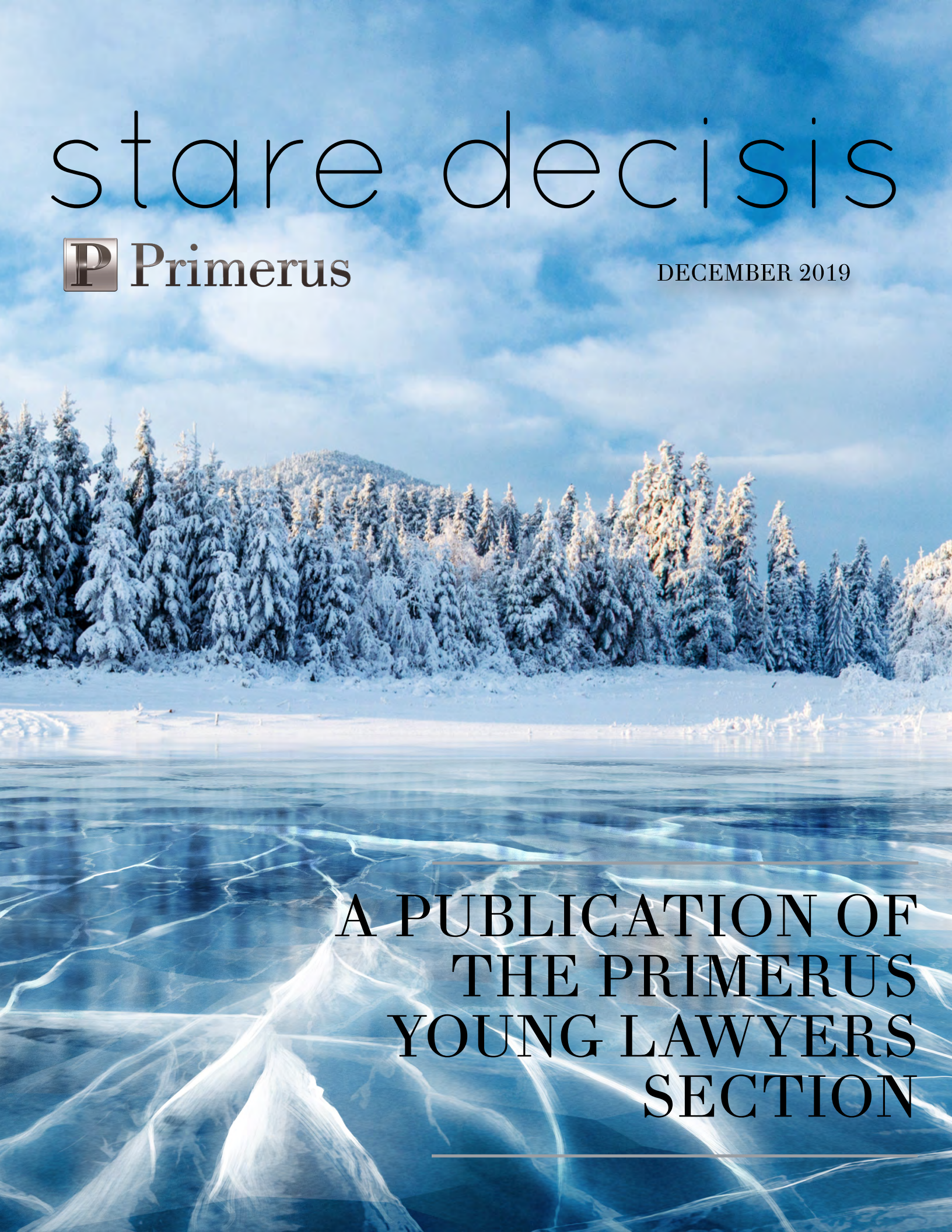
stare decisis

Primerus

DECEMBER 2019



A PUBLICATION OF THE PRIMERUS YOUNG LAWYERS SECTION

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chair column

by nicole quintana

Nicole Quintana is a trial lawyer at Ogborn Mihm, LLP in Denver, Colorado. Her practice focuses on business litigation, plaintiff's legal malpractice, and catastrophic personal injury. Nicole represents clients in state and federal court in and outside of Colorado and has tried cases to juries, to judges, and through arbitration. While she works up every case with an eye toward trial, she also strives to reach early resolution where doing so serves the best interests of her clients.

Dynamic. I attended the Primerus Global Conference in October, and the adjective someone used to describe the Primerus Young Lawyers Section was "dynamic." I wholeheartedly agree. This year will mark the ninth annual Young Lawyers Conference, and in as many years, we have seen our numbers grow and the involvement become more consistent. We are diverse in practice as well as make up. We are energetic and engaged. We are the future of our firms, but also the future of Primerus. But honestly, the real question is "what does this mean for you?"

When I sat down to consider what I wanted to say in my first column, I reflected on the fact that we all have incredibly busy schedules and billable requirements, so we're constantly assessing where our time is best spent. Why does it make sense to get involved in the Primerus YLS? To answer that question, I've looked back on my time within this group, and here are the conclusions I've come to:

- ***Primerus is not just for managing partners***. Yes, equity and managing partners bear a lot of responsibility for rainmaking, and part of Primerus' purpose is to create a referral network of lawyers you know you can trust. But guess what? You, Young Lawyers, will need to do that as well. Getting and staying involved with the YLS puts you on a path to creating those connections and generating those leads early in your careers. You will network with a group that the managing partner may not. I can certainly say that being a part of this group has put me in the forefront of others' minds when they refer out a client, and that's an origination I may not have otherwise generated.
- ***The YLS is a resource***. Whether it be at a YLS Conference, Regional Conference, Global Conference, or simply a phone call to a fellow YLS member—and dare I say, friend—we are a network of some of the smartest, most talented, and friendly lawyers. And though I have certainly reached out about legal questions, I've also been a part of extremely beneficial conversations about marketing, succession, firm best practices, and "work-life experiences"…because let's not kid ourselves, there isn't really a "work-life balance" in our profession.
- ***The practice of law is (becoming) national and international***. Our international members probably learned this lesson long before those of us in the U.S. did, but the practice of law is reaching far beyond

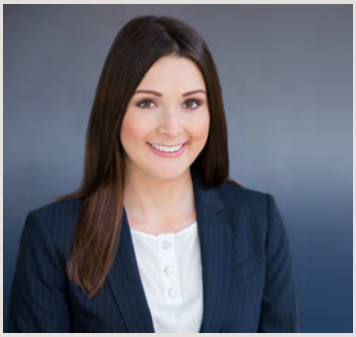
our own state and country borders. As lawyers in a Primerus firm, we've been given the gift of having a built-in network of people with whom we can work and/or refer clients. I've been on the referral and receiving ends of this relationship, but I've also ingratiated myself to non-Primerus firms in my own community by referring them and their clients to Primerus lawyers. The breadth of our practices makes this group invaluable at all stages of your career.

- ***We care about giving back***. Someone once said to me that lawyers, left to their own devices, will lawyer…but we all got into this profession because we wanted to help others. The YLS has unofficially chosen to focus its volunteer activities each year at the Conference on those that involve children, and our members have truly enjoyed and internalized the importance of those volunteer experiences.

