best known for The Bill and Phil Show.

twitter.com/BillandPhil
Long-Term Care Planning for Your Firm: Finding the Right Fit

Being part of the long-term care industry, we talk to hundreds of law firms—including firms within the ALA orbit—every year. And we keep hearing the same concerns: You want to help your employees plan for their future and their retirement by introducing a long-term care planning, but you run into the same stumbling blocks.

You may feel that your firm is too small or that you have a number of K-1 business owners. Historically, most carriers have not recognized K-1 business owners as benefit eligible; however, we’ve found carriers that are willing to recognize this type of employee and are able to provide benefits to them.

Or you may already have a long-term care insurance (LTCI) plan in place but you haven’t seen enough employee participation. You may have had the best intentions to do some research into LTCI, but you just haven’t had the time to get more informed. Do any of these sound familiar as impediments to your goals?

Let’s now discuss some of the challenges you, as an employer, may face when introducing LTCI, and how to best overcome them.

**WORKPLACE SIZE AND DEMOGRAPHICS**

Regardless of the demographics of your group or past LTCI offerings, it might be worth giving your long-term care planning options and information a second look.

LTCI group plans can accommodate groups as small as 10 employees and can also work for you if you have a number of K-1 business owners.
You can get a comprehensive proposal that includes all LTCI carriers available in the marketplace for your group, as well as other solutions that you might consider, like a life insurance policy with an long-term care rider. This option can sometimes allow for guarantee issue underwriting.

LAGGING PARTICIPATION

If you already have an LTCI plan in place but are not seeing the participation you would like, there are easy ways to adjust. Education is the key to an LTCI plan succeeding.

Rate increases and carrier product changes bring another level of complexity to the long-term care insurance product. It’s important to communicate early and often to employees who may be affected by changes. If you are facing a rate increase, show your employees other products available to them in the individual market so they have options when it comes time to make a decision regarding the increase.

PRICING

This is where education is also key. For example, look for additional services, including a customized website with educational videos and a monthly list bill reconciliation to add new hires and continue coverage for employees that leave the firm. The continuation of coverage is the largest concern law firms have due to lawsuits occurring in the marketplace. It’s important for an employer to have a portability tracking system in place. It is very similar to COBRA.

The first step in helping your firm’s employees with protecting their retirement is evaluating long-term care planning options that are available to them.

ABOUT THE AUTHOR

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15 Ways to Experience Salt Lake City

When you think of Salt Lake City, Utah, what comes to mind? Skiing or the Olympics? Maybe Mormons? Or no alcohol? For me, Salt Lake will always be home, and I’m excited that ALA’s 2020 Annual Conference & Expo will be held here.

In recent years, Salt Lake City has undergone a renaissance of sorts fueled by one of the nation’s best economies. We’ve seen world-class shopping malls open, amazing theaters and concert halls take shape, and a huge building boom that’s trying to keep up the demand of new businesses and residents.

And I know I’m biased, but it really is hard to find a prettier view. Salt Lake City in the spring is idyllic, surrounded by gorgeous mountains, lush trees and fragrant blossoms. Throw in the pioneer architecture and a diverse offering of restaurants, and your work trip can feel like a getaway.

With that in mind, I’d like to welcome you to my city with a list of places — many within walking distance of the Salt Palace Convention Center — for you to discover, entertain colleagues and business partners, and fill the hours in between Annual Conference.
EAT
Red Iguana
736 W. North Temple, 1.3 miles
This family-run, laid-back restaurant offers traditional Mexican café fare. Be sure to order mole — trust me. It’s worth the Uber.

Bambara
202 S. Main St., 0.2 miles
Located in the Hotel Monaco, this bistro serves up seasonal New American fare paired with cocktails and fine wines. Be sure to make a reservation.

Valter’s Osteria
173 Broadway, 0.2 miles
You’ll definitely need a reservation at this upscale Italian restaurant. It would also make the perfect location for a business dinner.

DRINK
Bourbon House
19 E. 200 South, 0.3 miles
As the name suggests, this cocktail emporium and craft kitchen offers a wide array of bourbon options that will suit any bourbon-lover’s palate. The menu offers a more upscale take on traditional bar food, including vegetarian options.

