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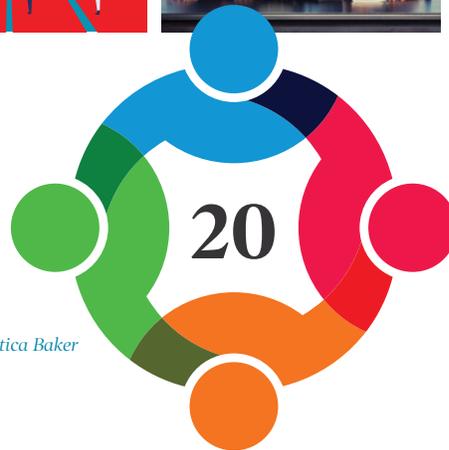
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“Why would I do pro bono?”

I sat impatiently waiting for the required associate training to begin. The topic was about pro bono and some judge from Hennepin County was coming in to lecture the group on why we needed to consider it. I started to drift.

I mentally said to myself, “Self, why would I do pro bono? Nobody ever offered to fix my car for free.” My mental rambling started to become mumbles, “After all, there were many times when I needed work done as a poor college and law school student—and even now as an attorney!” I continued, “There are more important things to worry about— billing requirements, client marketing trips, impressing my peers, and other work-related demands.” At this point, my mumbles became audible words, “I have to put food on the table, medical bills to pay, and, more importantly, save money for that nice vacation to Jamaica.” I unexpectedly exclaimed, “I took out loans to go to law school—if anything, society owes me!”

Does this sound familiar? Honestly, I think every attorney at one point has been there when thinking about pro bono legal assistance.

When we each took the oath to become an attorney, we entered a true profession. As I sat there waiting for the judge’s presentation to begin, I was harkened back to my first day at William Mitchell College of Law, when Professors Heidenreich and Haugen offered sage advice to our young skulls full of mush—in the form of a transcript of the June 1, 1997, WMCL Commencement address by James B. Nelson; not a lawyer, but an ethicist.

In his address, Nelson challenged the students, “Will the law define you as a person?” He went on to tell a story, “of the gravestone discovered in a Scottish cemetery. The inscription actually read: ‘Here lies John MacDonald, Born a man, Died a grocer.’” As the commencement address continued, Nelson challenged the students to consider if they will die “a lawyer? As if our work alone deserved to be an all-consuming endeavor that could give all meaning to our lives! The pressures will be great, and resistance will take courage, but we’ll be richer persons all around and better at our work if we refuse to make a god of the job!”



Aaron speaking with Hennepin county attorney and Vietnam veteran Donald G. Fernstrom about an upcoming pro bono event geared toward area veterans and active duty service members. Don has mentored Aaron over the years and serves as his inspiration to help members of the US Armed Forces.

Providing free legal services to low-income members of our community is an aspirational goal for members of the bar, based on the unique role attorneys have in society and as officers of the court. Attorneys can use pro bono service as an opportunity to be more fully engaged within the bar and with the people we serve.

This edition is dedicated to all those who challenged me to think of the larger purpose of what it means to be a part of a profession. This includes that judge, Judge Jay Quam, whom I first met many years ago at that required meeting. He helped form me, a young, impatient attorney, into someone seeking to become a better lawyer—engaging my brothers and sisters locally and abroad to make the world a better place.

In this issue of the *Hennepin Lawyer*, we explore how attorneys are called to profess and serve others. We are called to seek truth and uphold the Rule of Law. I want to challenge readers to:

- Overcome any fears they may have about engaging in pro bono legal services;
- Seek opportunities to use their time and talents by providing direct legal services to a segment of their community not adequately served; and
- Embrace the calling of their profession and use it to transform the lives of others.

Since meeting Judge Quam in 2010, I have learned my responsibilities go beyond volunteer work.

They must include professing the virtues of being a lawyer by providing pro bono legal services. This might include helping people obtain their birth certificate so they can get a job or obtain affordable housing or working on a criminal expungement. I also enjoy drafting wills and assisting on child support matters for members of the U.S. Armed Forces.

We also highlight new HCBA President Adine S. Momoh and HCBA Secretary Brandon Vaughn. They have been dedicated volunteers to the association for many years and have set a sterling example on how to give back to the profession.

At the end of the day, pro bono has many intangible benefits. It allows lawyers to distinguish themselves among others within the bar—yes, it is okay to brag from time to time. It promotes judicial economy and allows the courts to better allocate scarce resources. It also defines us as attorneys—members of a noble profession.

Aaron Frederickson

September/October Issue Editor

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Mr. Frederickson is a mediator/arbitrator with the Minnesota Department of Labor & Industry. His pro bono legal practice includes the Minnesota Assistance Council for Veterans and Volunteer Lawyers Network. He also has a passion for promoting education, community involvement and personal responsibility through Project Irie!, a service organization bringing youth soccer players together in Jamaica.

2018-2019 HCBA Leadership

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A Time to Share

I knew when I started in the role as HCBA Executive Director in October 2016 that I was joining a dynamic organization in very interesting times. One of my main strengths—adaptability—was going to really be put to use. Associations throughout the US (not just those serving the legal profession) were facing declining memberships. Professions were becoming more diverse. People were increasingly getting their information through various electronic channels. Relationships were being built and sustained online. And, the concept of membership as a professional obligation was quickly slipping away.

Immediately, we got to work. Strategizing with both the HCBA team and our key partners, we set about to explore how we could do things better together, as a way to adapt to the changing realities of bar associations. As you may recall, we first tackled our physical space, merging offices with the Minnesota State Bar Association (MSBA) and Volunteer Lawyers Network. Then we approved a shared vision for the future between the leaders of the HCBA, MSBA, and Ramsey County Bar Association (RCBA). Now, we are embarking on an exciting project of combining the human resources of the HCBA, MSBA, RCBA into a single staff entity with one executive director to better serve Minnesota's attorneys. On June 21, we shared this with the legal community:

"We are pleased to announce an exciting development for the Minnesota State Bar Association, Hennepin County Bar Association, and Ramsey County Bar Association. Recently, the boards of directors of each voted to adopt a shared staff model with one executive director to better coordinate efforts, increase efficiencies, and improve member value.

The three bar associations will continue to be independently governed organizations, with increased collaboration intended to strengthen support to district bar associations and attorney members throughout the state. Each association will maintain its own distinct identity and programming. This new way of serving Minnesota's bar association members is designed to take place in conjunction with the 2019 retirement of MSBA Executive Director Tim Groshens. A committee composed of members of the MSBA, HCBA, and RCBA will begin the search this summer for the new executive director of the shared staff.

This is a great step forward in realigning the associations to meet the changing needs of the legal profession. While there are many important issues that still need to be addressed, we will end up with all three associations in stronger positions."

The path forward is complex, to be sure. But, we are moving in the direction of a stronger future, and better member service. We are actively and enthusiastically adapting to the changing environment for associations, and the changing legal profession. Thanks for your patience and input as we implement this important next step for the HCBA.

The path forward is complex, to be sure. But, we are moving in the direction of a stronger future, and better member service.



Susie Brown

HCBA Executive Director

susie@hcba.org

Ms. Brown is the executive director of the Hennepin County Bar Association and Hennepin County Bar Foundation.



Introducing

ADINE S. MOMOH

2018-19 HCBA President

THE 100TH HCBA PRESIDENT

ADINE MOMOH IS THE HENNEPIN COUNTY BAR ASSOCIATION'S 100TH PRESIDENT AND WILL BE LEADING THE ASSOCIATION INTO ITS CENTENNIAL YEAR. MOMOH IS A PARTNER AND TRIAL ATTORNEY AT STINSON LEONARD STREET. HER PRACTICE FOCUSES ON LITIGATING MATTERS RELATED TO SECURITIES AND BANKING, ESTATES AND TRUSTS, CREDITORS' RIGHTS, AND BANKRUPTCY.

by *Scholastica Baker*

There are two questions Momoh is often asked: "Are there two of you?" and "Do you sleep?" The first answer is "No" and the second is "Yes." Both responses are surprising when you consider Momoh's investment of time in leadership roles at various local, state and national organizations, the time required to maintain a growing law practice and the time it takes to raise a family.

Momoh is a first-generation American. Her mother and father emigrated from Sierra Leone to the United States in the 1970s and eventually made their way to Minnesota. The youngest of three, Momoh was born and raised in St. Paul. She credits her success and drive to her parents: "My parents taught me the importance of having a strong work ethic, striving in education, remaining humble and giving back. I am fortunate to have come from a supportive family who told me I could achieve whatever I set out to do."

As a little girl, Momoh knew she wanted to be an attorney. There were no attorneys in her nuclear family (she learned when applying for law school that she had great uncles who were the equivalent of Minnesota Supreme Court Justices in Sierra Leone) and she does not remember seeing any attorneys that looked like her on television. Nonetheless, even at the age of six, Momoh had the confidence to know she could practice law.

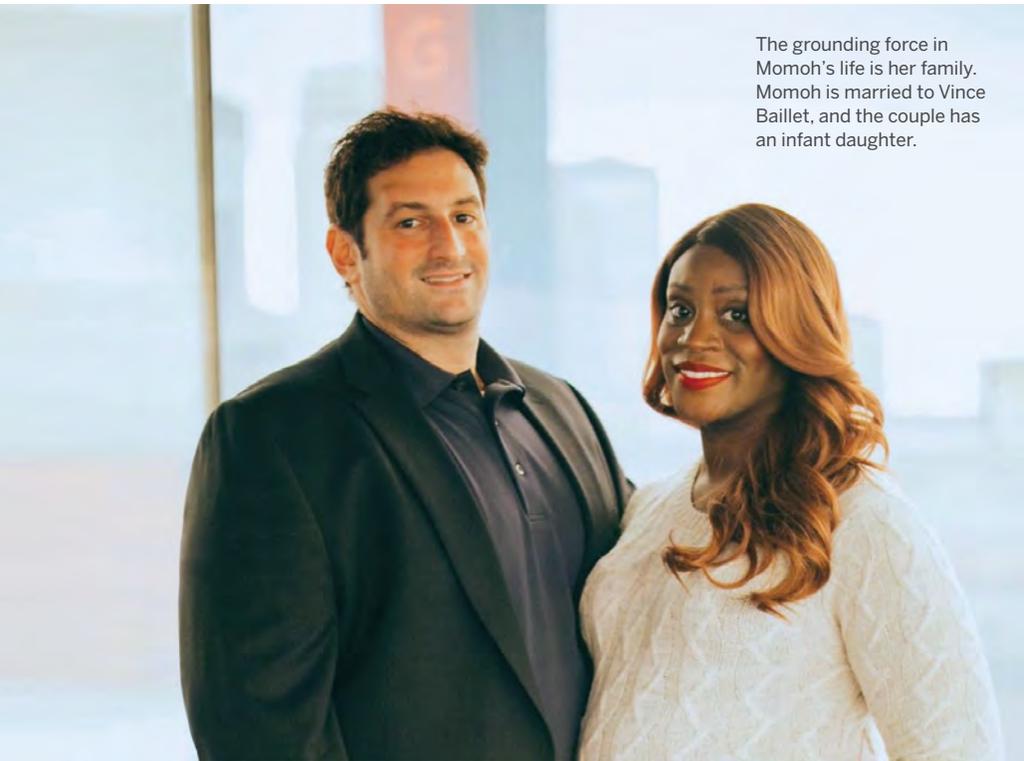
From preschool to eighth grade, Momoh attended Central Lutheran School in St. Paul and graduated as valedictorian. High school followed at Concordia Academy in Roseville, where she graduated as valedictorian, as well. Of all her course work, Momoh especially enjoyed math, with AP Calculus being her favorite. Deciding to pursue a career in business law, Momoh earned her Bachelor of Arts degree from the University of St. Thomas Opus College of Business, triple majoring in business administration: legal studies in business, psychology, and pre-law. She graduated *summa cum laude* with a 4.0 GPA.

Momoh's next destination was William Mitchell College of Law. It was during law school, and in particular during her time as a first- and second-year summer associate at Leonard, Street and Deinard (a predecessor firm to Stinson Leonard Street), that Momoh decided she wanted to be a trial attorney handling complex business matters. She graduated *magna cum laude* and received six CALI awards. Momoh remains an active alumna of the law school, now Mitchell Hamline School of Law, serving on the Dean's Advisory Board, speaking on guest panels and mentoring students.

Momoh joined then-Leonard, Street and Deinard in 2009 as an associate attorney in the Business and Commercial Litigation Department. In 2016, she was elected as an equity partner of Stinson Leonard Street, effective the first of the next year. During her years as an associate she also served, in 2011, as a federal judicial law clerk to the Honorable Jeanne J. Graham of the U.S. District Court for the District of Minnesota at Judge Graham's personal request.

Today, Momoh's successful practice covers various areas of law and brings her into court often, whether at the state or federal level, which she loves. Her clients include national financial institutions, franchisees, and emerging entrepreneurs, among others. Momoh frequently speaks on topics such as fiduciary and estates and trusts litigation, creditor defense best practices in fraudulent conveyance, preferential transfers and other avoidance actions, and litigation strategies in state and federal court, including bankruptcy court.

Momoh is an accomplished and decorated attorney. She was a 2018 honoree in *Minneapolis/St. Paul Business Journal's* "40 Under 40," and in 2016 she was named by the National Conference of Bankruptcy Judges as a Blackshear Presidential Fellow, which recognizes attorneys of color for their legal excellence in the practice of bankruptcy law, commitment to principles of civility, ethics and professionalism, and commitment to the educational development of bankruptcy professionals. In 2014, Momoh received the Minnesota State Bar Association's first-ever Outstanding New Lawyer of the Year Award. Momoh's professional and civic activities outside of the HCBA include being a board member of The Saint Paul & Minnesota Community Foundations, Minnesota Chapter of the Federal Bar Association, and International Women's Insolvency and Reorganization Confederation-Minnesota Network. Momoh is an officer of the Federal Bar Association, serving as an Eighth Circuit Vice President.