My hope is to continue to grow this group over the next year, and I encourage anyone—young lawyers up to managing partners—to reach out to Chris Dawe, to me, or to any of the YLS Executive Committee members if you want to find out what other benefits this group offers or how young lawyers might get more involved. I am excited to take over as Chair of the YLS, though I must admit that I am sliding into a well-oiled machine in large part due to Emily Campbell's fantastic leadership over the last year and a half. Thankfully, I know she will remain a forceful presence in our group, so we don't have to say goodbye to her. But I do want to convey our thanks for the time and effort she committed, and my hope is to continue the momentum she maintained.

words to the wise

by kathryne baldwin and ashley scarpetta



For this edition of Words to the Wise, Kathryne Baldwin of Wilke Fleury LLP in Sacramento, California and Ashley Scarpetta of Christian & Small LLP in Birmingham, Alabama, combine the words of attorneys in the Primerus network from a variety of firms: Holly Parker of Laxalt & Nomura, Ltd., and Richard Thayer of Christian & Small LLP in Birmingham, Alabama. Below, these two attorneys provide practical advice for new attorneys.

HOW DID YOU BECOME A LAWYER? HAS THE PRACTICE OF LAW MET YOUR EXPECTATIONS?

Mrs. Holly Parker: I became a lawyer after one of my undergraduate professors for a jurisprudence course encouraged me to take the LSAT. Before I knew it, I was applying to law schools and I was moving to San Diego to attend law school. I was on an accelerated track for law school, so I was so focused on my studies and then the bar exam that I did not have any legal jobs or clerkships before taking the bar exam. Based on that background, I initially did not form any expectations for the practice of law. After I took the bar exam, I submitted my resume to a couple of law firms. My first interview was with the firm where I am a partner now. I am fortunate that I have worked with only one firm. I am surrounded by excellent lawyers who have always helped me develop and grow as a lawyer. Based on my experience with my firm, overall I have come to expect that I will enjoy the practice of law, and I am continually challenged and learning new things.

Mr. Richard Thayer: I have always felt compelled to get to the bottom of the "whys" and the "what fors." As I got older, the law seemed like one of the better fields to satisfy that compulsion.

While the practice of law often calls for a thorough investigation of the facts, many times pragmatic considerations (costs) frustrate my "inner sleuth." However, as I have continued to practice, I have realized that it can be just as interesting to be a problem-solver, *i.e.*, figuring out how to resolve a matter more efficiently.

HOW HAVE YOU DEVELOPED BUSINESS? WHAT DO YOU LIKE OR EXPECT TO SEE FROM AN ASSOCIATE IN TERMS OF BUSINESS DEVELOPMENT?

Mrs. Holly Parker: Business development is critical for law firms to succeed. It is not a science, and there is no magic formula. I have been fortunate to develop business of my own. I think successful business development results from a combination of luck and continually trying to improve marketing efforts. If you help others, listen well but also feel comfortable talking about what you do, do good legal work, and network, anyone can develop business. There are entire books devoted to the subject of how to develop business, but what I like to see in associates is an awareness of the necessity of business development, an eagerness to be involved in the legal

community and to develop contacts for the purpose of building business, and excellent work product. If an associate demonstrates these qualities and skills, the associate is on the path to be successful in terms of business development.

Mr. Richard Thayer: While I am still (and will likely always be) in the process of developing my own practice, I have found that the most effective way to develop my own business is to make *real*, personal connections with people. This requires getting to know your potential clients and maintaining the relationship even when business may not be immediately coming your way. Ultimately, *real* relationships with potential clients pays off.

As you age and gain experience, so do your contemporaries (who will ultimately find themselves in a position to send business your way). Therefore, I like to see young lawyers getting to know potential clients on a personal level.

WHAT ARE SOME OF THE IMPORTANT THINGS AN ASSOCIATE SHOULD KNOW ABOUT MANAGING AND LIVING UP TO PARTNER EXPECTATIONS?

Mrs. Holly Parker: I remember being an associate and trying to emulate the style of every partner and senior attorney I worked for in the firm. I quickly learned that the practice of law is not a "check the box" exercise, and I could not develop a style that was the same as every attorney in my firm. But I also realized I had the unique opportunity to work with most of the attorneys in my firm. I think this was because I never said no to a project but was honest about timelines for completion. If I received an assignment, I was determined to deliver a good work product so that the partners would learn to rely on me and trust my work. Simply put, if I was assigned a project or case, I assumed that I "owned it." I look for this attitude in associates. Everyone makes mistakes, but if there is an associate who I know will do complete and accurate work, and is dependable and reliable, that is the associate I want to work with.

Mr. Richard Thayer: An associate needs to be assertive enough to effectively communicate with the partner(s) with whom they are working. You cannot be afraid to ask questions, or to speak up when you do not understand something. It is also important to voice concerns over your workload, whether it be too little or too much.

WHAT MAKES AN ASSOCIATE A STAR IN YOUR MIND?

Mrs. Holly Parker: Some of this is redundant, but a star associate in my mind is one who takes pride in doing excellent and reliable work, who tells me what he or she thinks and provides well-reasoned analysis, and who works hard to provide excellent representation for our clients. A star associate is someone who speaks and writes well, but also someone with a sense of humor who is personable. A star associate is someone who realizes the client is not just my client, but also the associate's client.

Mr. Richard Thayer: I am impressed by associates that are self-motivated, and eager to handle a file, regardless of whether they have been instructed to complete a task. If you see something that needs to be done, take the initiative and do it.

WHAT ARE SOME OF THE THINGS ASSOCIATES SHOULD AVOID DOING?

Mrs. Holly Parker: Associates should avoid giving partners legal work that is not complete or accurate. The research should be solid and not miss any law that governs an important legal point. Associates should avoid treating the practice of law as a "check the box" exercise. They should also avoid speaking to clients and others in a way that is distant or hyper-technical. Finally, associates should *not* avoid criticism or feedback because it will make them better attorneys.

Mr. Richard Thayer: You should never take on a task that you cannot reasonably complete within the necessary timeframe.

WHAT IS THE ONE PIECE OF ADVICE YOU WOULD GIVE YOUR 26 YEAR-OLD SELF?

Mrs. Holly Parker: I would tell my 26 year-old self to not take it all so seriously and to breathe. I still have to tell myself to do these things.

Mr. Richard Thayer: I would tell myself to be more confident in my abilities as a young lawyer. Just because there are others with more experience, you should not automatically assume that they know more about a given situation. At the same time, you have to be self-aware of your own limitations. You should always treat everyone with whom you interact with kindness, or at the very least, respect – from the partner, to the receptionist, to the adversary. You will ultimately find yourself in need of their help.

Holly Parker graduated magna cum laude from Thomas Jefferson School of Law in 2006. Since joining the firm in 2006, she has practiced in a wide array of civil litigation matters, including those involving business litigation, products liability, pharmaceutical and medical device defense, personal injury, defense of professionals before licensing boards, homeowner association litigation, premises liability, landlord-tenant and property litigation, employment defense, trucking accident litigation, deficiency judgment actions, construction defect, and appeals. She has served as the firm's President since 2018.