Gracie’s
326 S. West Temple, 0.3 miles
Located in the heart of Salt Lake City, this is a gastropub with scenic views of downtown. They often have live music, too.

Keys on Main
242 S. Main St., 0.3 miles
Take a seat, Piano Man. Come to Keys for dueling pianos and cocktails you might not see anywhere else.

SHOP
City Creek Center
50 S. Main St., 0.1 miles
This upscale open-air shopping center features foliage-lined walkways and streams covering three blocks in the heart of downtown Salt Lake. You’ll also find fine-dining options here. Just make sure you come with space in your suitcase!

The Gateway
400 W. 100 South, 0.9 miles
The Gateway is an outdoor mall that offers shopping, dining and entertainment options like Wiseguys Comedy Club and Mystery Escape Room. Fun fact: It was originally built for the 2002 Winter Olympics and was where the medal podium was located.

Trolley Square
602 S. 700 East, 1.9 miles
An eclectic, one-of-a-kind shopping and dining center built in 1908. Plus, there’s a Whole Foods.

SEE THE SITES
Temple Square
50 N. Temple, 0.2 miles
Iconic, classic Salt Lake City — at the center is Salt Lake Temple, the gem of the city. Unfortunately, it’s currently closed for the first time while it undergoes extensive renovations. Not to worry, though — start your stroll at the Church of Jesus Christ of Latter-Day Saints Conference Center, just north of Temple Square. It’s filled with beautiful art, artifacts and, if you’re lucky, you’ll hear the organ fill the theater.

The Family Discovery Center
35 N. West Temple, 0.2 miles
It houses the world’s largest library of family and genealogical records, with data for over 3 billion deceased ancestors from around the world. Ask one of the guides for help getting started — you might find someone in your family tree!

Park City Main Street
528 Main St., Park City, 33 miles
This town is the home of the Sundance Film Festival, many 2002 Winter Olympics venues and ski resorts, as well as over 90 shops and more than 50 restaurants all within the historic Main Street area. It’s a quick 30-minute drive from Salt Lake City and will be the cherry on top of your visit — after the conference, of course.
GET OUTSIDE

Big Cottonwood Canyon Scenic Drive
About 20 minutes from downtown Salt Lake
Drive this 15-mile route to visit two world-class ski resorts, rock climbing routes, hiking and mountain biking trails and picnic areas straight out of an outdoor magazine. Pack a picnic and maybe your hiking boots — or just your tennis shoes — to stretch your legs.

Ensign Peak Trailhead
2.2 miles
The trailhead is in a residential area north the Capitol Building — another pretty sight in the spring. This hike is a short (but steep!) 1-mile round trip, but you’ll gain an amazing, clear view of the entire Salt Lake Valley.

City Creek Canyon and Memory Grove Trailhead
300 N. Canyon Rd., 1 mile
Memory Grove Trail is a 5-mile round trip, but you don’t have to go far for beautiful war memorials and a little peace and quiet. It’s in the heart of the city, but the canyon blocks out the urban buzz, creating a great spot for a little me time.

These are just a few ideas of many places that I love. Have a question? Looking for something else? Send me an email!

ABOUT THE AUTHOR

Chase Hunsaker is President of Monify, offering LegalPay’s payment technology to law firms nationwide.

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Network with Your Peers While You See the Salt Lake Sites
Invest in your professional development while you take in all that Salt Lake City has to offer. With more than 70 sessions to choose from — and an expansive Exhibit Hall to find solutions to your firm challenges in — you’ll come back from the 2020 Annual Conference & Expo with fresh ideas for tackling the daily challenges at your firm. Visit alaannualconf.org for complete conference details, including a link to register.
Anniversaries, Awards and Appointments

Members on the Move

Maryann Barth, a member of the Golden Gate Chapter, is now Administrative Services Manager at Cooley LLP in San Francisco, California.

Angel Gonzalez, an independent member, is now Chief Information Officer at Wyrick Robbins Yates & Ponton, LLP, in Raleigh, North Carolina.