The grounding force in Momoh's life is her family. Momoh is married to Vince Baillet, and the couple has an infant daughter.

She co-chairs Minnesota Women Lawyer's Equity Committee, where she is leading the next phase of MWL's Gender Data Project to understand why women are leaving the practice of law in Minnesota. Momoh is also a former at-large director of the Minnesota Association of Black Lawyers, where she served in that role for four years, most recently leading MABL's strategic planning process.

The grounding force in Momoh's life is her family. Momoh is married to Vince Baillet, and the couple has an infant daughter. "My husband and my daughter are the 'Why' to my 'How,'" Momoh said. Playing with her daughter, reading favorite childhood books to her, and introducing her to new foods, sounds, and places top Momoh's beloved list of things to do. She added thoughtfully that while Vince is her best friend, she and her parents and brothers are extremely close, in part because of the bicultural household in which they were raised.

Unbeknownst to many, Momoh is a self-taught artist. She paints portraits, following the technique of one of her favorite artists, Chuck Close, and her medium of choice is oil paints. When she is not painting or is waiting for her next inspiration, Momoh channels her artistic ability in other self-taught ways. She enjoys landscaping, gardening, interior design, fashion, and floral arranging. She also loves to travel with her family, domestically and internationally. When abroad with her family, she enjoys visiting art and history museums and exploring landmarks.

The President's Vision

When asked how it felt to be the first black woman president of the HCBA, Momoh was momentarily quiet, then she humbly responded that being president is an honor and privilege. "I have been the 'first' many times in my life. It is very humbling to be the first and to chart a new course. This is only the beginning," Momoh said.

"Adine has started her term in terrific fashion. She has made it clear that she intends to return to the HCBA's founding spirit to accomplish specific goals large and small to make the HCBA relevant and of value to its members, and perhaps more importantly, more relevant and more valuable to the community overall," said Mark Hinderks, managing partner of Stinson Leonard Street. "Adine's ability to serve the bar, the community, and of course the interests of our clients is nothing short of amazing."

Being president of a bar association is not something that Momoh ever saw herself doing. She explained, "I'm an equity partner now, but I wasn't when I became active in the HCBA over seven years ago. I had only been practicing for two years as an associate when a former partner at my firm, Anh Le Kremer, encouraged me to pursue a leadership position within the Association through its Civil Litigation Section. I had just returned to the firm after having completed a federal clerkship. Wanting to get back involved in the legal community, I essentially raised my hand and said, 'Yes' without knowing what doors would open." Momoh added,

"Through the help and encouragement of many bar leader champions along the way, including colleagues and past HCBA presidents Tom Nelson and Allen Sacks, I co-chaired the Association's Civil Litigation Section for five years, was elected as an at-large director on the Association's board of directors, and . . . well . . . the rest is history." Momoh intends to leave the door open and wants to inspire others to believe that they, too, can achieve great things.

Momoh's presidency will focus on the HCBA's roots: professionalism and service. She wants members to see the HCBA as a champion of the profession. In Momoh's opinion, the best place to start is for the Association to have a deliberate and increased focus on three groups of attorneys: new attorneys, diverse attorneys (and in particular, attorneys of color), and attorneys who have been practicing for 7 to 15 years.

Increased focus on: Newer attorneys to encourage more involvement and placement in leadership positions. Momoh's first focus is to show that the HCBA is a champion of attorneys who have been practicing less than 7 years or are younger than 36. Momoh undoubtedly recognizes that retention of newer attorneys and their participation and involvement is crucial for continued success of the Association.

Traditionally, information about initiatives from the New Lawyers Section consisted of a update from the section chair at the Association's board meetings. Involvement is a two-way street and Momoh wants to lead by example. During her term, Momoh wants executive committee members to engage directly with newer attorneys. Being present is being active. To that end, Momoh will require each executive committee member (president, president-elect, treasurer, and secretary) to attend at least two New Lawyers Section meetings. Executive committee member presence at meetings will reinforce the belief that the Association values the contribution of newer attorneys and wants to help them succeed. Momoh expects that direct collaboration between the New Lawyers Section and executive committee members will help the section accomplish its initiatives as well as inspire newer attorneys to get more involved in the Association, to attend other section meetings, to hold leadership positions (especially in areas of their practice) and eventually to become officers of the Association.

At the end of her term, Momoh intends to survey the New Lawyers Section to assess the impact executive committee attendance had on the section. She hopes for a response that will move the needle further toward active participation and increased leadership roles held by newer attorneys.

Increased focus on: Diverse attorneys. Momoh's second focus seeks to increase the Association's collaboration with the affinity bars, as well as organizations that are dedicated to retaining and advancing diverse attorneys. Collaboration should be deliberate from the outset. She is determined to make sure we make progress in fostering an inclusive legal community, namely, for attorneys of color and LGBTQ attorneys. She wants to see more diverse attorneys attending the Association's events, and she wants to see the Association's members attending and getting involved in affinity bar events. This means working directly with those organizations. Momoh recognizes that all bar members are volunteers who have unique talents and resources that could be shared. She wants the Association and its members to tap into this energy. To the extent the HCBA can do more to provide resources and assist collaborative efforts, it will.

Collaboration should be intentional. The Association's board has already created guidelines to make a more seamless process for the Association to partner with other organizations in order to take formal positions on issues in the community. Momoh also wants to encourage more programming with diverse attorneys. She wants to encourage jointly sponsored CLEs where presenters and panelists include diverse attorneys.



Momoh's presidency will focus on the HCBA's roots: professionalism and service. She wants members to see the HCBA as a champion of the profession.

ADINE S. MOMOH AT A GLANCE

EDUCATION

- 2009, J.D., magna cum laude
William Mitchell College of Law
- 2006, B.A., summa cum laude
University of St. Thomas Opus College of Business, Business Administration-Legal Studies in Business; Psychology; and Pre-Law

BAR ADMISSION

- Minnesota
- North Dakota
 - District of Columbia
 - Colorado
 - U.S. District Court for the District of Minnesota
 - U.S. District Court for the District of North Dakota
 - U.S. Court of Appeals for the Eighth Circuit
 - U.S. Court of Appeals for the Ninth Circuit

EMPLOYMENT

- Stinson Leonard Street, 2009-2011, 2011-Present
- Judicial Law Clerk, U.S. District Court for the District of Minnesota, 2011

PROFESSIONAL ACTIVITIES

Hennepin County Bar Association

- Executive Committee, 2015-Present
- Board of Directors, 2011-Present
- Finance and Planning Committee, 2105-Present
- Co-Chair, Civil Litigation Section, 2011-15

Hennepin County Bar Foundation

- Board of Directors, 2015-Present

Volunteer Lawyers Network

- Board of Directors, 2015-16

U.S. District Court for the District of Minnesota

- Federal Practice Committee, Member

The Saint Paul and Minnesota Community Foundations

- Board of Directors, Director
- Community Impact Committee (Grant-making Committee), Vice-Chair, 2017
- Governance Committee, Vice-Chair, 2018-Present

Minnesota Association of Black Lawyers

- Board of Directors, Director, 2014-2018
- Membership Committee, Chair, 2014-2018

Federal Bar Association, National

- Vice President of the Eighth Circuit
- Vice Chair & Board of Directors, Young Lawyers Division
- Thurgood Marshall Memorial Moot Court Competition, Director, 2013-2017
- Chapter Activity Fund Committee, Chair, 2016-2017

Federal Bar Association, Minnesota Chapter

- Board of Directors, Director
- Vice President of Membership, 2016-2018
- Law School Outreach Committee, Co-Chair, 2011-2016
- Communications Committee, 2011-2016

International Women's Insolvency and Reorganization Confederation-MN Network

- Board of Directors

Minnesota Women Lawyers

- Equity Committee, Co-Chair
- Parity Committee, Co-Chair, 2014-2017
- Leadership Committee, 2012-2015

Mitchell Hamline School of Law

- Dean's Advisory Board, 2016-Present

Turnaround Management Association

- Membership Committee, 2012-2017

American Bar Association

- Business Law Section

- Collaborative Bar Leadership Academy, Participant, 2017

Minnesota Black Women's Network Twin Cities Diversity in Practice

- Mentor
- Young Lawyers Group Board, 2011-2017

Minnesota State Bar Association

- Business Law Section and Bankruptcy Section
- Risk Management Association

HONORS

- 40 Under 40, 2018 Honoree, Minneapolis/St. Paul Business Journal
- 2017 FBA Appreciation of Leadership Award
- Minneapolis Department of Civil Rights 2017 Future History Maker
- National Conference of Bankruptcy Judges, Blackshear Presidential Fellow, 2016
- 2016 Service to Minnesota Women Lawyers Award
- The Fellows of the American Bar Foundation, Fellow
- Top Women Attorneys in Minnesota® 2015-2018
- American Bar Association, National Outstanding Young Attorney of the Year Award, Finalist, 2014
- Minnesota Lawyer, Up & Coming Attorney, 2014
- Minnesota Rising Stars list, 2014-2018
- Minnesota State Bar Association, Outstanding New Lawyer of the Year Award, 2014
- Minnesota State Bar Association, North Star Lawyer Award, 2013-2017
- Leonard Street and Deinard, Pro Bono Service to the Indigent Award, 2013
- Leadership Council on Legal Diversity, Fellow, 2013
- Midwest Region of Lawyers of Color, "Hot List," 2013



RING THE BELL

Momoh asks HCBA members to commit to being a champion of someone in the profession.



Her vision also includes starting a reoccurring social event called *A Table for 10* where the focus will be on getting to know diverse attorneys, but all are welcome. The idea came from Momoh's observations that there are several CLEs about diversity and inclusion, but no regular social events to foster inclusive environments for diverse attorneys and, in particular, attorneys of color. Momoh hopes that *A Table for 10* can fill the void for an attorney practicing law (whether at a law firm or business or in government) who does not get asked to play golf, go to a cabin, or grab a drink after work and otherwise (perhaps unintentionally) is not made to feel included at work. *A Table for 10* will be hosted at different minority owned restaurants with different times being offered, including breakfast, lunch, and dinner. All members are welcome, but signups will be on a first-come, first-served basis. "I especially want attorneys of color and LGBTQ attorneys to feel welcome at these gatherings," said Momoh. The goal: collaborate and facilitate conversations to learn about each other and each other's lives outside of work so that diverse attorneys feel increased comfort and inclusion in the legal community and want to stay in Minnesota. Networking with table members will hopefully create lasting relationships and resources for future success and collaboration. *A Table for 10* will be scheduled periodically throughout the year. Momoh is excited to attend the first *A Table for 10*. Stay tuned for details.

What gets measured gets done. The Association will begin to track collaborative efforts, attendance at events, and accomplishments. At the end of her term, Momoh hopes to demonstrate (with numbers, if possible) how the Association moved further, even if just a little bit, toward fostering a more inclusive legal community.

Increased focus on: Attorneys with 7 to 15 years of experience. Attorneys with 7 to 15 years of experience are often under-represented in attendance, lacking in leadership within the Association or otherwise are overlooked with respect to programming and other initiatives. Momoh wants to increase the Association's focus on this group of attorneys. If you are an attorney with 7 to 15 years of practice, Momoh welcomes you back into the fold.

Momoh hopes to understand what experienced attorneys want from the Association and looks forward to the Association engaging in this discussion. During her presidency, the Association will survey members with 7 to 15 years of experience. The survey will ask open-ended questions to get ideas and learn the issues that are not currently addressed. Momoh anticipates requests for more programming geared toward relevant and appropriate topics for this career stage level. Deliberate efforts will be made to implement recommendations to the extent possible. Momoh stresses that this focus is not about attorney age, but rather attorney experience and career stage.

Be a Champion of the Profession

At the 2018 HCBA Annual Meeting, a tall display of carefully stacked white boxes decorated each table. A handwritten note at the top of the stack asked guests to wait until directed to open their boxes. During Momoh's speech, she explained that she participated in track and field in high school. A varsity athlete, Momoh competed in the 100 and 400-meter hurdles, 400-meter relay, and long jump, triple jump, and high jump events. In her remarks, she recalled the encouraging sound of the cow bell that she

would hear at track meets. A ringing bell was an audible message to communicate presence and support for an athlete.

In the legal profession, a champion voluntarily takes extraordinary interest in your success and uses his or her influence to advocate on your behalf. At the end of her remarks, Momoh asked guests to open their boxes. Each box contained a white cowbell decorated with the HCBA logo. She explained how the cow bell is symbolic to her term as president. It is a reminder that the HCBA champions the legal profession, members of the legal community, and the community as a whole. Momoh asked attendees to commit to being a champion of someone in the profession. Attendees accepted the challenge. Moments later, the cacophony of bells rang in unison as attendees, including Jacob Frey, the Mayor of the City of Minneapolis, affirmed their promise.

Momoh reminds you that the HCBA works with you and for you. As a champion of the profession, the HCBA is here to help and listen. Momoh explained, "The HCBA will increase its focus on newer attorneys, diverse attorneys, and attorneys in the 7-15 year gap. We are asking them and each of you not to just join the HCBA and to support our mission, but also please lean in and engage! Get active, speak on panels, write articles, and apply for leadership positions so that you can maximize your ROI."

Momoh wants us to all commit to being a champion of someone in the community, and in particular, to champion someone who does not look like you or has less experience than you. If you do not know how to begin, the HCBA will point you in the right direction. It is with this unyielding passion to do more and to do better that the Association is a champion of the profession and a leader in the community.



Scholastica Baker

scholastica.baker@FaegreBD.com

Ms. Baker is an associate at Faegre Baker Daniels where her practice focuses on medical device product liability litigation. She is a former chair of the HCBA Diversity Committee, and is a co-chair of the HCBA 1L Minority Clerkship program. She is also a combat veteran, and she held the rank of captain in the Minnesota Army National Guard.