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Richie Thayer is passionate about Christian & Small's clients and their causes. That's why he enjoys working on property, products and premises liability, commercial transportation and personal injury cases. He recalls representing a small business owner in a property dispute. He was able to prevent a larger operation from using the client's property as a right-of-way. Richie says it's easy to work hard when you're passionate about the client's cause.

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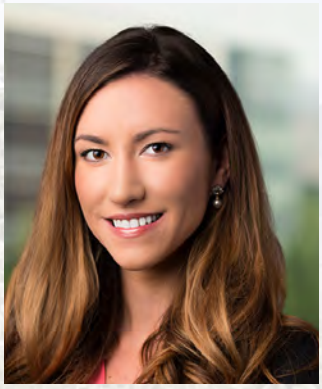
spotlight interview

by charles montgomery



JACLYN T. GANS
ELAM & BURKE (BOISE, IDAHO)

1. What led you to become an attorney?

The honest answer is that I did not know what else to do after graduating with a degree in Communications. I am the first attorney in my family, so I had no idea what being an attorney actually entailed. But I always liked reading and writing and figured I would do well in a career where I got to do both of those things regularly.

2. What type of law do you practice?

Broadly speaking, I am a commercial litigator. My clients are often businesses in employment, construction, or other commercial disputes. I also enjoy—yes, enjoy—trust and estate litigation and have experience in real estate, product liability, and legal malpractice defense.

3. What do you like most about your practice?

I'm a competitive person and thrive on getting positive results for our clients. I also enjoy the variety in my practice and the frequency with which I get to write.

The biggest draw, though, is working with good people. I'm grateful to be at a firm that values teamwork, transparency, and provides opportunities for its younger lawyers to learn and grow professionally.

4. What does a normal business day for you look like?

The only real constants in my day-to-day are large amounts of coffee and an upbeat playlist. Other than that, every day varies. I spend a lot of time writing briefs, but it's not unusual for me to be in court arguing a motion, in a deposition, on the phone, at a site visit, or in a client meeting. Whatever I'm doing, the day usually flies by.

5. What do you do to market yourself and your practice?

The most valuable marketing I do is ensuring client satisfaction by being responsive, thorough, and providing high-quality work product. While I am usually not the most experienced attorney in the courtroom, I strive to be the hardest working and most prepared. Our firm is proud that repeat clients and client referrals make up a lot of our business.

6. What do you do when you are not working?

My husband and I both love to travel and went to Japan for the fourth time this past fall. I also attempt to stay active by working out regularly, whether it's lifting, running, or biking. When my attempts inevitably fail, I fall back on daily walks to the park with our dog, Buster.

7. What do you like most about the Primerus network membership? What Primerus events have you attended, if any?

Getting to know other young lawyers from all over the country has been a lot of fun. These are connections I hope to have throughout my career. As for Primerus events, I've attended the Young Lawyers' annual conference for the past three years. And this past June, our firm had the pleasure of hosting the Western Regional meeting here in Boise.

quick tips

increasing productivity with artificial intelligence

by nicole quintana

Nicole Quintana is a trial lawyer at Ogborn Mihm, LLP in Denver, Colorado. Her practice focuses on business litigation, plaintiff's legal malpractice, and catastrophic personal injury. Nicole represents clients in state and federal court in and outside of Colorado and has tried cases to juries, to judges, and through arbitration. While she works up every case with an eye toward trial, she also strives to reach early resolution where doing so serves the best interests of her clients.

When lawyers hear the letters "AI," it invokes a sense of fear—both at the prospect of having to learn a new system and at the prospect of a computer "taking away" their work. But artificial intelligence doesn't have to be a bad word. In fact, many lawyers are likely using AI to their advantage already—think of Word's spelling and grammar check function. Our profession requires analysis, problem solving, and perhaps most importantly, relationships built on trust. Regardless of how efficient artificial intelligence may make our daily tasks, it cannot replace our primary purpose. So, why not use it to help us help our clients? Below are five AI programs that law firms can incorporate into their practice to increase productivity and lower costs.

1. **Business Management**. AI for business management includes software programs that gather data within a law firm's own system and analyze practices and procedures to point out efficiencies or assist with billing practices for clients (i.e. LexMachina). These programs see trends and successes in marketing practices, client development, and case progression, allowing law firms to see what is working or predict the length and cost of a case before it begins or assess the likely outcome of a motion based on a judge's prior orders. Billing software can assist with keeping time and invoicing, but can also help track billable activities, make line item adjustments to entries, and decrease the amount of time spent by lawyers in assessing the value of entries for which a firm bills its clients (i.e. Brightflag, Smokeball). All of these efficiencies allow law firms to focus their efforts on the practices that most benefit them, as well as track where time is lost along the way.

2. **Document Review**. Perhaps one of the most easily recognizable and frequently used AI programs in litigation firms are document review programs (i.e. Relativity, Concordance, Nalytics, Lexbe, Discover360). Whether cloud-based or server-based, these programs are rapidly evolving to make the process of combing through documents and discovery more efficient, more effective, and far less expensive for clients. These AI systems are becoming smarter, using predictive coding to learn from the keyword searches in order to better filter and sample e-discovery for relevancy and issue spotting. Document review software avoids duplicate review, tracks document review assignments and percent completion, and allows reviewers to tag documents with notes, witness names, and legal issues. This software also simplifies the production process.

3. **Document Automation**. Whether it be every day letters or negotiated contracts, AI programs can assist law firms with generating the documents they use and need most frequently (i.e. Kira, Legal Sifter, Seal, LawBase, TrialWorks). More sophisticated software can cull through numerous contracts to ascertain the most important provisions for purposes of generating new contracts. Some AI systems even detect when an important provision is missing from an already drafted contract. On a more basic level, case management systems are now capable of generating letters and other documents based on the completion of certain case tasks—reducing the risk that something is not getting done and ensuring that cases are moving forward for the benefit of the client and the firm.

4. **Legal Research**. Many lawyers may not think of artificial intelligence when thinking of legal research systems, but the fact is that most frequently used systems are evolving to learn and interpret our searches in order to find the most applicable cases or propose alternate search terms. Westlaw and LexisNexis consistently update their systems with improved AI, but many big firms have moved over to ROSS. This system allows lawyers to search based on their case facts and procedural posture, as well as the legal issues arising in the case, in an effort to find the most analogous case law and formulate the strongest arguments. As AI improves, so will these systems and the availability of added features that provide for more efficient and effective research.

5. **Due Diligence**. Newer artificial intelligence systems assist with conducting due diligence in transactional matters, as well as assessing compliance issues across systems (i.e. Luminance, iManage RAVN). Due diligence AI can search through documents and contracts stored across systems and extract, identify, and interpret key data at a much faster rate. These systems do not alleviate the need for lawyer interpretation, but they decrease the time spent searching and reviewing, and they improve the identification of key issues.