Patricia A. Haeck, a member of the Pittsburgh Chapter, is now Director of Facilities and Office Administrator for the Charlotte, North Carolina, location of Parker Poe Adams & Bernstein, LLP.

Stephanie Hood, a member of the Boston Chapter, is now the Chief Operating Officer at Sulloway & Hollis in Concord, New Hampshire.

Heather Larrick, CLM, SPHR, PHRca, a member of the Silicon Valley Chapter, is now Executive Director of Hoge Fenton in San Jose, California.

Diana Lowe, a member of the Greater Los Angeles Chapter, is now Firm Administrator at Knapp Petersen & Clarke in Glendale, California.

Jennifer L. Murov, a member of the Golden Gate Chapter, is now Regional Office Administrator at Dannis Woliver Kelley in San Francisco, California.

Shellye R. Pruitt, a member of the Greater Los Angeles Chapter, is now Director of Attorney Development at Munger Tolles & Olson LLP in Los Angeles, California.

Sheila A. Sawyer, CLM, SHRM-CP, a member of the Houston Chapter, is now Assistant Administrator at Smyser Kaplan & Veselka, LLP, in Houston, Texas.

Rasheda Stewart, a member of the Philadelphia Chapter, is now Human Resources and Operations Manager at Griesing Law, LLC, in Philadelphia, Pennsylvania.

Sending Our Condolences

ALA received word that longtime member Dina S. Wolfe passed away in January. She had worked for many years as the Office Administrator at her husband’s firm, Slutzky Wolfe & Bailey, LLP, in Atlanta, Georgia. Our thoughts are with her family, friends and colleagues. Contributions in her memory can be made to Covenant House Georgia or CURE Childhood Cancer.
What's Happening at Headquarters

There's always a lot going on at ALA headquarters in Chicago. Here's a snapshot of what's in store for the coming weeks.

ALA Coronavirus Update

The Association is currently following the status of the novel coronavirus (COVID-19) as well as recommended practices regarding travel and large gatherings that may affect events like the 2020 Annual Conference & Expo. As of now, ALA’s conference preparations will continue to go forward. Please know that we will monitor the direction provided by public health officials and will respond accordingly.

As a resource for ALA members and the legal management community, we have launched this webpage (alanet.org/about/media-center/coronavirus-response) that includes links to information and resources that can help you make fact-based decisions about topics like workplace preparation, transmission prevention and business continuity. If you have any additional questions about Annual Conference, please email info@alaannualconf.org. Other questions can be directed to BoardofDirectors@alanet.org.

Real ID Deadline Is Approaching

You’ve likely been reading snippets or seeing signs in airports about needing a Real ID to travel later this fall. It’s true — whether you’re planning to travel by air for fun, for work or to one of ALA’s many educational offerings, you’ll eventually need to have one on hand. Starting October 1, 2020, if you’re planning to travel through any airport nationwide, you’ll need a Real ID-compliant driver’s license. Other forms of ID, such as a valid passport, will also be acceptable.

For more information, visit dhs.gov/real-id.
Enter the 60 Seconds of Fame! Contest

The deadline to enter the annual 60 Seconds of Fame! contest is April 10. Members and business partners are encouraged to share how much they value ALA and the relationships they’ve gained from it — in video form. For inspiration, view submissions from previous years on ALA’s YouTube channel.

Online voting will open May 3 and close May 5. The winning entry will be announced May 6 at the Association Awards Gala at the 2020 Annual Conference & Expo in Salt Lake City.

Catch Up with Legal Management Talk

New episodes have been added to the Legal Management Talk podcast feed! Many of them feature interviews with speakers who will be appearing at the 2020 Annual Conference & Expo. Check out:

- Adding Apps to Your Toolkit with Anna Cates Williams, JD, MBA
- Succession Planning for Administrative Managers with Cynthia Thomas
- Supporting Associates into Becoming Rainmakers with Stephanie Hanna

You can listen to the episodes on alanet.org/podcast or via BlogTalkRadio or Apple Podcasts. Subscribe so that you never miss a new episode in the future.