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MEET BRANDON VAUGHN

2018-19 HCBA
Secretary



The HCBA welcomes Brandon Vaughn to membership on its executive committee for the 2018-19 bar year. At the HCBA Annual Meeting on May 31, Vaughn was introduced to the association's officer ranks as secretary, beginning a five-year leadership track that will have him serve as president for the 2021-2022 bar year. A graduate of the University of Wisconsin Law School, he is a principal at Robins Kaplan. His practice focuses on medical malpractice and personal injury.

Why did you become a lawyer?

Relatively simple. I never cared for science, so I knew being a doctor was not an option. I thought I was good at arguing and persuading people to do what I wanted. Ultimately, I wanted to stand up for people who I felt were wronged in some way, so I decided being a lawyer may be the best avenue to do just that.

What's your favorite part of your job?

Feeling like I have made a difference in someone's life when they are in need. Representing folks who have suffered catastrophic injuries or someone who has lost a loved one, often times they feel there is no way to achieve justice. It is my goal after representing a client that they have some sense of justice even if it isn't perfect justice.

What do you enjoy doing outside of your law practice?

I love playing sports and mentoring youth in the community. I play a lot of competitive softball, but I also play other sports including tennis, golf, flag football, and basketball.

You have been involved with mentoring at many different levels, what's one experience that's been meaningful to you?

It is always what I learn from a mentee. I think many mentors lose track of learning things from a mentee and I think many of my mentees have broadened my mind and life lessons in more ways than I can count.

You're originally from Chicago, what's one thing from your hometown you wish was here in the Twin Cities?

That's an easy question, my family. It also wouldn't hurt if some of my favorite pizza places were in town.

New Lawyers Spotlight: How has your HCBA membership helped you develop professionally?



Esther O. Agbaje

Associate; Ciresi Conlin

As a new lawyer in Minnesota, the HCBA has helped me meet other lawyers in this vibrant community. I was quickly introduced to the Civil Litigation Section where I acted as a liaison to the New Lawyers Section. I participated in the Leaders Impacting the Nonprofit Community (LINC) program that provided important information about the roles lawyers can play on nonprofit boards. As an incoming co-director for CLEs in the New Lawyers Section, I look forward to working with colleagues to develop CLEs that will continue to professionally benefit HCBA members.



Colin Hunter Hargreaves

Associate Attorney; Halunen Law

One of the most challenging aspects of being a young attorney is wading through unknown legal waters. Fortunately for me, when I first began practicing I became a member of the HCBA and found a wonderfully unique network of supportive, intelligent, and driven attorneys in the HCBA's New Lawyers Section. This helped me develop professionally by allowing me to find support by asking questions without judgment, attend a number of networking events, and become engaged in the legal community. This is part of the reason why I ran for the New Lawyers Section Co-Social Chair; I wanted to be a part of creating these special events that help attorneys in our community engage and connect with each other.



Jessica Lindstrom

Associate Attorney;
Long, Reher, Hanson & Price

My HCBA membership has been invaluable to my development as an attorney. Joining the HCBA New Lawyers Section has allowed me to connect with attorneys who have similar years of experience and are growing in their career at the same time as I am. This has provided me with opportunities not only to connect on a personal level but also on a professional level providing referral sources and additional networking opportunities I would otherwise not be exposed to due to differences in practice areas. Most importantly, my HCBA membership has created lasting professional connections and friendships that I will continue to rely on throughout my career.

Jonathon D. Nelson

Associate Attorney; Gurstel Law Firm



Joining the HCBA early on is one of the best decisions that I made as a law student. While I was testing-the-waters in law school, the HCBA provided me with countless opportunities to network with practicing attorneys and ask them questions about their respective practice areas; attending those networking events and speaking with HCBA members helped me formulate a strategic plan for my career. After I graduated from law school, I quickly took advantage of the HCBA's frequent complimentary CLEs, learning a great deal from other attorneys' experiences. I also joined HCBA Sections related to my current practice, and I naturally developed a network of seasoned attorneys that I can rely on to help me out when I'm faced with a difficult case. My membership in the HCBA has helped me to form meaningful professional relationships within the Minnesota legal community, and has helped shape my career path.

Roxanne Thorelli

Attorney; Winthrop & Weinstine



My HCBA membership has helped me develop professionally through valuable networking and leadership opportunities, allowing me to gain confidence in marketing myself as a young professional. As a law student, I joined the HCBA to network in order to learn more about the variety of work that attorneys are offered and to cultivate my interpersonal skills and become more comfortable interacting with other legal professionals. As a new attorney, I continue to attend HCBA social events, community service events, and CLEs in order to connect with others and impact the community, as well as to form a strong brand for myself in a male-dominated environment. I have also accepted a leadership position within the New Lawyers Section of HCBA, which will help me establish myself in the legal community, become acquainted with more experienced attorneys, and demonstrate and cultivate my leadership skills.

Daniel Willing

Internal Wealth Strategist;
RBC Wealth Management



My membership with the HCBA has given me the opportunity to develop a strong network of fantastic attorneys. HCBA events and section meetings are a wonderful way to connect to the community and make lasting friendships.

Q&A WITH THOMAS WALSH

Volunteer
Lawyers Network
Executive Director

by Aaron Frederickson



Volunteer Lawyers Network (VLN) has been providing pro bono legal services to countless individuals in Hennepin County and around the state of Minnesota since 1966. As a nonprofit organization, it relies on the contributions of interested stakeholders like the Hennepin County Bar Foundation to provide exceptional legal services to persons whose family income is at or below 125 percent of the poverty level. VLN also offers brief writing services, pro se clinics, and legal advice to persons whose family income is at or below 300 percent of the poverty level.

Tom Walsh recently took over as the executive director for VLN after the retirement of its previous executive director, Sue Pontinen. Walsh shares his background, advice to attorneys looking to get involved with VLN, and future plans for the organization.

“IT IS NEVER TOO LATE TO START VOLUNTEERING. YOU CAN MAKE A TANGIBLE DIFFERENCE IN THE LIFE OF A MEMBER OF OUR COMMUNITY.”

and volunteer attorneys. After serving as an AmeriCorps attorney for two years, I joined VLN as a full-time staff member, first in family law and later as a bankruptcy resource attorney following the economic decline during the Great Recession. I became deputy director in 2016 and executive director in March of this year.

AF: When did you first get involved in pro bono legal matters— and what has driven you toward continued service?

TW: My first pro bono legal service was a VLN case. Following law school I worked as a contract attorney while I searched for a full-time job. After about six months of temporary work that was only tangentially related to the law, I became panicked that if I didn't start using my license I'd never get the chance to. I remember talking to a law school classmate who told me about an organization called Volunteer Lawyers Network. He suggested we take a case together. I attended the VLN orientation and took my first case. It was a petitioner divorce without kids. As unremarkable as it was, I still remember every single detail.

AF: What has motivated your continued involvement in pro bono legal matters?

TW: Public service and volunteerism is something that has been a part of my life for as long as I can remember. My mom was very active in local food co-ops and local food issues. She served on a board of directors throughout most of my childhood, eventually becoming executive director of a nonprofit focusing on building local food infrastructure. Following his retirement, my dad began volunteering 30-plus hours a week at various organizations. I don't think I realized how much of an impact their influence had on me until law school. My undergraduate degree is in biochemistry, and I initially came to law school thinking I'd practice patent law. However, once at law school I found what I most enjoyed was volunteering and work at the law clinic.

AF: Can you please tell us more about VLN and the resources available to attorneys interested in pro bono work?

TW: Our mission at Volunteer Lawyers Network is to protect and promote the basic human needs of people in poverty through the power of legal volunteers. On a practical level, VLN connects clients in need with volunteer attorneys who provide advice, brief services, and representation in many areas of civil law. Our volunteer attorneys staff legal advice clinics, provide advice over the phone, present to community groups through Know Your Rights presentations, help clients complete forms at assisted pro se workshops, and directly represent clients in legal matters.

AF: Does a lawyer need to devote his or her practice to a specific area in order to represent a client?

TW: Many of our volunteers help clients with issues outside of the individual volunteer's usual area of practice. VLN supports our volunteer attorneys by presenting CLEs on relevant areas including on-demand CLEs, developing sample pleadings and instruction guides, providing mentor attorneys, and having staff resource attorneys available to troubleshoot issues and answer questions.

AF: What are your goals for VLN and where do you see the organization going in the future?

TW: VLN's vision is to live in a society in which everyone has access to the legal services essential for stability and well-being. To accomplish this vision we need to: 1) reduce barriers to receiving services; 2) provide an outlet for clients to give feedback on our services and the impact of those services; 3) engage our volunteers and potential volunteers to retain existing volunteers and to recruit new volunteers; and 4) continue to partner with legal and social service organizations to identify and address unmet legal needs.

Last summer VLN established a strategic plan to increase both the number of services provided by our volunteers while also ensuring the services provided make a positive outcome that is meaningful to our clients. Over the past year, we focused our efforts on strengthening and expanding our walk-in legal advice clinics including adding shifts at our Family Law Clinic in Hennepin County and launching a new clinic for Spanish-speaking clients in St. Paul. This upcoming year we will continue building on those efforts. For example, this past July, in partnership with Southern Minnesota Regional Legal Services (SMRLS), we started a new landlord/tenant legal advice clinic at the Ramsey County Courthouse. Volunteer attorneys from VLN and SMRLS will advise low-income families facing eviction.

AF: What else is VLN considering moving into in the future?

TW: Thinking about the future, I want to strengthen VLN's ability to quickly react to the urgent legal needs of our clients. We cannot predict where client needs will reside and must be ready to adjust and deploy our resources to meet those needs. A recent example of the need to quickly adapt to client needs is the shifting immigration landscape since the beginning of last year. VLN and other legal service providers have had to mobilize quickly to meet the needs of our clients.

Aaron Frederickson (AF) – Issue Editor: Can you please tell us about yourself and what you bring to the table as the new executive director of VLN?

Thomas Walsh (TW): Apart from a brief stint in South Dakota as a youth, I am a lifelong Minnesota resident. I attended the University of Minnesota for both my undergraduate degree and law school. I joined VLN in the fall of 2005 as part of an AmeriCorps program designing programs and partnerships for law students

AF: Can you tell our readers more about the typical VLN client and why the work of a volunteer attorney is important?

TW: Over my 12 years at VLN I have interacted with thousands of clients, and I can say with confidence that there is not an average client. Each client's life experience and legal situation is unique. That said, there are commonalities among our clients. They want to be treated with respect, they want to be treated fairly, and they want the opportunity to be heard. Volunteer attorneys are essential in ensuring that the client can access the system in a meaningful way.

AF: How do you retain such great talent and what are the challenges you face to keep them on staff?

TW: I have the distinct privilege of working with professional, dynamic, passionate, and inspiring colleagues. Our staff play a vital role in facilitating the pro bono work of our volunteers. It is not always an easy job. They are often working with people in crisis. Our staff have to say no to a lot to people without any other place to go. Despite this, they perform their jobs with grace and compassion.

Staff retention is one of the critical issues facing VLN and other nonprofit legal services. While we try to remain competitive with other legal services organizations, we do not have the financial resources to pay private market rate. VLN has made a conscious effort to focus on nonsalary compensation including health insurance, flexible work schedule, and generous paid-time-off. Another goal as I get started as executive director is to continue our efforts to create a work environment where all staff are actively engaged and can utilize their skills, talents, and creativity to benefit the organization and our clients.

AF: I never thought about the importance of pro bono legal services until I had been practicing for about eight years. Why is it important for new lawyers to get involved right away—even while they are still in law school?

TW: You can look at this question from a couple of different perspectives. From a system-wide perspective, pro bono legal services are necessary to ensure that everyone has meaningful access to the legal system, regardless of the ability to pay. The need for legal services far outstrips the ability of legal aid organizations to provide help. VLN and other legal aid organizations routinely turn away people requesting help or maintain



Walsh and HCBA Executive Director Susie Brown address the crowd at the 2018 Bar Benefit.

waiting lists for services in areas of high demand such as family law and bankruptcy. Without pro bono legal services many clients would be left representing themselves in often-complex legal matters. From the perspective of the individual attorney or student, pro bono legal service can also help new lawyers and law students as they begin their legal careers. Pro bono legal services can expose new lawyers and students to different areas of practice or require them to utilize different skills. For many new lawyers, pro bono services allow an opportunity to get experience with client counseling and trial practice.

AF: Is it ever “too late” for an attorney to get involved in pro bono legal work? What would you say to the attorney who has been practicing for 10-plus years who has not represented a client on a pro bono matter?

TW: It is never too late to start volunteering. You can make a tangible difference in the life of a member of our community. We recognize that many pro bono cases are outside of a volunteer's usual area of practice and comfort zone. VLN and other legal services organizations have resources available to help volunteers feel comfortable and competent in representing pro bono clients including sample pleadings, trainings, and mentor attorneys.

You can even get involved if you have been practicing for 40 years and retired from practice without ever representing a client pro bono.

Emeritus attorney pro bono practice rules allow retired attorneys a way to volunteer through legal aid agencies like VLN. Pro-JusticeMN, a website supporting pro bono and legal aid attorneys, has information and resources for attorneys interested in emeritus attorney status.

AF: It is my understanding attorneys can get CLE credit for representing clients on pro bono matters. Is that true?

TW: Yes, an attorney can claim one CLE credit for every six hours of legal representation to a pro bono client in a matter referred by an approved legal services provider such as VLN up to a maximum of six credits per reporting period.

AF: What do you like to do when you are not at work?