While the use of software that incorporates artificial intelligence may reduce the need for lawyers to conduct certain tasks, law firms should view such reduction in work as a positive. These systems increase productivity and free lawyers and staff up to focus on other tasks that computer systems cannot and will never be able to do.

foundations

those days are gone

by duncan manley

Duncan Y. Manley is the Chair Emeritus of the Primerus Defense Institute. He is a partner with Christian & Small LLP in Birmingham, Alabama, where he practices in the areas of business and commercial litigation, insurance, premises liability, product liability, transportation, and mediation and arbitration.

As I was driving to work today, I began thinking about why there is so little client loyalty to law firms these days. This thought was precipitated by a telephone conference I had with a new client yesterday who asked me to handle his legal business in the future. He had become frustrated and annoyed with the law firm he had been using because they were taking him for granted and not providing the service he received early on in their business relationship. I think it is safe to say that while he had an established social relationship with the other firm, it was not strong enough to overcome the poor service he was currently receiving.

When I was a young lawyer, it was commonplace for companies to use one firm for all of their legal problems. Firms prided themselves on being “full service law firms,” that is, they were able to handle multiple legal issues for their clients. It was not uncommon for clients to recruit upper management from their law firm. Recently, clients have gravitated towards using multiple boutique firms that specialize in handling distinct legal matters. As companies have undergone substantial growth, so have their legal departments. They have in-house lawyers assigned to different areas of the law and who only deal with outside counsel who specialize in that area. There is less opportunity for outside counsel to know the other lawyers in the legal department, much less the General Counsel. In many cases, in-house associate counsel do not have the right to select outside counsel. In some cases, in-house counsel are discouraged from interacting socially with outside counsel. It is more difficult to establish a relationship with all in-house counsel, making the relationship vulnerable to the comings and goings of corporate counsel. In other words, it is now more difficult, in at least some cases, to create a relationship strong enough to overcome less than near perfect performance for clients.

I work hard to bring in new business for my firm. I stress to new and long-time clients that we are honest in our billings, that we are aware that they have other options, that we will work hard to please them, and that we will religiously follow their guidelines. I promise to communicate with them on a regular basis and treat them as I would want to be treated if I was the client. If you think about it, there is really nothing extraordinary about these commitments. They are entitled, as paying clients, to be served in this manner. If we fail in these commitments, we will lose the business. It is that simple. There will always be someone else who will make those commitments and keep them, at least for awhile.

So the lesson to be learned in this is obvious. Keep your promises. Do not take your clients for granted. I am reminded of a story told from the pulpit of a church in Tennessee. The owner of a home went to the office of a real estate agent to list his house for sale. He was invited into the agent's office, and just as the man was about to describe his house to the agent, the telephone rang. The agent said, "I have to take this call. Here is some paper and a pen. Please write out a description of your house." The man began to commit the virtues of his home to paper, suddenly stopped, and got up to leave. The agent stopped his telephone conversation long enough to ask the man why he was leaving. He replied, "As I was describing my house, I realized I always wanted a house like that. The prospect of losing it made me realize that I had just been taking it for granted." The man left with a greater appreciation for what he had.

Will it take the prospect of losing business to make us realize how fortunate we are to have good clients? Will it take actually losing business to another firm to enlighten us?

My gain of a new client is another firm's loss. How do I make sure this does not happen to me and my firm?

I was taught as a young lawyer to work hard to please my clients and perform well, and my reputation would spread and clients would come to me because of my successes. Those days are over. Other law firms are marketing your clients. Your relationship with your clients and your performance are the only things keeping that client from going elsewhere.

Partners in a firm cannot handle every case. Not all clients want a partner in every case. Obviously that means you are going to have associates in your firm having direct contact with clients. It means that in many instances, unless you monitor every file, you may not know what your associate is doing to keep the client happy. Even if you monitor every file, you still may not know whether the associate is fulfilling your promises to the client. If you fail to train your associates to do what is necessary to keep your clients happy, if you fail to stress upon them the importance of keeping your clients happy, if you fail to advise them of the consequences of not keeping clients happy, then you are putting at risk all that you have worked hard to attain.

Do your associates know what is expected of them regarding client relations? Have you taught them? Are they firmly committed to the same ideals you have? Have you explained how their relationship with clients affects the well-being of the firm? Affects their future with the firm? Are you assuming that associate attorneys know all of this? Do you know enough about your associates' work to evaluate their relationship with your clients? Do you have a way to monitor this?

You should, because the days of clients finding you and staying with you simply because of your reputation are gone. You have to work every day to serve your clients the way you would want to be served. And everyone on your team must have that same mentality.

blending digital tactics into your law firm's marketing

by amber vincent

Amber Vincent is a partner at Alyn-Weiss & Associates which researches and writes strategic marketing and succession plans for mid-sized law firms. As a business coach and speaker, she offers lawyers across all generations insight and planning structured to create personal relationships with potential clients. Her goal with every attorney is to generate a book of business that is based on what they want to do rather than what they have to do.

The world of marketing has always been and will always be a relationship business. All of the digital marketing and speeches in the world can only take a relationship so far. Maintaining consistent contact with referral sources and doing good work for existing clients is integral. Also, for firms looking toward succession planning, having the next generation of lawyers meet a potential client or referral source is equally, if not more important, to the long-term case flow of a firm.

Beyond individual marketing, firms need an overall online presence that includes a differentiating and updated website. Differentiation is critical; it always has been. But Altman Weil found "50% of law firms do not believe they project a distinct, compelling value that differentiates them from competitors."[i] In times when demand for legal services is flat, firms need a "compelling" differentiator—whether that be a niche practice, a particular skill, or some other offering. A firm's website needs to capture what it provides that is different or better than any other firm, and such branding requires an honest look at the firm's strengths and weaknesses.

As the firm puts together its marketing plan and considers its differentiating factor, it can start to consider the other tactics that other firms have found to prove most useful.

Look into ongoing search engine optimization (SEO).

Historically, firms have paid third-party providers/optimizers to work on the site submissions, link popularity program, page coding, custom meta tags, and keyword positioning of their website's pages in order to dominate the first page rankings on the search engines. Many plaintiffs firms have long employed SEO as a method to obtain cases, but business and corporate firms are joining the party.

Why does this work?

First, the buyers (or potential clients) themselves are considered to be next generation post-recession consumers and business owners also known as "digital natives". These consumers grew up using the web and as a result

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[i] 2018 Law Firms in Transition: An Altman Weil Flash Survey, http://www.altmanweil.com/dir_docs/resource/45F5B3DD-5889-4BA3-9D05-C8F86CDB8223_document.pdf

are far more likely to use a variety of online resources to identify providers. Online resources include search engines, social media, professional networking sites like LinkedIn, and other platforms. This is not considered to be a fleeting trend. By the year 2025, Millennials will account for 75% of the workforce.[ii]

Second, there is much more information users can gather from the Internet. Many buyers take matters into their own hands rather than relying on opinions or recommendations from colleagues. They conduct web searches and vet potential providers online through the providers' vendor websites. This trend is reflected in the continuing rise in total Internet searches, which now surpasses 2 trillion per year.