TW: First and foremost is to spend time with my significant other Holly and our many, many cats. From spring through fall, you may catch me commuting on my bike to downtown Minneapolis from our house in St. Paul. For the past 10 years, I have organized a bi-weekly board game group where we play hobby board games like Settlers of Catan, Pandemic, and Gloomhaven. During late August and early September, you can find me on my lawn, parking cars for the Minnesota State Fair.

MISSION: POSSIBLE

PRO BONO AND ITS IMPACT ON THE COURTS AND THE COMMUNITY

By Judge Jay Quam

THE MISSION OF THE MINNESOTA COURT SYSTEM IS TO PROVIDE JUSTICE THROUGH A SYSTEM THAT ASSURES EQUAL ACCESS FOR THE FAIR AND TIMELY RESOLUTION OF CASES AND CONTROVERSIES.



The mission of the courts is certainly laudable, and they do what they can to make it happen. The truth, however, is that the courts are unable to help many of the people who come to court seeking justice.

I have been a Hennepin County District Court judge for over 12 years and have seen firsthand the struggles unrepresented people have when trying to navigate the legal system. I have watched helplessly as people's lives worsened because they could not figure out how to address simple legal issues. Through those experiences, I have learned that the key to unlocking the mission of the court system is not in the hands of the judges but is held by the true guardians of our system of justice: lawyers.

I write this article to remind lawyers of the awesome power they have to make a difference in the lives of those in need, and to encourage them to use that power to help those unable to pay.

There is a vast need for pro bono

With billing rates as high as they are, many lawyers reading this article would likely have to stretch to afford themselves in a legal problem of any substance. With that being the case, think about the difficulty the average Minnesotan has in affording a lawyer. This especially includes the 1.3 million Minnesotans living at or below 200 percent of the poverty guideline. (For a family of five, 200 percent of the federal guidelines is about \$50,000, which is a typical cutoff for eligibility for free legal services.)

The bottom line is that it should be no surprise that people without lawyers come to court in huge numbers. For instance, a recent study estimated that nearly 80 percent of cases heard in Minnesota district courts last year involved a pro se litigant at some point. The need for legal assistance is reflected in the fact that more than 53,000 people turned to the state's various walk-in centers last year for help.

Unrepresented people can't do it well themselves

Lawyers take for granted many of the things that are bewildering to those without legal training. This can include completing a pleading, making sure it is correctly filed, and paying the filing fee. It is obvious to any lawyer how and where to do it, but is far less understandable to a person with no legal experience. It takes a lot of work for an untrained person to learn how to file a document,

and even more to figure out how to ask a judge to waive a fee when the person cannot afford it.

Filing the initial document is just the start of an unrepresented person's confused and frustrating journey through the legal system. Discovery? Summary judgment motions? Exhibit lists? Motions *in limini*? Rules of evidence? Direct testimony? Cross-examination? Arguments? Lawyers often have a hard time handling these responsibilities; expecting the unrepresented person to understand these legal steps and comply with them is asking for something that is practically impossible.

When an unrepresented person stumbles around the legal system, we fail to fulfill the mission of the Minnesota Court system. When an unrepresented person actually finds access to the legal system, the rules of the process make it unlikely that the outcome will be fair, especially when there is a trained professional on the other side. To be blunt, there is often little in the process or outcome that resembles the "justice" our legal system seeks to provide.

Lawyers can make a big difference with little effort

High profile cases dominate media stories about pro bono: A big firm brings down a major slumlord. Firms work together for years to free an unjustly convicted man bound for death in a Louisiana prison. Years of effort by a volunteer legal team bring major changes to a governmental system that for years had deprived vulnerable people of their rights.

From the media coverage, it may seem to some that the only worthy pro bono work involves a time commitment available only to big firms or retired attorneys. In real life, though, lawyers can make huge changes to people's lives with little effort. Here are a couple of actual examples of how easy it is to make a difference with little effort:

EXAMPLE 1

A volunteer attorney met a young mother and her child who came with a garnishment notice served on her bank. She was distraught about the possibility that her public benefits—which were her only way to support her son—could be taken from her. After reviewing the papers, the lawyer quickly realized that the garnishment notice was deficient and could not be used to take the woman's government benefits. Her relief was palpable. In 15 minutes of easy legal work, the lawyer helped the client go from distraught to happy.

EXAMPLE 2

A woman with an eviction on her record from a few years ago came to the Hennepin County Self-Help Center because the eviction was affecting her ability to get housing. She felt defeated and had no money. In desperation, she talked to a volunteer attorney. The attorney reviewed her situation and told her that she had a good case for expungement and explained how to request an expungement.

Encouraged by the lawyer's assessment and armed with her advice, the woman moved forward with the case and was successful in getting her record expunged. Thanks to her now-clean record, the woman moved into a comfortable, secure apartment. She came back later to thank the Self-Help Center staff person and the attorney saying, "Because of both of you, I have a safe place to live and, if you can believe it, I now have a job helping other homeless women get off the streets." Without a pro bono lawyer who could tell her that she had a good chance of success, she would have been stuck. The few minutes the lawyer spent with the woman literally changed her life.

As in so many other parts of life, knowledge is power. As an attorney, your knowledge about the laws and the legal system is a vastly powerful tool to help untrained people navigate the legal system so they can find the relief they deserve. The examples above show how a few minutes of your time can literally change a life for the better.

Lawyers can help people move beyond the legal system

Not all problems can be solved by legal action. But with the complexities of life and the role the legal system plays in it, it is understandable that many think the legal system is the best place—maybe the only place—to address a problem or grievance. However, once someone enters the legal system with a problem that doesn't belong there, it can take a lot of time, money, and frustration for all involved.

It is not good for anyone when a problem gets to court that does not belong there. It is hard on the person whose life is on hold waiting for a "justice" that never comes. It is expensive and time-consuming for the parties who are dragged into the legal system when the claim doesn't belong there. It is also hard on a court system that needs to devote its limited resources to resolving cases that have merit.

Lawyers, and *only* lawyers, can save all the affected parties from the burden of a dispute

that doesn't belong in the court system. In a few minutes, a pro bono lawyer can assess a client's circumstances and determine if there is merit to the claim and whether it makes sense to bring that claim to court. If not, the lawyer can explain to the client why he or she should move past the legal system and get on with life. The short amount of time it takes to do that pays off in ways that can't be appropriately measured.

Whether in or out of court, lawyers help the court system function better

The primary reason lawyers should do pro bono is to help people in need. Indeed, Rule 6.1 of the Rules of Professional Conduct imposes an ethical obligation to do so, requiring every lawyer "to provide legal services to those unable to pay."

Even if the main goal is to help those in need, lawyers doing pro bono help the court system work better and more efficiently. When a lawyer

helps a person navigate the legal system, the court does not have to spend the extra time and resources necessary to deal with someone who is floundering his or her way through the courts. This frees the courts to use their limited resources to address other cases, including those cases where you are representing a paying client.

Conclusion

In his commentary at the beginning of this issue, Editor Aaron Frederickson reflects on advice given to him as a young lawyer. That advice was to think about how his legal career may define him as he moves through decades of practice.

I agree with that advice and take it one step further: When you go home *today*, think about what you will say to your child, partner, or friends when they ask about your day. I respectfully suggest you will stand taller and feel prouder if you can tell them you helped someone in need. Pro bono allows you to do that.



Judge Jay Quam

Judge Quam has been a district court judge with Hennepin County since 2006. Before being appointed to the bench, he was a litigator with Fredrikson & Byron for 18 years.



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Pro Bono in Practice

IN THE FOLLOWING PAGES YOU WILL HEAR FROM INDIVIDUALS WHO ARE EXPERIENCED WITH DIFFERENT FORMS OF PRO BONO. WE HOPE YOU FIND THESE PERSPECTIVES HELPFUL AS YOU DECIDE HOW TO GIVE BACK THROUGH YOUR PRO BONO EFFORTS.

Practicing Pro Bono as a Large Firm Lawyer

by Jewellie Grape

Practicing Pro Bono as a Judge

by Retired Judge Thomas Sipkins

Practicing Pro Bono as an In-House Attorney

by Sandro Garofalo

Practicing Pro Bono as a New Attorney

by Kimberly Woodgate

Practicing Pro Bono for the First Time

by Alysia Zens



Pro Bono as a Large Firm Lawyer

By Jewelle Grape

To whom much is given, much will be demanded.

Growing up, I was taught to be grateful for what I have and to always help others. It should come as no surprise then that pro bono work is very important to me. Unfortunately, there are not a lot of practice-related pro bono opportunities for an employee benefits attorney (and former in-house counsel) in a larger law firm. I drafted qualified domestic relations orders for legal aid clients going through divorces. I helped a bipolar client get his social security benefits reinstated. I volunteered to staff a table at a legal aid event and no one stopped by—perhaps because we were the only table without candy or swag. None of these experiences seemed to fit what I was looking for—I wanted to help clients identify and resolve issues before they became big problems. I finally found my perfect opportunity as pro bono counsel to the Minneapolis Area Synod of the Evangelical Lutheran Church in America (ELCA).

The ELCA is divided into 65 synods (districts). Each synod has a bishop and staff that oversee churches and church-related organizations in their district. Several years ago, the general counsel of the ELCA recommended that each synod appoint pro bono counsel to assist with general matters. I was asked by the Minneapolis Synod of the ELCA if I would serve in this role. I was intrigued. This might be just the opportunity I was looking for.

The executive committee of my firm had to approve this pro bono assignment.

Thank goodness. Once committee members understood the assignment and were comfortable with the parameters regarding the scope of work, they said yes. The conflict check cleared. I then worked with the synod to draft an engagement letter that clearly spelled out the boundaries of the pro bono engagement and described when paid counsel (either myself or another attorney) would need to be engaged.

Being pro bono counsel has been a very rewarding experience. Over the past several years, I have gotten to know the synod staff and better understand how the organization works. I have assisted with a variety of matters: providing advice on employee issues; conducting legal research on restraining orders, mandatory reporting, and open meeting laws; and leading training sessions on new state laws. I attended several synod council meetings and have been referred to churches in the synod that have specific needs. I have worked with many wonderful people, and, in a small way, I feel like I am making a difference.

In summary, do not assume that pro bono opportunities only exist if you practice landlord/tenant, bankruptcy, or family law, or are in a small-firm setting. The right opportunity is out there. It just may take a while to find it. Pro bono is a win-win for everyone. I have become a better lawyer by expanding my understanding of new legal issues. I have grown my client base. I am helping my client resolve issues before they become big problems, and I am doing what my parents told me to do.

Pro bono is a win-win for everyone. I have become a better lawyer by expanding my understanding of new legal issues.



Jewelle Grape

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Ms. Grape is a partner at Conner & Winters, a Tulsa-based law firm. She focuses her practice on general corporate, employment and employee benefits law for public, private and nonprofit organizations. She is also a former HCBA President.



Practicing Pro Bono as a Judge

By Retired Judge Thomas M. Sipkins

The Minnesota Code of Judicial Conduct (“Code”) establishes standards for the ethical conduct of judges and those employed by the judicial branch to perform judicial functions. Code, Application, Part I(B). This includes Tax Court judges, judges on the Workers’ Compensation Court of Appeals, the Office of Administrative Hearings, and, generally, retired judges. See Code Application, Part II.¹

Judges in Minnesota are encouraged to engage in extra-judicial activities which do not interfere with their performance of judicial duties; which do not lead to frequent disqualification; which do not appear to undermine the judge’s independence, integrity, or impartiality; or which do not appear to a reasonable person to be coercive. Rule 3.1. As Comment 1 to Rule 3.1 provides, in part: “Judges are uniquely qualified to engage in extrajudicial activities that concern the law, the legal system, the administration of justice, such as speaking, writing, teaching . . .”

Rule 3.7 similarly provides that a judge may participate in “activities sponsored by organizations or governmental entities concerned with the law, the legal system, or the administration of justice, and those sponsored by or on behalf of educational, religious, charitable, fraternal, or civic organizations not conducted for profit . . .” under certain enumerated circumstances. See Rule 3.7(A). Rule 3.7(B) notes, “A judge may encourage lawyers to provide *pro bono publico legal services*” (emphasis added). Comment 4 to the Rule states as follows:

In addition to appointing lawyers to serve as counsel for indigent parties in individual cases, a judge may promote broader access to justice by encouraging lawyers to *participate in pro*

bono publico legal services, if in so doing the judge does not employ coercion, or abuse the privilege of judicial office. Such encouragement may take many forms, including providing lists of available programs, training lawyers to do pro bono publico legal work, and participating in events recognizing lawyers who have done pro bono publico work (emphasis added). In other words, the Code encourages judges to encourage lawyers to perform pro bono so long as the encouragement is not coercive; that is, it does not violate Rule 1.3, which requires judges to avoid abuse of the prestige of judicial office.

That begs the question: may a judge perform pro bono legal services for another person or organization? Rule 3.10 provides a definitive answer. “A judge shall not practice law” (emphasis added). The prohibition against practicing law does not apply to a judge who is acting pro se.

“A judge may act pro se and may, without compensation, give legal advice to and draft or review documents for a member of the judge’s family, a person with whom the judge has an intimate relationship, or a member of the judge’s household, but is *prohibited from serving as the lawyer* for any such person *in any forum*” Rule 3.10 (emphasis added). Comment 1 to Rule 3.10 clarifies that a judge is permitted to act pro se in all legal matters, including litigation on behalf of herself or himself. That self-representation, however, expressly precludes representing others, pro bono or otherwise, and making appearances in any forum on behalf of others, including those enumerated in Rule 3.10. Thus, for example, a judge can represent herself as plaintiff or a defendant in litigation, but she may not, at the same time, represent other named

plaintiffs, or a putative class of plaintiffs in any capacity, including in a pro bono capacity. Similarly, a judge may not act pro bono as an advocate for a clergyman. See Ill Jud. Ethics. Comm. Op. 96-16 (1996);² Ariz. Jud. Ethics Adv. Comm. Op. 95-3;³ see also Annotation, *Propriety and Permissibility of Judge Engaging in the Practice of Law*, 89 A.L.R. 2d 886 (1963).

In summary, a judge should encourage lawyers to perform pro bono services, but generally is precluded personally from practicing law, except on a pro se basis.

¹These categories of judges, listed in Application Parts III and IV, may practice law but not in the district court of the county in which they serve. Pro Tempore Part-Time Judges (conciliation court judges) may practice law in the district court of the county in which they serve. Code, Application, Part V. In their capacities as lawyers, they may work on a pro bono publico basis.

²http://www.ija.org/index.php?option=com_content&view=article&id=156:1996-16-judge-acting-as-an-advocate-for-a-rabbi-&catid=23:opinions&Itemid=139

³http://www.azcourts.gov/portals/137ethics_opinions/1995_95-03.pdf



**Retired Judge
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Retired Judge Sipkins was a lawyer for 35 years in Washington D.C., St. Paul, and Minneapolis. He was appointed to the district court bench in Hennepin County in 2009 by Gov. Tim Pawlenty before being appointed executive secretary of the Minnesota board on Judicial Standards in November of 2017.

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Practicing Pro Bono as an In-House Attorney

By Sandro Garofalo

Building New Momentum to Address an Age Old Problem

For attorneys practicing in an in-house corporate setting, there are many benefits to engaging in pro bono legal services. Pro bono service is consistent with our professional responsibilities as lawyers.¹ It can offer lawyers who ordinarily may be confined to one practice area the chance to build transferable skills and broaden their professional experience. Getting involved in pro bono can also expand a lawyer's network by offering the opportunity to build contacts in law firms and legal services organizations, all while positively impacting the welfare of our community.

These have been and will remain compelling arguments for corporate legal departments to embrace pro bono. Moreover, in Minnesota, motivation is not lacking. A recent ABA study indicated that Minnesota lawyers are among the most motivated in the country to perform pro bono.² Even so, in some ways these justifications only scratch the surface. The need for pro bono legal services has only become more pronounced, and the range of opportunities available to in-house legal teams is more diverse than ever. There has never been a better time to create or double-down on your company's pro bono program.

Making the Case for In-house Pro Bono

Pro bono work promotes access to justice, and in-house lawyers are an under-utilized legal resource that is uniquely positioned to help close the justice gap. A recent report by the Legal Services Corporation determined that 86 percent of the civil legal problems reported by low-income Americans received inadequate or no legal help.³ Steve Marchese, pro bono director at the Minnesota State Bar Association, has found that corporate legal teams can help close this gap by performing limited service work that has a powerful impact on the lives of clients. Marchese cited criminal and eviction expungement clinics as examples of a trainable legal service that in-house attorney teams can perform on a discrete basis, resulting in increased access to legal assistance.

There is growing recognition and support of in-house pro bono efforts among senior leaders of legal departments nationwide. According to Eve Runyon, president and CEO of the Pro Bono Institute, there is increasing momentum behind the growth and formalization of in-house pro bono programs. Runyon points to the Corporate Pro Bono Challenge, administered by PBI, which is a voluntary commitment by chief legal officers to encourage 50 percent or more of their legal staff to engage in pro bono work. Over 180 companies have signed onto the Challenge.

Support from senior leadership is critical to the success of a company's in-house pro bono program. At Target Corporation, for example, all members of the legal department are encouraged to participate in pro bono activities each year as an extension of our commitment to give back to the communities we serve. "Pro bono work offers an excellent opportunity for our lawyers and legal staff to use their unique skills to build deeper connections within the community," says Don Liu, executive vice president, chief legal officer, and corporate secretary at Target. "In addition to the community benefits that come from these programs, they foster teamwork and help to develop, challenge, and retain strong teams."

Corporate pro bono work can advance a company's broader social responsibility initiatives. Given the wide-ranging need for legal services, in-house teams can design the pro bono program that best matches the interests, goals, and social values of their organization. Recent trends have stepped up demand for legal services and created more opportunities than ever, whether it is in the area of disaster relief, housing law services, or emergency assistance to asylum seekers and refugees. If you have been waiting for the right opening to build or expand your organization's pro bono program, you are in luck. The need has never been greater and momentum is on your side.

¹Rule 6.1 of the Minnesota Rules of Professional Responsibility sets the aspirational goal of performing 50 hours of pro bono work per year.

²"Supporting Justice: A Report on the Pro Bono Work of America's Lawyers," April 2018.

³"2017 Justice Gap Report: Measuring the Unmet Civil Legal Needs of Low-income Americans," June 2017.

Getting Started: Some In-house Pro Bono Resources

Building or expanding your corporate pro bono program is easier than you might think, and there are some excellent resources to assist you.

Based in Washington, D.C., Corporate Pro Bono (CPBO) is a global partnership project of the Pro Bono Institute (PBI) and the Association of Corporate Counsel (ACC). CPBO has been helping corporate law departments build and grow their pro bono programs for over 18 years. Learn more at: <http://www.probonoinst.org/projects/corporate-pro-bono/>.

At a local level, the Minnesota Corporate Pro Bono Council, formed in 2014, brings together pro bono leaders from law departments at Minnesota-based companies. The council meets regularly with the goal of increasing the amount of pro bono work being done by in-house legal volunteers. The council also serves as an excellent networking hub and overall support system for corporate pro bono leaders. For more information about the council, contact David March at: david.march@target.com.



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Mr. Garofalo is a labor and employment law attorney at Target and co-chair of Target's pro bono committee.



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Practicing Pro Bono as a New Attorney

By Kimberly Woodgate

“With great power comes great responsibility.” This saying became a pop-culture staple due to its reference in the Spider-Man movies, comics, and other media. Regardless of the source, the meaning will never fade. When we are granted the privilege to practice law, we become part of a select group of society with responsibility and moral obligations.

The U.S. Constitution and the laws and rules within its penumbra protect and govern every person in the United States, not just those who have been trained on how to read and interpret them. As Stephen Colbert said, “The Constitution is America’s user agreement.” How often does anybody actually read those things?

At some point in our lives, most Americans will encounter an issue that would benefit from a lawyer’s help. Stripped to the very core of our lives, we find that every interaction is created between people. People are messy, complicated, and not always entirely rational. Most people who encounter the judicial system are experiencing a deeply stressful, frightening, and utterly confusing time in their lives. All they know is they have a problem and do not know what to do to fix it. We, as lawyers, do.

You don’t have to have your own Wikipedia page to know that your contribution as a lawyer makes a difference. I see this every day in my children’s lives—my son’s little league coach who exemplifies the “hustle and respect” he asks of his team, the music teacher who makes an elementary school concert tolerable, and the surgeon who successfully delivered my child six weeks prematurely. These are the everyday heroes who have used their unique ability to give me an incredible gift.

Law school students and new attorneys have a multitude of opportunities to use their expanding knowledge to serve the community. During law school, I had the great honor to be an extern in the pro bono department of a large law firm. It was one of the best experiences I had in developing my legal education. I was able to work on cases in the areas of criminal law, immigration, housing, finance, and family law. It gave me the opportunity to participate in a variety of practice areas that I may not have gotten elsewhere. It allowed me to witness firsthand something that does not always come with paying clients: gratitude.

Every person I worked with was so grateful for our help and I was grateful for what they taught me. One of the most eye-opening aspects of pro bono work that I learned is that so often the clients had only one or two small legal issues that were easily taken care of with our assistance, but solving these small issues had a significant ripple effect of positivity in the other areas of their lives.

Because we have graduated from law school and passed the bar exam, we are presumed to have a certain skill set that, despite *Law & Order*’s being on the air for 20 years, is rare. We spend so much time around others in the legal community who speak our language that sometimes it is easy to forget that not everyone speaks legalese. We possess the power to bridge the gap between the judiciary and the citizens for whom it works. We must remember to add to this incredible Stone Soup of humanity our ability to decipher laws and actual user agreements, to zealously advocate for our clients, and to promote the ends of justice.

Law school students and new attorneys have a multitude of opportunities to use their expanding knowledge to serve the community.



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Ms. Woodgate is a 2017 graduate of Mitchell Hamline School of Law and is a Staff Attorney to Hon. Mark Vandelist in the First Judicial District. She lives in New Prague with her four children who keep her busy with their many sports and activities.



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Practicing Pro Bono for the First Time

By Alysia Zens

I am one of two full-time pro bono counsel at Dorsey & Whitney. I oversee our transactional pro bono work and my counterpart, Larry McDonough, oversees our litigation pro bono work. Dorsey has a very strong commitment to pro bono and so our team also consists of pro bono coordinators in Seattle and Minneapolis, a pro bono partner (who serves as the liaison between the pro bono program and the partnership), and attorney pro bono office leads in each of our offices outside of Minneapolis.

The Twin Cities are a great place to practice law and give back to the community. Most of the larger firms in our community have dedicated pro bono professionals who help lead their firm's pro bono programs. These professionals meet monthly to collaborate and assure that resources are being used effectively to meet the pro bono needs across the community. Dedicated pro bono staff can connect attorneys with a large variety of pro bono projects in various topic areas. We facilitate pro bono projects in partnership with in-house attorneys, connect lawyers with well-established legal service organizations across the community, and coordinate cross-office (or even cross-firm) projects.

The long-standing pro bono professionals in our community often mentor staff at firms who are developing formal pro bono programs or who don't have programs at all, but want to learn about how to get involved in pro bono work. Attorneys who are looking to establish pro bono opportunities at their firms (or companies) should consider the following:

Leadership Support: It is always helpful to have support from the top down. Ideally, leadership at the firm would themselves be interested in doing pro bono work but, at the very least, support the idea of the firm's attorneys spending time on pro bono work. Leadership can show support by adopting a policy that provides billable credit for a certain number of pro bono hours, recognizing and honoring pro bono efforts at team meetings and firm functions, and including questions about pro bono work in the firm's evaluation process.

Legal Service Partners: Our community is lucky to have a large variety of legal service organizations with which to partner. For example, Volunteer Lawyers Network, Advocates for Human Rights, Children's Law Center, Immigrant Law Center of Minnesota, Tubman, and Legal Aid (just to name a few). These organizations generally have dedicated staff who can help train, mentor, and supervise volunteers. These partnerships can make getting involved in pro bono work so much less intimidating.

I am very grateful to practice in our community. We have one of the most well-organized pro bono systems in the nation and, truly, every single lawyer in our community should find doing pro bono to be accessible and rewarding.

Every single lawyer in our community should find doing pro bono to be accessible and rewarding.



Alysia Zens
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Ms. Zens is Pro Bono Counsel at Dorsey & Whitney. She specifically focuses upon building and facilitating pro bono opportunities for the firm's transactional attorneys, as well as coordinating pro bono work in partnership with Dorsey's clients whose lawyers also have a strong commitment to giving back to our communities. She is a 2000 graduate of the University of Minnesota Law School.

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Low Bono for the Win

by Inti Martínez-Alemán



I am in the business of helping people who think they cannot afford to hire an attorney, afford an attorney. Business is booming and I could not see myself doing anything else. My services are not cheap in quality or economics, but they are accessible. If I like a case and a client, I work with that client to find the best fee structure that benefits us both.

There is no authoritative definition for “low bono” legal services, but the idea is that low bono attorneys serve clients who earn too much money to qualify for Legal Aid but not enough money to pay an average lawyer by the hour. The household income of low bono clients is around 150 percent to 400 percent of the federal poverty line.¹ This is what we low bono attorneys call the “Justice Gap.”² For low bono attorneys who charge by the hour, it is the equivalent of charging about 40 percent to 50 percent of market rate and still making a living because plenty of clients are able to hire us.

Despite litigation being my forte, I rarely charge solely by the hour. Most of my engagements involve litigation phases in which first I charge a flat fee or hybrid fee to solve matters directly with opposing parties or counsel before going to court. About 6 of 10 cases are resolved that way, to my client’s satisfaction. If this flat-fee stage fails, we go to court under a contingency, hourly, or hybrid fee arrangement. I love going to court but I keep my client’s best interest in

mind before litigating in court. Chiseling out the right fee structure takes creativity.

I chose to serve middle-income folks because that’s the majority of America. The average person cannot pay \$200 per hour, which is around the average hourly rate of American attorneys. Scratch that. The average Jane or Joe would rather not pay an hourly rate because that billing mode is too unpredictable.³

Are There Too Many Lawyers Out There?

When I hear colleagues complain that there are too many attorneys in the market, I chuckle. It is a half lie. The full truth is that there are too many attorneys fighting for the same kind of clients: those who can pay \$200-plus per hour. Why would I join that segment of the market if (a) there are too many attorneys in that segment, and (b) there is a much larger segment of society with great need and enough money to pay for my legal services? The Justice Gap is wide, but it pays handsomely. You just have to create an adequate business model that fits your field of practice, lifestyle, and clientele. Not all business models and legal practices are created equal.

Take a peek at housing court or conciliation court. That is the best proof of the need for more affordable attorneys. Over 85 percent of parties are unrepresented.⁴ Because I am

a chatty person, I have realized that a vast majority of self-represented parties who I talk to while waiting in court are not indigent. They are largely hardworking folks who cannot pay average hourly rates for legal services—or who understandably have an aversion toward hourly billing. These unrepresented parties would hire an attorney if they found one who worked with their financial contexts. Many of my clients would have never hired me if I charged them by the hour, even if it was \$10 per hour.

A \$7000 matter is more palatable if there is a payment plan involved. The same matter would have never reached my desk if I charged by the hour—even if the clairvoyant client somehow knew she’d end up paying the same \$7000. That is why I provide low bono legal services.