Research shows that today's buyers tend to rely not only on Internet searches, but on a variety of strategies and sources of information:

- 80.8% of professional services buyers check out a prospective firm's website
- 63.2% search for firms online
- 62.4% of buyers ask friends or colleagues if they've heard of the firm
- 59.9% of buyers check the firm on social media
- On average, buyers use at least 3 of these approaches to check out a firm before contact and retention[iii]

Instead of questioning whether a person would search in Google for a "shareholder dispute attorney" or "car crash lawyer Denver," most firms realize this is the new normal. At the very least, SEO is important for the individual names of lawyers and the law firm name to show up properly in a search.

But SEO alone is not enough.

Creating recent, relevant content is a major component to the success of a firm's online presence. It supports the SEO efforts and helps to promote your firm to the top of the search engines for specific keywords. Unfortunately, retweeting or resharing stories from other sources is not enough to create a meaningful presence. Blogs and content development are often pain points for lawyers. Writing takes time, and typically, lawyers are short on time.

Ideally, a firm should post new content monthly in order to maximize SEO efforts and maintain that online presence. To ease the effort of generating new subject matter, lawyers can create alerts or blogs related to national or local events and cases. For example, when Aretha Franklin passed away without a will, it spurred a number of blog posts around the importance of having a will. Firms may consider using public awareness events, such as national playground safety week, or another type of national holiday to focus their content on consumer safety.

Content that is educational while still being readable is not always an easy task for the legal industry. Many times, lawyers approach blogs as if they are law review articles, which can make them difficult to understand by a non-lawyer reader.

Blogging is actually easier.

There are two types of blogs – short-form and long-form. Short-form blogs are between 500-750 words while long-form blogs are between 1,500 and 3,000 words. Traditionally, short-form blogs have been the standard;

[ii] Work-life challenges across generations: Global study. (n.d.). Retrieved from https://www.ey.com/us/en/about-us/our-people-and-culture/ey-work-life-challenges-across-generations-global-study

[iii] Frederickson, L., Ph. D. (2017, February 28). WSG Blog The Evolving Expectations of the Buyers of Professional Services and What You Can Do About Them. Retrieved from https://www.worldservicesgroup.com/blog/post/The-Evolving-Expectations-of-the-Buyers-of-Professional-Services.aspx

however, the rise of authenticity and credibility on search engines has forced writers to shift toward content-rich, long-form posts.

The key with all blogging is to make it concise and digestible. Whether 500 or 2,000 words, a reader only has so much attention, so using graphics and bullets are essential to being effective.

Another key tactic for firms to keep content on track is to create a content calendar. Similar to an editorial calendar, this will help those within the firm who like to write have guidance as to which topics are on the table.

Many law firms try to force every lawyer to write a blog twice a year and often fail miserably. But just like in-person marketing, anyone being forced to do something will not do it. Having a plan and calendar can provide those interested with an opportunity to contribute, while simultaneously relieving management of the headache to nag lawyers to write.

Another trend being implemented by firms is the use of ghost writers or freelance lawyers or journalists. This can be a very effective tactic to develop regular content. It takes a significant percentage of the work out of the lawyer's hands and, instead, shifts the lawyer into an editor role, making it less time-consuming.

The one caution to law firms using freelance writers is to be sure the service or writers are creating original content and not a piece that is shared among multiple service subscribers. Google and the other search engines frown upon duplicate content, and it can have a negative effect on the firm's rankings.

Let's not forget about social media.

Firms need to have both a Company page and individual profiles on LinkedIn. They should also consider a Company page on Facebook and maybe even Twitter. Once a firm has a regular content flow in place, actively push it out on the firm's and individual lawyers' social media. Placing content on the blog is useful, but it is also passive—meaning that someone has to search to find it. Pushing it out on social media provides an opportunity to stay in front of connections, especially referral sources, reminding them of what you do.

Lawyers can no longer ignore the need for social media, nor can they ignore their database of contacts.

While law firm marketing has changed over the years, the fundamental and most common institutional weakness of even the most talented groups of lawyers has not – their mailing list (now otherwise known as their marketing database).

Whatever its name, most law firms either have no database at all, have incomplete lists on various platforms, or have failed to manage their database properly after buying software to manage it.

For those firms struggling to harness the software they purchased, studies reveal that most frequently they are unable to get enough attorney cooperation to complete the install.

Having no database, a disorganized set of them, or one that is outdated, introduces inefficiency and alarming hidden personal and financial expense. This should be of paramount concern to rainmakers, particularly to those trying to transition clients to next-generation practitioners.

Every firm should be able to reach out in any medium to a contact of the firm. Whether it be an e-alert, sending a holiday or birthday card, inviting clients to an open house, or reviewing the firm's referral list – a database should be part of the firm's foundation.

Firms that do this find their rainmakers become even more productive and their marketing budgets, as a percentage of fee volume, unaffected by initial installation and ongoing software licensing costs.

Last, but not least, consider the online shift to video.

Video content marketing will take over the world. Statistics on how video can make a difference to a law firm and to the professional services world are not ones lawyers should ignore.

In general, 78% of people watch videos online every week, and 55% view online videos every day. It makes sense given that YouTube is the second most visited site after Google. According to study conducted by Cisco - one of the largest hosting servers in the world - by 2020, online videos will make up more than 80% of all consumer internet traffic.[iv] In another research project conducted by Wordstream, it stated that 59% of executives say they would rather watch a video than read text.

The good news for law firm management is that most digital marketing can be automated. This allows lawyers to continue focusing on their work, while an umbrella of firm marketing continues to percolate in the marketplace around them.

The content generation scheme can be implemented by an internal marketing coordinator, an outside provider, or even a member of the professional staff who has a bit of free time or interest in digital tactics.

Remember, marketing is an ongoing effort.

Firms need to consider their immediate needs and their future plans, and they need to revisit their marketing efforts regularly to ensure they are designed to meet those needs and fulfill those plans. As stated above, there is no "one size fits all," but melding traditional and digital methods will maximize a firm's exposure and assist in generating business.

[iv] https://www.cisco.com/c/en/us/solutions/collateral/service-provider/global-cloud-index-gci/white-paper-c11-738085.html

yls past leadership

by kathryne baldwin

JOHN HEMENWAY
BIVINS & HEMENWAY, P.A. (VALRICO, FLORIDA)

John Hemenway, a founding partner of Bivins & Hemenway, P.A., was the Chair of the Primerus Young Lawyers' Section from 2016 to 2017. However, he has been actively involved with the YLS for much longer. In fact, John was recruited to serve on the executive committee by Primerus' Chris Dawe based on his prior involvement with the Section. Prior to serving as the Chair, John worked in each role on the executive committee, and as Vice Chair helped plan and organize the YLS Conference that took place in Orlando, Florida.

John describes the experience of serving as Chair as a great opportunity with no real downside. "There isn't anything really *not* to like," John says. "It's a fun experience and is not an overwhelming time commitment." His favorite part of serving as the Chair was meeting new and interesting attorneys from other Primerus firms who had new insights, different perspectives, and expertise in exciting areas of the law. The role also provided the opportunity to communicate and work directly with some of the Primerus firms' managing partners.