Making Low Bono Work

So how does a low bono attorney make a living? In my case, I am a solo practitioner with no employees. Technology is my BFF. As the case requires it, I outsource my receptionist, legal research, and legal writing. For example, I just hired my first three paid law clerks to work on my firm’s needs. I also co-counsel some of my cases. That is a ton of administrative time that I cut by not always doing it all myself. What I will not farm out is meeting with clients, following up with clients, and appearing in court.

The administrative tasks that I do on my own are a breeze, thanks to innovative technology. I am also automating processes to cut down time spent on routine tasks. There are kinks here and there, but I am constantly triaging my workflow to improve my practice. I want my clients to be happy, and it is working. One of my most recent developments is including two gamification tools in my client intake. The first tool is a set of story cards, which are stock photos of the most variegated daily activities and common objects or places. I ask my potential clients to choose one card that describes how their legal problem affects their life. That helps me assess the implications of this case to their life, their tolerance for risk, and their expectations for the case. The second tool is a colorful journey illustration which helps my potential clients understand the different steps in our first consultation. In a recent client satisfaction survey, 100 percent of respondents stated they would recommend my law firm to others.



Low Bono for the Win

Low bono is a win-win situation. I am developing a profitable practice while helping individuals solve their life issues in the legal system. I love Mondays, and I have plenty of free time for an active social life. So why would I want to compete for clients with market-rate attorneys? That segment is too crowded and it would defeat the purpose of helping hardworking people who can't afford a typical lawyer.

Most attorneys would rather have 10 high-paying clients than 25 mid-paying clients. I beg to differ—not because it is wrong, but because there are alternatives. Client selection matters. I don't take all cases that come in the door. I am very selective because I run a lean practice. I cannot afford extra fuzz just because a client wants to hire me and can pay my fees. My experience with middle-income clients is that most of them are well-meaning, hardworking, and pragmatic people. They tend to be the underdogs and the ones with the best cases. Their expectations are often realistic—or can become realistic after I inform them about their legal options. I want those clients—as well as the client willing to pay the going market rate, and I have many of those.

Minnesota's First Legal Incubator

In fall 2016, the Collaborative Community Law Initiative (CCLI) successfully opened its doors to new lawyers wanting to run solo, community-based practices. I was the first full-time participant starting in October 2016 and “graduating” in May 2018. As Minnesota's first Legal Incubator, CCLI provides new attorneys with office space, virtual receptionist support, help with legal research and writing, practice management software, a pipeline of clients, and a panel of mentors. The program lasts 18 months and charges a modest monthly participation fee.

As part of CCLI's desire to bridge the Justice Gap, attorneys actively serve low bono clients by offering alternative fee arrangements and reduced hourly rates. At least 30 percent of clients of CCLI participants must be low bono clients.

Without the help of CCLI and my awesome mentors, it would have been harder for me to competently represent the dozens of clients who hired me while I was a CCLI participant.

One of my most recent developments is including two gamification tools in my client intake. Clients love them!

If you are a newish attorney and want to start your own law firm, contact CCLI's stellar executive director, Karin Ciano (more info at cclimn.org).

Big Law Is Missing Out

Based on the success of the CCLI program and my service to low bono clients, Big Law⁵ could increase its revenue while doing more societal good beyond *pro bono* work. While most Big Law firms are slow to adapt to change, they already have the people, money, and technology to run the most massive low bono machines imaginable.

Big Law firms who want to venture into the under-tapped market of low bono legal services can do so by creating a division within their firm that only does this work. This division would be dedicated to low bono clients by (a) advertising to attract them, (b) conducting intakes that conform to their needs, (c) setting up alternative fee arrangements, and (d) closing cases at blazing speeds with stellar results. All this would be possible if Big Law implemented its technological capabilities, processes, and legal know-how by serving low bono clients. The rest of the firm need not subsidize the low bono division (except during the startup phase). If anything, in the long run, the low bono division could well help the firm keep its lights on during dry months—and then some.⁶

Big Law firms would increase their revenue tremendously because people who would otherwise not hire them, would hire them. More good clients lead to more good clients. This

low bono division would be staffed by attorneys and assistants from a wide range of seniority and pay scale. Staff in this division would not necessarily earn less than those in the rest of the firm, but the division would not bill clients the same way as the rest of the firm. It would make sense economically because the firm's overall revenue would increase. A rising tide lifts everyone's boat.

Low bono divisions in Big Law firms are good for them and good for society.

Conclusion: Low Bono Benefits Everyone

“We all do well when we all do well,” says the aphorism. If you run your own practice or have some say in how your firm operates, start doing low bono work right now. You won't regret it. It will bring more reliable business to your door and, in the long run, will tremendously benefit society. Low bono is not about providing cheap legal work. It's about doing legal work the smart way.

Feel free to contact me if you want to know more about how I do what I do.

¹ <https://perma.cc/7HG8-ZRK8>

² Admittedly this same term means something different in various contexts. For example, the Legal Services Corporation pegs it at or below 125% of the poverty line. <https://perma.cc/P5UJ-ZMSX>

³ <https://perma.cc/XYN3-TUTE>

⁴ <https://perma.cc/6N23-8YCS>. In 2015, Chief Justice Gildea estimated self-represented parties in family law cases to be around 70 percent. <https://perma.cc/MSDY-DCZ4>

⁵ I know I am reifying Big Law. It's not a monolith and there are too many different size or revenue cutoffs to define it here. But you know if you're part of Big Law.

⁶ According to Above the Law's coverage of 2018 Annual Client Advisory Report by Citi Private Bank Law Firm Group and Hildebrand Consulting, alternative legal service providers are growing rapidly. <https://perma.cc/KZ2A-MS9Y>



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Inti Martínez-Alemán founded Ceiba Fôrte Law Firm® in 2016. The firm helps Latinos/Latinas protect their assets, businesses, and jobs by litigating civil, business, and employment cases. Martínez-Alemán is licensed to practice law in Minnesota, New York, and the Republic of Honduras.



Nonprofit Board Service

The Danger of Wearing Two Hats

By Jess Birken

Have you been asked to serve on a nonprofit board? As an attorney for nonprofit organizations, I get asked a lot. Nonprofits seem to think all attorneys are well connected, are flush with cash, and will make great board members. Free legal advice is sure to follow, right? To nonprofits, we seem like the perfect board members— director *and* free lawyer.

It's essential for attorneys to understand the risk of wearing two hats.

Let's Assume You Represent Yourself

All right, you joined the board and provide them with legal advice. This could include reviewing contracts, helping with an employee termination, or drafting revised articles or bylaws. That's one hat. Let's assume you're wearing the second "lawyer" hat too. Everyone knows this from corporations class in law school: your client is the entity—per Rule 1.13 of the Minnesota Rules of Professional Conduct, you represent the "organization acting through its duly authorized constituents."

Now you're legal counsel *and* one of the duly authorized constituents. Remember the saying, "the lawyer who represents himself has a fool for a client?" The dual role can lead to ethics problems with competence, confidentiality, and conflicts of interest.

Problem 1: You Look Like Steve Jobs

Steve Jobs, the famous head of Apple, had a great personal brand. The public saw him as smart, innovative, wise— he had the answers. In reality, Steve Jobs didn't have all the answers, he had a lot of help.

Sometimes people see you as "Steve Jobs" —people think lawyers "know the law"—not realizing that most of us have very specific practice areas. When you join the nonprofit board, other board members look at you like you're that smart, all-knowing lawyer. This creates a lot of pressure on the lawyer-director. You know they are looking at you for advice and their resources are limited. You want to help.

But don't forget, Rule 1.1 requires you to provide "competent representation." That means you have the "legal knowledge, skill, thoroughness, and preparation reasonably necessary." It does not matter how smart and capable you are; sometimes you are not competent to give the nonprofit the advice it needs.

Would you schedule heart surgery with a brain surgeon? No—even though both are highly capable doctors.

Competence is an issue for lawyers serving on nonprofit boards because the board *will* look at you for (free) legal work. Some (or most) of those issues will be outside your practice area. Your lawyer senses will tell you when something is legally fishy. Remember to protect yourself and the nonprofit by recommending the hiring of outside counsel as the need arises.

Problem 2: Oops! I Destroyed Your Privilege

You're aware of attorney-client privilege (Rule 1.6). Ask yourself, if I'm on the nonprofit board and also acting as its lawyer, when—exactly—does attorney-client privilege apply?

Of course, Rule 1.6 does not apply if you are only acting as a board member. But if you're also acting as attorney (intentionally or otherwise), then Rule 1.6 is in full effect and you have to keep client confidentiality (unless you have informed consent or disclosure is "impliedly authorized"). Yes, you know when it applies—anytime the board discussion turns into legal advice.

The problem is more likely, When does the client *think* it applies? Suddenly you have to clarify whether you're talking as a board member or an attorney at any given moment. This is something to consider if the client introduces a third party into a conversation without realizing it destroys the privilege. Remember, meeting minutes of official nonprofit meetings are not covered by attorney-client privilege.

Problem 3: Conflict Management

Consider a hypothetical: Sometimes you do legal work for the nonprofit. You have a fundraising goal as a board member since the nonprofit's attitude about board service is "give, get, or get off." You don't have a ton of money to donate, but you're passionate about the mission.

So what if you advise estate planning clients that they should leave a bequest to the nonprofit? Do you have a conflict? What if you offer discounted services to the program participants

of the nonprofit? Do you have a conflict?

In those circumstances your representation "will be directly adverse to another client" (the nonprofit). There is probably a "significant risk" the representation is "materially limited" either by your responsibility to the nonprofit client or by your own personal interests in meeting your fundraising goals.

How else does this come up? Here are some examples from ABA Formal Ethics Opinion 98-410:

- You are asked to pursue an objective that you did not vote for as a director. For example, the board decides to sue a third party. You voted no on this action at the board meeting, but the organization wants you to represent the nonprofit in the litigation. Do you have a conflict? You will need to determine whether the representation may be materially limited by your opposition.
- You are asked to give a legal opinion on board actions in which you were a voting director. The concern is whether you can have enough independence of professional judgment. This type of situation might be rare, but it would be a good idea to advise the organization to seek other legal counsel.
- The board takes an action affecting your law firm (for example, whether to pay you for services). In these circumstances, you shouldn't be in the room for the discussion and shouldn't participate in the vote (this should fall under the nonprofit's conflict of interest policy too).
- The organization wants you or your firm's representation in a case where the organization and all directors are named as defendants. You're named in the suit and should decline the representation.

Problem 4: I'm Not Their Lawyer . . . Am I?

Now I know what you're thinking: "WAIT a minute! I only signed up for board service. I'm not their attorney." Really? Are you sure?

The rule for determining the existence of an attorney-client relationship is simply whatever the client reasonably believed. See *Gramling v. Memorial Blood Ctrs.*, 601 NW.2d 457, 459 (Minn. App. 1999) (attorney-client relationship is formed where parties "explicitly or implicitly agree"). You become their lawyer "when [the] person seeks and receives legal advice from

[you] in circumstances in which a reasonable person would rely on the advice." *Togstad v. Vesely, Otto, Miller & Keefe*, 291 NW.2d 686, 693 n. 4 (Minn. 1980). Let's be honest, do you think board members believe you're their attorney? Have you given them advice that they've reasonably relied on? Yeah, probability is 100 percent. So, you are probably their lawyer. Oops. Yes, I hear you countering: "You don't have to be a lawyer to amend some bylaws!" True. Other people can work on these things, but since you are an attorney, you are special. So then the question is, Are you treating them like a client? Do you have a file open? An engagement letter in the file? Do you keep track of your efforts, communications, etc., in case of a malpractice claim? Basically, are you following the rules of being in this relationship?

Well at Least I Have Insurance for This . . . Don't I?

Do not under any circumstances join a board that does not have Directors & Officers insurance. If you're on one that doesn't have it, you need to get "buying D&O insurance" onto your next meeting agenda.

Minnesota Statutes Chapter 317A provides a liability shield for directors and officers acting in their capacity as volunteers—true. It also allows a nonprofit to indemnify its directors and officers. Most organizations with well-drafted articles provide indemnification, but who is going to pay for the defense? Does the nonprofit have a very deep pocket or a desire to fundraise for litigation costs? No? Then, it had better have insurance.

Do not be bashful about requiring this from your board. After all, you're doing them favor.

Now about your malpractice insurance. Be aware that your malpractice insurance likely *excludes* claims stemming from anything you do while acting as a manager or director of an entity.

Even with both policies in place, the providers could try to point the finger at the other, arguing their policy doesn't cover you especially if your role in the moment was unclear or not documented well.

Great, Now What?

Board service is always a little risky. That's why your malpractice insurance provider asks you to disclose any boards you serve on. Being a fiduciary means something. Don't freak out—the nonprofit sector still needs you. You need it too—go do things that make your heart sing. How do you navigate board service when you decide to take it on? Due diligence.

Think Before Serving

Before you join—or now if you're already serving—do your due diligence. Talk to the board members and ask about their expectations. Ask about giving requirements. Be sure to ask about their legal needs. Think about what conflicts are likely to arise. If they are serious, reconsider becoming a director and find a different way to volunteer, or give generously.

Read the organization's articles and bylaws. Do they provide for indemnity? Do they include a conflict of interest policy? Are the documents way out of date? Remember, you don't know what you don't know—consider getting a second opinion from a nonprofit law practitioner.

Ask about D & O insurance. Does the nonprofit have any other coverages? Are the policies appropriate given what the nonprofit does or did the organization get the lowest cost option (typical of small nonprofits)? Remember, you're likely to get named personally in any suit. Get an opinion from a colleague.

Review your own professional liability coverage. What limits are on you?

The Best Thing You Can Do . . .

Draft a letter to the board and describe your joint understanding of your role and the services you provide (or will not provide) to the nonprofit. Will you be providing board service only, not legal representation? Or board service with occasional legal advice that falls within your practice areas? Or something else? It is a good idea to have board members sign the letter, too.