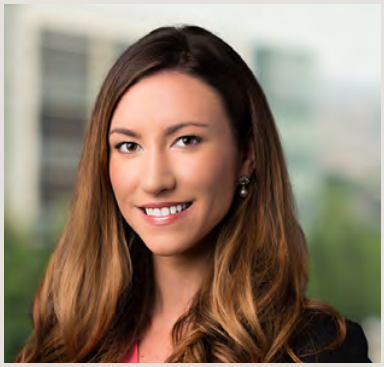
Reflecting on his recent tenure as the Chair of the section, John says one of his main takeaways is that very contact he's had working with senior Primerus attorneys with lots of enviable experience under their belt. It was an opportunity that John describes as, "tough to beat." He has also greatly enjoyed making connections with other YLS members, which have even led to professional referrals. "You never meet anybody not worth knowing in the YLS," he reflects.

Since leaving his role as Chair, John has been more involved in the Real Property, Probate and Trust Law Section of the Florida Bar. His theory is that it is good to seek new experiences and meet new colleagues through different activities and commitments to the legal community. John has found these experiences also give him an opportunity to put into practice the marketing and networking lessons he has learned in Primerus. John now serves on the IRA, Insurance and Employee Benefits and Asset Protection committees of his Florida Bar Section. John says that he feels more comfortable joining new groups after his time with the YLS executive committee. "I don't feel as intimidated running off to a new city to meet with other attorneys that I don't know who may have a lot more experience than me."

John is still involved in the YLS, but, is excited to see the Section continue to develop under a new executive committee. Any extra time John has now he spends introducing his eleven-year-old daughter to the retro video games that he enjoyed in his youth or working on his limited edition Chevy SS – imported all the way from Australia.

it's official: the ADEA applies to all public employers

by jaclyn gans



Ms. Gans rejoined Elam & Burke in 2016 after serving a sixteen-month clerkship for the Honorable B. Lynn Winmill, Chief Judge of the United States District Court for the District of Idaho. Her practice focuses on employment and commercial litigation, but she advises clients in a variety of civil matters.

Prior to joining the firm, Ms. Gans also clerked for the Honorable Jim Jones of the Idaho Supreme Court. While in law school at the University of Idaho, Ms. Gans was a member of the Idaho Law Review, where she received the Outstanding Associate Writer award in 2012. At California State University, Fullerton, Ms. Gans was a 4-year member of the Division I women's soccer team.

On November 6, 2018, and in its first opinion of the term, the Supreme Court of the United States unanimously held that the Age Discrimination in Employment Act ("ADEA") applies to *all* public employers, even those with fewer than 20 employees.

Justice Ginsburg authored the 8-0 opinion in *Mount Lemmon Fire District v. Guido*, et al. (oral argument occurred days before Justice Kavanaugh was sworn in), which resolved a circuit split over the interpretation of "employer" under the ADEA.

Up until the Court's decision in *Mount Lemmon*, it was an open question whether public employers with fewer than 20 employees were subject to the ADEA and its requirements. Post-*Mount Lemmon*, the answer could not be clearer: the ADEA applies to *all* public employers, regardless of the employer's size.

Facts of the Case:

In 2000, Mount Lemmon Fire District (the "Fire District"), a political subdivision of the State of Arizona, hired John Guido and Dennis Rankin as firefighter captains. Nine years later, Guido and Rankin were terminated when the Fire District went through a budget shortfall. At the time of their terminations, Guido and Rankin were the two oldest full-time employees at the Fire District. Guido was forty-six years old and Rankin was fifty-four.

Guido and Rankin subsequently filed charges of age discrimination against the Fire District with the Equal Employment Opportunity Commission ("EEOC"), which issued favorable rulings for each, finding reasonable cause to believe the Fire District violated the ADEA. They later filed suit against the Fire District in 2013, alleging that the Fire District violated the ADEA when it terminated their employment.

The Legal Issue and the Parties' Arguments:

Congress passed the ADEA in order to protect older employees from "arbitrary age discrimination." 29

U.S.C. § 621(b). But the ADEA only applies to "employers" as that term is defined within the ADEA. At issue in *Mount Lemmon* was whether the Fire District qualified as an "employer" under the statute.

Under the ADEA:

> The term "employer" means a person engaged in an industry affecting commerce who has twenty or more employees for each working day in each of twenty or more calendar weeks in the current or preceding calendar year. . . . The term also means (1) any agent of such a person, and (2) a State or political subdivision of a State and any agency or instrumentality of a State or a political subdivision of a State, and any interstate agency, but such term does not include the United States, or a corporation wholly owned by the Government of the United States.

29 U.S.C. § 630(b)(emphasis added). Under § 630(a):

> The term 'person' means one or more individuals, partnerships, associations, labor organizations, corporations, business trusts, legal representatives, or any organized groups of persons.

The Fire District—which had fewer than 20 employees—took the position that it was too small to be an "employer." It argued that the 20 or more employee requirement applied not just to a "person engaged in an industry affecting commerce" but also to State or political subdivisions. In other words, the Fire District argued that the ADEA only applies to State or political subdivisions with 20 or more employees.

Guido and Rankin took the opposite position. They argued that the 20 or more employee requirement only applies to persons engaged in an industry affecting commerce, and does not apply to political subdivisions. In short, they contended that the ADEA applies to *all* State or political subdivisions, regardless of whether they have fewer than 20 employees.

Procedural History:

The district court of Arizona sided with the Fire District. It concluded that the Fire District was not an "employer" because while it was a political subdivision, it did not satisfy the 20 employee minimum found in 29 U.S.C. § 630(b).

On appeal, the Ninth Circuit went the opposite way and sided with Guido and Rankin. While noting that four other circuit courts had determined otherwise, the Ninth Circuit held that the definition of "employer" under 29 U.S.C. § 630(b) was unambiguous. According to the Ninth Circuit, that statute's plain language unequivocally provides that the ADEA applies to all State or political subdivisions, regardless of how many employees it has.

The Fire District appealed, and the Supreme Court granted *certiorari* to resolve the circuit split and interpret, once and for all, the ADEA's definition of "employer" under 29 U.S.C. § 630(b).

The SCOTUS Decision:

The Court ultimately agreed with the Ninth Circuit that the Fire District qualified as an "employer" under the ADEA. Nine years after their termination, Guido and Rankin will be able to pursue their age discrimination claims.

In reaching its holding, the Court reasoned that the two separate sentences in 29 U.S.C. § 630(b), coupled with the language "also means" at the start of § 630(b)'s second sentence combine to establish separate categories of "employers": (1) persons engaged in an industry affecting commerce with 20 or more employees; and (2) State or political subdivisions with no attendant numerosity limitation.

The Court looked primarily to the plain language of 29 U.S.C. § 630(b), noting that the "also means" language "is additive rather than clarifying" and works to create discrete categories of employers, with only the first category containing a numerical limitation.

The Court also rejected the Fire District's argument that the ADEA should be interpreted in line with Title VII, which applies to state and local governments with at least 15 employees. It is worth noting that the ADEA, in this regard, has a broader reach than Title VII. The Court explained that instead, the ADEA should be compared to the Fair Labor Standards Act ("FLSA"). After all, certain aspects of the ADEA were modeled after the FLSA, and the FLSA defines state and political subdivisions as "employers" regardless of the number of employees they have.

The Court's decision in *Mount Lemmon* will have nationwide implications. Small local governments are now plainly subject to the ADEA and its requirements—requirements that larger privately owned companies must already comply with. Moving forward, local government employers should be aware that the ADEA applies, regardless of the employer's size.

preparing for a personal injury trial with an immigrant client

by domhnall o'cathain

Domhnall O'Cathain is a partner at Lesnevich, Marzano-Lesnevich, O'Cathain & O'Cathain, LLC. Domhnall is from Co. Cork, Ireland. He received his Bachelor's degree in Civil Law from University College Cork, Ireland in 2000 and his LLM degree in International Business and Trade Law from Fordham University School of Law, New York City, New York in 2005. He practices in the areas of Personal Injury, Criminal Defense and International Law.

A large part of his practice involves representing tourists that are injured while visiting the United States of America.

When a personal injury or medical malpractice case comes in the door, one of the first questions on our minds is where to file the case. Despite all the materials we study on how to present cases to conservative juries, there are still counties that time and again produce more favorable plaintiff verdicts. And there are counties that time and again prove to be more defense friendly counties.

Sometimes the case has to be filed where it is filed, and we know that the jury pool in that county means that the defense starts with an automatic advantage. An example is when we represent an immigrant or undocumented immigrant in a county that has very few minorities. It can be even more of a challenge when the client has limited English and needs an interpreter.

While we cannot– and certainly do not want to– change our clients, we need to know when there is a possibility that a jury will be more focused on whether our client is undocumented than on whether the defendant doctor should have ordered an EKG. Some jurors will simply view an undocumented immigrant as a bigger threat to community and family than a negligent doctor. And defense lawyers know that.

The issue is whether you can do anything to control a defense lawyer who asks questions of your client at trial that tap into a juror's fear of undocumented immigrants. Defense lawyers often do this inadvertently by asking simple and innocuous questions such as how long a plaintiff has lived in the USA or where does the plaintiff work.

Two recent decisions in New Jersey might be helpful for you to consider when your undocumented client's case goes to trial. These cases are helpful when deciding on what *Motions in Limine* to file.

The first case is a criminal case that came before the New Jersey Supreme Court, State v. Sanchez-Medina.[i]

[i] Morales-Hurtado v. Reinoso, 2018 WL 6362663 (App. Div. December 6, 2018)

In Sanchez-Medina, the defendant was charged and convicted of four separate incidents of sexual assault that involved four separate victims. The case rested heavily on the identification of the defendant by only one of the victims. That victim reported the incident to the police three weeks later when she saw a news report about sexual assaults in the area. She selected the defendant's photographs from an array of six photographs, saying she was 75% sure.

The case went to trial and the defendant took the stand. The prosecutor's cross examination started like this:

Question: *"You're from Honduras, right?"*

Answer: *"Yes"*

Question: "*And you didn't come in the United States legally?"*

The defendant's attorney objected but the trial court refused to strike it. The defendant was convicted. The New Jersey Supreme Court, noting that the evidence was weak, vacated the conviction and stated that testimony of the defendant's undocumented status could appeal to prejudice, inflame certain jurors, and distract the jury from its proper role in the justice system. Considering the rules of evidence on relevance, the Court stated that in *"…most cases, the immigration status of a witness or party is simply irrelevant, and a jury should not learn about it."* The Court cited to the other jurisdictions for support, including California, Maryland, Indiana, Texas, Washington, Wisconsin, and Georgia. The Supreme Court went further and stated that immigration status is not proof of character or reputation, nor is it a prior bad act.

The second case is even more beneficial to the plaintiff's bar. The case of Morales-Hurtado v. Reinoso involved a motor vehicle crash.[ii] The plaintiff was a naturalized citizen. He was Hispanic. Plaintiff was called on direct and testified. Shortly into the cross examination of the plaintiff by the defense attorney, the jury hears the following:

Question: *Sir, you were born in Colombia?*

Answer: *Correct.*

Question: *And you came to the United States in approximately 2002. Is that correct?*

Answer: *Correct.*

Question: *Are you a United States citizen?*

Answer: *Correct.*

Question: *Have you been living in the United States continuously since 2002 when you came here?*

Answer: *Correct.*

Question: *Ok. I am not questioning your right as a citizen or as a witness to use an interpreter, but I would just like to ask you briefly about your ability to understand English. Okay sir? You do understand English, right, sir?*

Answer: *A little.*

Question: *Okay. And after you came to the United States what – what – I'm sorry, withdrawn. What age were you when you came to the United States?*

Answer: *[Nineteen] years old.*

Question: *And you took classes in English when you – after coming to the United States?*

Answer: *Correct.*

[ii] State v. Sanchez-Medina 231 N.J. 452 (2018)

Question: *And throughout the trial you've been communicating with your attorney in English, including yesterday while I was doing my opening statement, correct?*

Answer*: Correct.*

Question: *I just – I'm trying to understand do you understand the statements that are being said in this courtroom before they are translated for you?*

Answer: *A little.*

Question: *Let's talk about the accident*

The jury found for the plaintiff, but the plaintiff argued that the amount of the award was too low. As part of the appeal, the plaintiff argued that the questioning of the defense counsel deprived him of a fair trial. The New Jersey Appellate Division agreed.

The Appellate Division relied on Sanchez-Medina and stated that *"the same considerations apply to questions about a party or witnesses' s citizenship, length of time in the United States, and need for an interpreter"*. The Appellate Division also noted that the rule applies even when the plaintiff's attorney asks the plaintiff on direct examination to tell the jury about where he or she grew up.

The New Jersey Appellate Division's decision does not guarantee an immigrant plaintiff a fair trial, but it does help focus the trial court to the reality of prejudice, particularly when trying a case in a county where the jury pool is very different from the plaintiff. You might not win your *Motion in Limine* on this issue in your jurisdiction, but you will now have a trial judge who will be more attuned to the racial undercurrents of some questions that you object to during trial.

it's all mine: cryptocurrency mining, energy consumption and growth opportunities for mining operations and governemnts

by albert copeland

Growing up in a family of lawyers, Albert Copeland of Christian & Small LLP had the opportunity to witness from an early age the positive impact attorneys can have on their clients' lives. He understands that effective representation is achieved when an attorney is able to put himself in his clients' shoes and see his clients' challenges through their eyes. Clients naturally see their own cases from a deeply personal perspective – situations that could involve potential loss of liberty or financial ruin – and they are often not equipped to handle those difficulties without capable counsel. Albert is invested in helping them navigate what can be a scary and uncertain legal landscape.

Back in law school, Albert was particularly drawn to trial advocacy – traveling around the country participating in criminal and civil law tournaments – and is incorporating into his own practice the creative process of breaking down complex legal concepts and presenting them in a straightforward, easy-to-follow storytelling manner. He also believes that lawyers should be eager to pursue innovation and entrepreneurship in their jobs – to be always on the lookout for ways to improve efficiencies, try new processes, and approach obstacles with an open mind.