The important part is communicating it and making a record. Some of you are cringing at the thought of being so direct (very un-Minnesotan) or so obnoxiously "lawyer-ish." The letter can be gracious and kind, don't worry! A sample can be found at www.birkenlaw.com/board-service.

Update the letter annually to remind the board (including new members) of your role and its limits. Always remember to follow these tips:

- Keep the lines of communication open
- Be clear at board meetings when you are giving legal advice—or business advice
- Recommend hiring a competent attorney when you're out of your area

- Review meeting minutes carefully to make sure the record is clear

Ethical matters and board service are tricky, yes. Don't be discouraged. As attorneys we need to have a fulfilling life. Giving back is good, pro bono work is good, civic engagement is good. Keep doing it. Just be smart. You now know how to prepare for (or repair) your board service. By taking the right steps, you'll be able to safely donate your time and talents.



Jess Birken
jess@birkenlaw.com

When she's not helping lawyers use tech tools, Jess Birken is the owner of Birken Law Office—a firm that helps nonprofits solve problems so they can get back to their mission.

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RIVERFRONT CELEBRATION

September 13, 2018
Nicollet Island Pavilion
40 Power St, Minneapolis

Cocktail Reception / 4:30 PM
Dinner & Program / 6 PM

Purchase Tickets At

VLNMN.ORG/RIVERFRONT-2018

Keynote Speaker: Jeanne Crain
President & CEO of Bremer Financial Corporation



*Growing
for the
Future*



Count the Ways Your District Bar Adds Value to Your Career

80 FREE CLES

Members can attend most HCBA 1.0 credit CLE programs at the association office for no charge. Non-members pay \$40 or more for each seminar. Attend just 6 CLEs during the 2018-19 bar year, and membership can save you \$240. You also receive a discount on most webcasts and OnDemand CLEs.

These active groups provide: leadership opportunities and development, skills training, a forum to exchange ideas, and mentoring. Improve your practice and help shape the legal profession—one meeting at a time. Plus, there is no extra fee to join HCBA sections.

25 COMMITTEES & SECTIONS

50 SOCIAL EVENTS

Socials, networking events, and happy hours help you catch up with colleagues and create new connections. HCBA's club get-togethers, based on shared interests, help add balance to your work life and provide even more ways to connect. Expand your professional network, social circles, and referral base the best way: in person.

6 ISSUES OF THE HENNEPIN LAWYER

HCBA's membership publication features substantive law articles, practice tips, profiles, and news that local lawyers rely on. Subscription is included with your membership.



Numbers represent planned programming for the 2018-2019 bar year.

Make the Most of Your Membership at www.hcba.org

Serving Local Attorneys, Representing the Profession, and Working to Ensure the Fairness and Accessibility of the Legal System Since 1919.
Your Membership Makes It Happen.



Serving as the charitable arm of the HCBA, the Hennepin County Bar Foundation promotes equal access to justice within our community through its annual distribution of grants to local legal services organizations.

Thanks to the dedicated commitment and contributions of HCBA members like you, the foundation has been making a positive impact in Hennepin County since 1968, giving over \$2.5 million in grants to law-related nonprofits.

Lawyer Referral and Information Service

The HCBA's Lawyer Referral program has been serving the profession and the public for over 60 years, by helping individuals connect with and hire attorneys. Lawyer Referral is the best place to direct callers and clients with legal matters outside your practice area.

In addition to helping 10,000+ callers each year, HCBA's Lawyer Referral service coordinates with District Court to ensure that attorneys are available to assist the public at the court's Legal Access Point and at Misdemeanor Court arraignments. Your bar membership supports this valued public service.



The Volunteer Lawyers Network is the pro bono arm of the HCBA and provides civil legal services to low-income people in our community.

In its commitment to equal access to justice, the HCBA provides a variety of services for the public through its own programs and by significant financial support of VLN—made possible by your bar membership.

YOUR CONNECTION TO: Local Lawyers • The Fourth District Bench • New Clients & Contacts • Practice Management Resources • Community Outreach and Pro Bono

- 80 FREE 1.0 credit CLE programs are planned for the 2018-2019 year. Plus, additional training sessions and webcasts, with discounted registrations for members.
- Plug in to mentoring and networking opportunities for every stage of your career.
- Gain management and leadership experience through committee work and projects, including diversity initiatives, programs supporting professionalism, and access to justice.
- Events and socials connect you with attorneys (from within and outside your areas of practice), members of the bench, and others in community. Expand your contacts and referral networks.
- Members interact with the Fourth District Court Bench through events, training, and advocacy efforts.
- Member clubs let you connect to attorneys with shared interests (such as yoga, biking, and photography).
- The *Hennepin Lawyer* magazine keeps you in the know about the law and local legal community and more, and gives you an opportunity to showcase your expertise.
- Legal education and outreach programs, such as our speakers bureau, support the Hennepin County community and provide you with ways to give back.
- A weekly e-newsletter provides you with updates and an events calendar so you will always be tuned in to what's happening in the local legal community.
- The HCBA website provides even more opportunities to create connections and maximize your membership. Create networking groups, start a blog, update your profile page, and more.

Member News

Submit your HCBA member news to thl@hcba.org for consideration for this column.



The Wiley Law Office announces the addition of senior associate **Ben Reber**.

Fredrikson & Byron attorney **Christopher D. Pham** was welcomed as a member of the board of trustees of Mitchell Hamline School of Law.

Kelly J. Keegan has formed Keegan Law Office, practicing in criminal defense, expungement, and firearms rights law. Kelly has been in practice for 12 years and was a partner at her previous firm. The office is located in the Uptown neighborhood of Minneapolis.



Brandt Criminal Defense announces **Nicole Kettwick** as a partner. Nicole is the current co-chair of the HCBA Criminal Law Section, and she is a past chair of the HCBA New Lawyers Section.

Effective July 1, 2018, the partners, associates, and professional staff of the St. Cloud office of **Stinson Leonard Street** have joined **Moss & Barnett**. The firms are cooperating on a smooth and amicable transition.

Marc Johannsen has been elected president of Lommen Abdo. Newly elected members of the board include **Kathleen Loucks**, **Mike Glover** and **Keith Broady**. **Barry O'Neil** and **Bryan Feldhaus** were each re-elected for a second term.

Elizabeth B. Bryant has opened her own law office in St. Louis Park. She practices in the area of family law, and she recently attended the American Academy of Matrimonial Lawyer's program to become a matrimonial arbitrator.

Cozen O'Connor welcomes commercial litigator **Miguel Alexander Pozo** to its Commercial Litigation Group.

V. John Ella of Trepanier MacGillis Battina has published a new book about employment law for Minnesota executives entitled, "Executive Employment Law: A Handbook for Minnesota Executives."

Andrew Schalkwyk has joined Blackwell Burke as an associate.

Briggs and Morgan announces **Steve Ryan** as President/Managing Partner.



Meagher & Geer announces that **Tony R. Krall** has joined the firm's Minneapolis office.



Moss & Barnett announces the expansion of the firm's Multifamily and Commercial Real Estate Finance team with the arrivals of lawyers **Shannon E. Cook** and **William J. Straus**.

Yvonne B. Moore chaired the July weekly meetings of the Minneapolis Writers Workshop. One of the U.S. oldest writer's groups, it is welcome to everyone.



Larkin Hoffman announces that **Paul R. Smith** has been elected as president of the firm. Paul succeeds Bill Griffith, who was initially elected in June 2012 and served six years as the firm's president.



CONGRATULATIONS
TO OUR ESTEEMED
COLLEAGUE,
BRANDON VAUGHN

2018-2019 Secretary
Hennepin County Bar Association

Brandon E. Vaughn
Principal
Personal Injury and Medical
Malpractice Group



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Inside Your Local Bar Association:

HCBA by the Numbers 2018

Since 1919, the **Hennepin County Bar Association** has been proudly serving local lawyers, the legal profession, and the community.

The HCBA—Minnesota’s largest district bar association—serves its membership by advancing professionalism, ethical conduct, diversity, competence, practice development, and collegiality in the legal profession.

The association strives to ensure the fairness and accessibility of the legal system, promotes public understanding and confidence in our system of justice, and works with the courts to improve the administration of justice. Your membership and involvement make the HCBA’s mission a reality.



NUMBER OF MEMBERS



7,129
ATTORNEYS



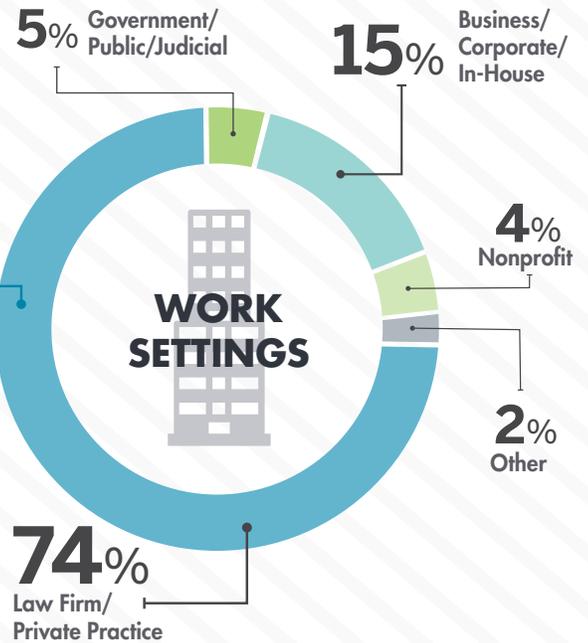
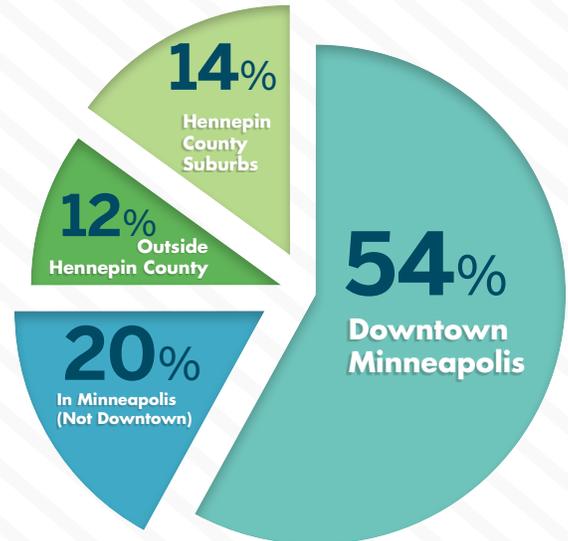
1,127
LAW STUDENTS

LAW FIRM SIZE for Members in Private Practice

Solo Practitioners:	15%
2–20 Attorneys:	27%
21–50 Attorneys:	14%
51+ Attorneys:	44%



WHERE DO MEMBERS WORK?



ATTORNEY YEARS IN PRACTICE



3,910 Attorney Members Involved in an HCBA Section
54 Members Serving as Section Leaders

265 Members Working on Administrative and Project Committees, and Serving in Governance Roles

9,091 Callers to the HCBA's Lawyer Referral & Information Service

Individuals wanting to hire HCBA attorneys or needing direction/resources regarding their legal issues.

2,242 LAP Consults

Individuals meeting with HCBA attorneys for free brief advice at Hennepin County District Court's Legal Access Point Clinics.

2,614 MDP Consults

Individuals met with HCBA's Misdemeanor Defense Panel attorneys at arraignments for free advice or to hire them for representation.

Legal services numbers reflect 2017 totals.

2,000+ Attendees

Members taking part in an HCBA social, training program, club meet-up, bench and bar getTogether, networking lunch, HCBF fundraiser, or happy hour during the past year.

6 Issues of the HENNEPIN LAWYER Magazine Per Year

5,000+ HCBA Website Visits Per Month

4,819 Connections to HCBA Social Media

966

2,113

1,740

15 Grants, Totaling \$206,150 Given to Local Legal Services Organizations in 2018

The Bar Foundation is the charitable giving arm of the association. Staffing and administrative duties are provided by HCBA staff to support the foundation's mission (providing equal access to justice for the people of Hennepin County), and promote fundraising and events.