If Bitcoin miners were to form a country today, they would rank 40th in the world in terms of electricity consumption. The estimated energy costs to support the Bitcoin protocol is around 73.1 terawatt-hours per year, which is more than the total electricity consumption of the Czech Republic, a country with a population over 10 million. An application-specific integrated circuit (ASIC) miner, a device specifically designed for the mining of digital currencies, can consume electricity in the range of 1000-2400 KWh each month, which is far greater than the average annual electricity consumption for a U.S. residential utility customer, who uses 867 kWh per month. This electricity usage is only increasing, as Bitcoin miners in 2018 used five times as much power than the previous year.

Unsurprisingly, the voracious energy appetites of these proof-of-work blockchain protocols is causing problems across the globe; utilities are imposing indefinite moratoriums for crypto companies, governments are banning mining operations, and entrepreneurs are scrambling to identify sites with low electricity rates to relocate their data centers. By all accounts, the energy consumption in the space is a problem. But could this cryptocurrency mining energy problem actually be opportunity in disguise?

A. What is Cryptocurrency Mining, and Why Does It Consume So Much Electricity?

Unlike fiat currencies, where monies are generated and issued by a government, cryptocurrencies are issued by a blockchain network according to a set of predetermined algorithms. The generation of these

cryptocurrencies requires a process known as “mining” to keep a proof-of-work blockchain protocol operative.

To illustrate this process, consider the following example. Satoshi purchases a pepperoni pizza from a local restaurant using Bitcoin. In the traditional financial system, Satoshi’s purchase is documented by a POS system and physical or digital receipts, and is verified by a centralized, third party entity like a bank. In the case of Bitcoin, however, Satoshi’s transaction is recorded and clumped with other transactions into “blocks,” and tracked in a public ledger called a “blockchain” across thousands of computers. Bitcoin’s protocol financially incentivizes "miners" to contribute their device’s computing power to validate or "mine" these "blocks" on the blockchain. If a miner, or pool of miners, is the first to solve a block (*i.e.* verify transactions, including Satoshi’s purchase), then the network mints 12.5 BTC from its limited supply of 21 million coins to the first miner to solve this complex mathematical problem and, thus, into circulate more currency into the marketplace. As of early August 2019, 12.5 BTC was around an estimated $868,000.

Considering the lucrative rewards, there has been a proliferation of miners in the last few years, especially since June 2019. Bitcoin’s two-week average hash rate recently reached 85 exahashes per second (EH/s) while mining difficulty adjusted to a new record of nearly 12 trillion, which suggests that over half-a-million ASICs have come online since this past summer. In other words, crypto mining appears to only be increasing, despite the volatility in Bitcoin’s price in 2019.

B. Energy and Environmental Challenges in Cryptocurrency Mining

Recently reported to account for 0.1-0.3% of all global energy, Bitcoin energy costs is an industry problem that will not go away anytime soon. Mining energy consumption will only increase as the computational puzzles for Bitcoin get more difficult, the reward pool shrinks, and mining consolidation continues to accelerate. Also, the need of supporting infrastructure, such as cooling and lighting solutions that can operate 24/7 in data centers with no downtime, will only expand as newly-designed ASICs continue to flood the market. As such, environmentally-friendly solutions are needed.

Renewable energies and less energy-intensive blockchain protocols, like proof-of-stake or proof-of-authority, may help alleviate the environmental impact by proof-of-work protocols like Bitcoin. While these measures certainly can alleviate mining’s environmental impact, the effect may be negligible on a macro level considering the costs associated with manufacturing and employing renewables like solar, hydro, and wind solutions.

Moreover, renewable energy solutions do not necessarily solve the electronic waste problem, as ASICs become obsolete about every 1.5 years. Put another way, there is not a one size fits all solution.

But despite this debate over solving the environmental impact of cryptocurrency mining, a step towards renewables is surely a step in the right direction. Focusing on renewables can provide both short and long-term benefits to mining operators, governments and the environment. After all, mining companies are already seeking out remote, cool locations for their energy needs, and utility companies could further capitalize on this trend by incentivizing companies to use wind, solar, hydro and geothermal sources of energy. Industry leaders in cryptocurrency mining are already doing this.

Take solar, for example. Once laughably unaffordable, solar is reported as being cheaper than fossil fuel alternatives, and opportunity still exists to take advantage of this renewable in the United States, such as claiming The Solar Investment Tax Credit (ITC), which is available for both residential and commercial properties. While the tax credit will lower from 30% to an eventual, fixed 10% for commercial properties in the next few years, there is still an opportunity for mining farms and utilities to both win environmentally and financially. With properly aligned incentives, we could create a win-win situation for both companies and governments.

C. Call to Action

The first step to solving this energy consumption problem is to bring all interested parties to the table. Local, state and federal politicians, regulators and industry leaders should continue to engage with each other rather than resort to more adversarial alternatives, as we've seen in U.S. securities litigation the past few years. Moreover, tackling this issue with an international perspective, such as creating avenues for international discourse, will be key, as the cryptocurrency mining industry has global reach and affects countries from China to Iran, and Iceland to the United States.

YLS Stare Decisis Committee

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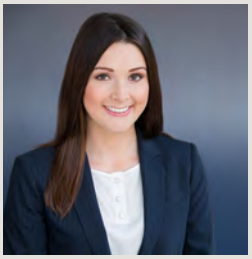

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Young Lawyer Section Updates

YLS Membership Call – The membership calls take place the second Tuesday of every other month. Here is the call schedule for 2020:

- Tuesday, February 11th
- Tuesday, April 14th
- Tuesday, June 9th
- Tuesday, August 11th
- Tuesday, October 13th
- Tuesday, December 8th

YLS Committees

- Executive Committee
- CLE Committee
- Membership Committee
- Newsletter Committee
- Community Service Committee

YLS Listserv

- yls@primerus.com

Primerus Contact for the YLS:

- Chris Dawe - cdawe@primerus.com

Primerus 2020 Events Calendar

January

- January 16-17 – Primerus US Southern/Southeast Regional Meeting (Coral Gables, FL)
- January 22-23 – Primerus US Western Regional Meeting (Salt Lake City, UT)
- January 24-25 - Primerus Ski Trip (Salt Lake City, UT)

February

- February 19-22 – Primerus Plaintiff Personal Injury Winter Conference (St. Pete Beach, FL)
- February 20-21 – Primerus Transportation Seminar (Phoenix, AZ)

March

- March 4-6 – Primerus Young Lawyers Section Conference (Coral Gables, FL)

April

- April 23-26 – Primerus Defense Institute Convocation (Colorado Springs, CO)
- April 30-May 2 – Primerus International Summit (Washington, D.C.)

October

- October 13-16 – ACC Annual Meeting (Philadelphia, PA*)*
    - Primerus will be a corporate sponsor and exhibitor
- October 14-17 – Primerus Global Conference (Paris, France)

November

- November 5-6 – Primerus Defense Institute Fall Seminar (Chicago, IL)

Join us for the 2020 Young Lawyers Section Conference!

March 4-6

Coral Gables, Florida

Learn. Grow. Connect. Give Back.

REGISTER NOW!