2,674 CLE Registrations

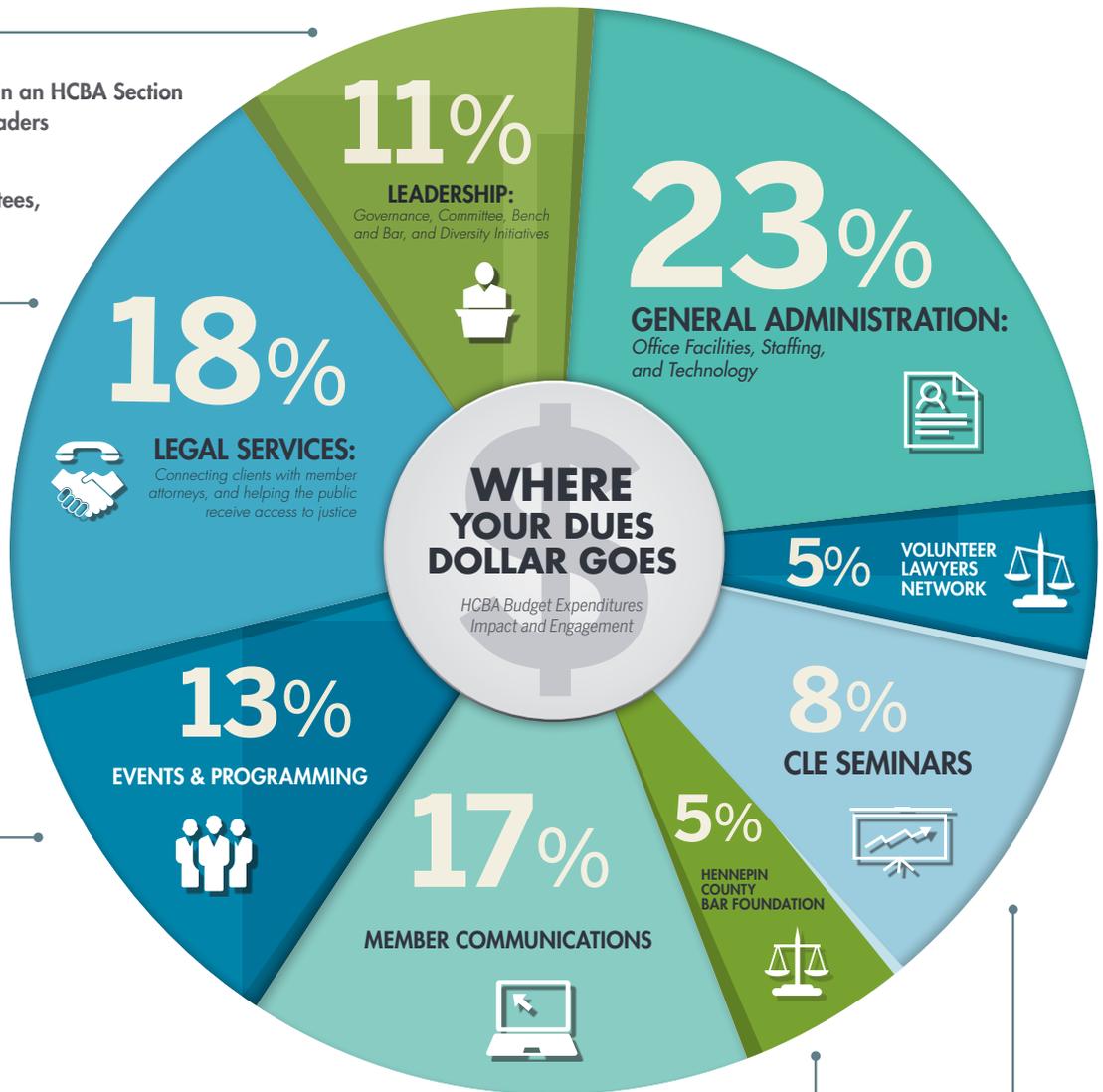
79 No-charge one-hour CLEs for Members

48 Webcast CLEs

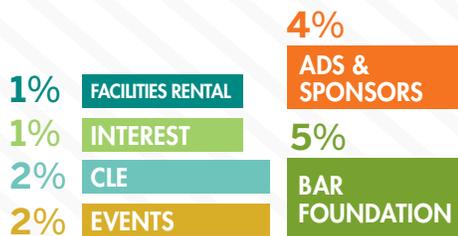
17 Law & Lit CLEs and Multi-credit Seminars

25 OnDemand CLEs available

VLN, the HCBA's pro bono arm, receives direct financial support, office space, and facilities use from the association; supporting the goal of increased access to justice in our community.



2018-19 BUDGETED REVENUE SOURCES



19%
LAWYER REFERRAL SERVICE

66%
MEMBER DUES

HCBA Staff



Susie Brown
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Upcoming Events and Meetings

Visit the HCBA website (www.hcba.org) for up-to-date calendar and online registration.

Mindfulness
Meditation
Practice Group
Wednesday, August 29
7:45 – 8:45 a.m.
Location: HCBA office

Civil Litigation:
Evolving Standards
in Discovery

1.0 CLE *

Monday, September 10
4:30 – 5:30 p.m. CLE
5:30 – 6:30 p.m. Social
Speakers: Hon. Hildy Bowbeer, Magistrate Judge, US District Court, District of Minnesota; Hon. Bridget Sullivan; District Judge, 4th Judicial District; and Eric Mandel, Esq.; Indicium Law
Location: Greene Espel PLLP
2222 S 9th St #2200,
Minneapolis

New Lawyers
Section Meeting
Tuesday, September 18
11:30 a.m. – 12:30 p.m.
Location: HCBA office

Tech Practice:
5 Rules to Improve
Your Life and Your
Law Practice

1.0 CLE*

Tuesday, September 18
3:30 – 4:30 p.m.
Speaker: Jess Birken, Esq,
Birken Law Office
Location: HCBA office
Webcast Available

Bar Foundation
Charity Golf Classic:
Tee it Up for Justice
Monday, September 24
11:00 a.m. – 7:00 p.m.
Location: Oak Ridge
Country Club, Hopkins

New Lawyers
Section Meeting
Tuesday, October 16
11:30 a.m. – 12:30 p.m.
Location: HCBA office

Tech Practice:
Projects

Can't find time to work on firm improvement projects? No longer. Join us for this open workshop format. Drop in style – stay for all 4 hours or drop in just for a few minutes. Attorneys are invited to bring their laptop to work on implementing any of their law practice tech or process improvements.
Wednesday, October 17
12:00 – 4:00 p.m.
Facilitator: Jess Birken, Esq,
Birken Law Office
Location: HCBA office

Civil Litigation:
Getting Your
Evidence In

1.0 CLE*

Thursday, November 15
12:00 – 1:00 p.m.
Speakers: Judge Thomas Fraser, 4th Judicial District, Hennepin County District Court; and Chad Snyder, Partner, Rubric Legal LLC
Location: HCBA office
Webcast Available

* MBCLE credits applied for.



HCBA Executive Committee:

- September 25
- October 23
- November 27
- January 22
- February 26
- March 26
- April 23
- May 28

HCBA Board of Directors:

- September 11
- October 11
- November 13
- December 11
- January 8
- February 12
- March 12
- April 9
- May 14
- June 11



Hennepin County Bar Foundation Board of Directors:

- September 19
- November 21
- January 16
- March 20
- May 15
- June 19



NEED TO TAKE A CLOSER LOOK AT YOUR COMPENSATION AND BENEFITS?

Each year, ALAMN conducts an annual survey to collect data on salaries and benefits paid to employees in private law firms, corporate law departments, and governmental legal departments in Minnesota. This data is tabulated by an independent third party and assists legal administrators in managing salaries and benefits within their organizations.

To purchase the survey please visit our website at <https://alamn.memberclicks.net/salary-survey>

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For information on placing job postings visit www.hcba.org

EMPLOYMENT OPPORTUNITIES

DIRECTOR OF ALUMNI ENGAGEMENT AND STUDENT LIFE

The University of St. Thomas has an immediate opening for a Director of Alumni Engagement and Student Life within the School of Law with 7 years of professional experience in development, alumni relations, or a related field. Preferred qualifications include a J.D. and a minimum of five years of legal experience. Interested candidates are encouraged to view the full job description online at www.stthomas.edu/jobs

ASSOCIATE ATTORNEY

Meagher & Geer, PLLP has an immediate opening for an Associate Attorney with 2 to 4 years of litigation experience to work in its Minneapolis office. Candidates must be admitted to the Minnesota bar, possess excellent academic credentials with exceptional writing, persuasive speaking, and analytical skills, and have a drive for excellence. Please email a letter of application, resume, law school transcript, and writing sample to recruitment@meagher.com.

EMPLOYMENT/LITIGATION ASSOCIATE

Jackson Lewis is looking for an Employment/Litigation Associate to join our Minneapolis team. Ideal candidate will have 3-9 years employment law experience, excellent academic credentials, Minnesota Bar Admission, excellent written and oral communication skills, strong organization, time management and project management skills. Responsibilities to include defense of agency charges of discrimination, lawsuits involving a range of employment related claims; daily advice and counsel to clients regarding various employment and labor law issues; represent employers in court, before administrative agencies, at mediation, and in employment tort, and non-compete cases. Email resumes to MinneapolisRecruiting@jacksonlewis.co.

ATTORNEY SERVICES

MEDIATION TRAINING

Also courses in managing your own conflicts. Qualify for the Supreme Court Roster. Learn the approach most likely to settle cases and to exceed parties' expectations, the transformative approach. Earn 30 or 40 CLE's. Highly-Rated Course and Instructor. St. Paul. 612-824-8988. <http://Transformativemediation.com>, Dan@transformativemediation.com

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OFFICE SPACE – PLYMOUTH

Creekview Professional Building 12800 Industrial Park Blvd. at Hwy 55 just east of 494. Smaller suites (small rents), suites available to accommodate from one person to nine people. Nice building and grounds. Lots of FREE parking! For full info call Jackie, 612-677-2100 or jsticha@creekviewassociates.com

RSM LITIGATION

When a dispute results in litigation, the risks run high. That's why you need the help of independent damages assessment professionals. RSM's legal damages assessment team is comprised of subject matter experts well-versed in testifying and explaining their findings to a judge or jury. Our credible damages calculations and assessments help you properly defend your client or get the settlement your client deserves for his loss. Extensive technical training and complementary skill sets enable

RSM's damages assessment team to provide you with creative strategies and innovative solutions. Brad Koranda, CPA, ABV, CFF, leads the local financial investigation and dispute services group at RSM. He and his team work with industry experts to provide damage calculations related to breach of contract, lost profits, post-acquisition disputes, valuation matters, financial statement misrepresentation, fraud, construction disputes, insolvency matters, and intellectual property infringement. Contact Brad at 612-376-9387 today for your damages assessment needs.

ALTERNATIVE DISPUTE RESOLUTION

ValueSolve ADR Efficient. Effective. Affordable. Experienced mediators and arbitrators working with you to fit the procedure to the problem – flat fee mediation to full arbitration hearings. (612) 877-6400 Visit our website at www.ValueSolveADR.org for more information on our neutrals and how we can work with you.

ATTORNEY COACHING

Coach/consultant Roy S. Ginsburg provides marketing, practice management and strategic/succession planning services to individual lawyers and firms. www.royginsburg.com, roy@royginsburg.com, (612) 812-4500.

BOARD SERVICE OPPORTUNITY

Helping Paws, a Hopkins based non-profit, is looking to expand the knowledge of both their Board of Directors and personnel committee by appointing additional members to both that have a strong legal knowledge. Helping Paws' mission is to further people's independence and quality of life through the use of assistance dogs. We primarily work with individuals who have physical disabilities or with veterans who suffer from post-traumatic stress disorder. Interested candidates who possess a legal foundation and have an interest in serving as a member of the Board of Directors are encourage to apply to learn more about the organization. Please email Alison Lienau directly at aklienau@hotmail.com. A resume is not required; however, a short email containing a summary of your legal areas of expertise and experience (i.e. employment law, contracts, charitable solicitation regulation, and exempt organization tax-related issues) and why you are interested in Helping Paws is preferred. To learn more about Helping Paws, please visit our website at www.helpingpaws.org



Thank you to all teams who participated in the 2018 HCBA SOFTBALL LEAGUE



SOFTBALL TEAMS

- Bowman & Brooke
- Briggs & Morgan
- Class Act (Lockridge Grindal Nauen, Zimmerman Reed, and Gustafson Gluek)
- Faegre Baker Daniels
- Federal Court of Appeals
- Fredrikson & Byron
- Gray Plant Mooty
- Henson Efron
- Jones Day
- Meagher & Geer
- Merchant & Gould
- Minnesota Association of Criminal Defense Lawyers
- Minnesota Court of Appeals
- Nichols Kaster et al.
- Robins Kaplan
- University of St. Thomas Law
- Thank You Softball Chairs:
Allison Plunkett
Joe Simmer

If your firm is interested in participating next season, contact sheila@hcba.org



2018 CHAMPIONS
Congrats to Faegre Baker Daniels for taking first place!





2018 TEE IT UP FOR JUSTICE

Oak Ridge Country Club

NOT A GOLFER?

Join us for the beer tasting, cookout dinner and prize drawings at 5 PM.

\$50 per non-golfer

Register at www.hcba.org

Reserve Your Spot Early. Guarantee Your Place!

Registration includes: green fees, golf cart, lunch, cookout dinner, and beer tasting

A Perfect Day to Spend with Colleagues and Clients. Join the Fun!

Monday, September 24

Oak Ridge Country Club

700 Oak Ridge Road, Hopkins

11:00 AM: REGISTRATION & BOX LUNCH

12:00 PM: SHOTGUN START

5:00 PM: BEER TASTING, COOKOUT DINNER & PRIZES

Proceeds from this event benefit the Hennepin County Bar Foundation—the charitable giving arm of the Hennepin County Bar Association. Since 1968, HCBF has made a positive impact on the community by funding over \$2.5 million in grants to nonprofit legal organizations that support our mission “Promoting Equal Access to Justice for the People of Hennepin County.”

Register at www.hcba.org

Call Sheila Johnson at 612-752-6615 regarding sponsorship opportunities or to register/pay by phone.

EARLY BIRD REGISTRATION: \$225 per golfer

(Payment must be received by Friday, August 24)

\$250 per golfer (after Friday, August 24)

Please note: This tournament is scramble format.

Golf registration above \$180 is a tax deductible contribution to HCBF.

Add-ons: +\$40 per team. Bernie Zimpfer Memorial Cup Challenge
+\$25 Players Card Per Person

PLAYERS CARD *Includes All*

- ✓ 2 Mulligans
- ✓ Closer shot at one hole
- ✓ One toss out of bunker
- ✓ Putting Contest
- ✓ Chipping Contest

In 2018 your Hennepin Bar Foundation granted \$206,150 to 15 justice related nonprofits. Your support provided grants to the following:

Center for Multicultural Mediation
 Council on American-Islamic Relations, MN Chapter
 Division of Indian Work
 Domestic Abuse Project
 HOME Line
 Lawyers Concerned for Lawyers
 LegalCORPS
 Legal Rights Center

Minnesota Assistance Council for Veterans
 Minnesota Justice Foundation
 Restorative Justice Community Action
 Seward Longfellow Restorative Justice Partnership
 Sojourner Project
 Standpoint
 Volunteer Lawyers Network

HENNEPIN COUNTY BAR ASSOCIATION
600 NICOLLET MALL SUITE 390
MINNEAPOLIS, MINNESOTA 55402
612-752-6600
www.hcba.org

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