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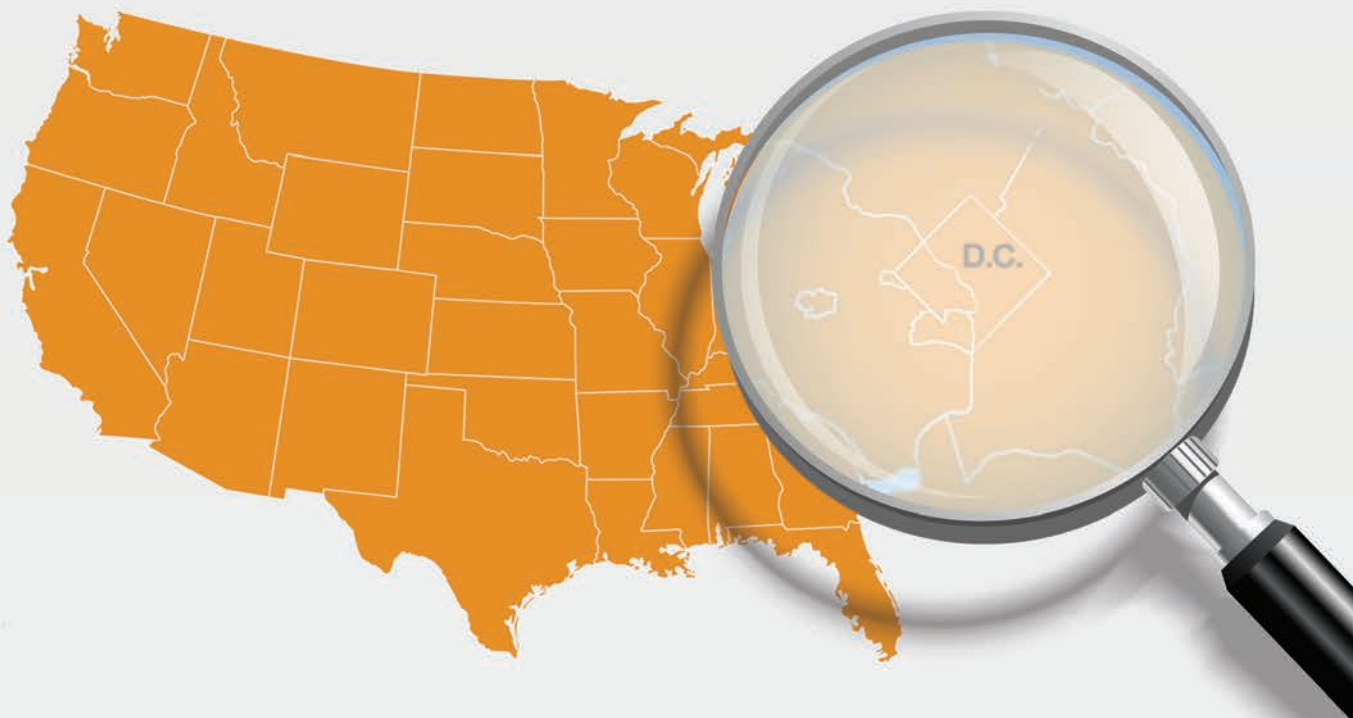
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Disciplinary Counsel for the District of Columbia

This head of discipline for the D.C. legal community responds to a recent report about the increased use of alcohol by lawyers and explains how abuse can lead to disciplinary issues.

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Law Firms, Redesigned

In a move toward more contemporary law firm settings, glass and metal are replacing clunky furniture and dark woods—and changing attitudes along the way—as *Sarah Kellogg* writes.

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Meet the Bar's 45th President: UDC's Annamaria Steward

This associate dean of students at the David A. Clarke School of Law shares details of her international upbringing, her inspiring law students, and her plans for the D.C. Bar as its next president.

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Taking the Stand:

Garnering Support for Women and Children Detainees

Jonathan M. Smith, associate dean of Experiential and Clinical Programs at UDC's law school, explains why refugee families escaping violent countries shouldn't have to pay for well-intentioned but flawed U.S. policies.

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letters



A Surprising Pro Bono Effect: Hugs and Kisses

I thoroughly enjoyed reading John Townsend Rich's "The Pro Bono Effect" column in which he describes his time

volunteering at the D.C. Bar Pro Bono Center's Landlord Tenant Resource Center at the Superior Court of the District of Columbia (March 2016 *Washington Lawyer*). Rich writes that it was there that he got his first hug from a client in 40 years!

A few years ago, I was representing an indigent client who was charged with assault. At the moment the gavel went down and the judge said, "Case dismissed!" my client, a macho man with tattoos, turned to me, grabbed both my shoulders and gave me a kiss, one on each cheek. It was the first time in 10 years of practice that I received such a response. Surprised, my eyes went big—and the judge's eyes went big, too!

—Jade Wu
Naples, Florida

An 'Owed' to Jake Stein

Many years ago I asked Jake Stein to represent me in a dispute I was having with an ornery client. I knew the wisdom of the adage that a lawyer who represents himself has a fool for a client. I also knew Jake's old-style lawyerly skills were just right for keeping a personal squabble from escalating into an expensive and stressful public clash.

Jake did just that and the matter was resolved quickly and wisely. When our work was done, I went to Jake's eccentric law office, thanked him, and asked what his bill was so I could pay him and close the case.

We hadn't discussed his fee. He asked for no retainer. When I pressed him for his bill, Jake took out a yellow legal pad and wrote down three different numbers and instructed me to choose. They were very reasonable figures and I took his yel-

low sheet (offered in lieu of a formal bill) and went to my office. Jake said nothing.

I thought about what to do that was the right thing between two friendly lawyers in such a situation. It was clear to me that Jake had to decide what his bill would be, not me. All three of his numbers were very modest. So, I wrote out three checks, one for each number he wrote, and sent all three to Jake with the poem below:

(Ode) Owed to Jake Stein

Six hundred, seven hundred, seven hundred fifty—

*Whether to be generous, or to be thrifty,
Whether to be forthright, or to be shifty.*

*One bill is high, and one is low,
And one is in the middle.*

*This is not a lawyer's bill,
It is a challenging riddle.*

*For if I choose high, I am generous but dumb,
Who given a choice pays more?*

*And if I choose low, I'm prudent but cheap—
Unsured if I've settled my score.*

*Yet to choose the middle seems like a barter,
Not what good men do to be fair.*

So I turn the tables on you, and reverse the choice, saying:

"Wise counsel, allot me my share."

For our friendship comes first, now that business is through.

Re: your bill, I say this:

"Choose one, tear up two!"

Now Jake has retired his "Legal Spectator" page from this publication. I feel the need to remember our great eccentric, and say to Jake, "Every month, we miss you very, very much."

—Ronald Goldfarb
Washington, D.C.

In Falk, a Missed Opportunity

My only reservation about the March *Washington Lawyer* article, "A Conversation With David Falk," is that perhaps I should have hired him when he came looking at my sports practice upon graduating from The George Washington University (GW) Law School in 1975. Maybe then I would be the one who donated \$15 million to Syracuse University and \$3 million to GW Law.

—Philip R. Hochberg
Potomac, Maryland
Syracuse, 1961
GW Law, 1965

Let Us Hear From You

Washington Lawyer welcomes your letters. Submissions should be directed to Washington Lawyer, District of Columbia Bar, 1101 K Street NW, Suite 200, Washington, DC 20005-4210. Submissions are also accepted by e-mail at editorial@dcbar.org. Letters may be edited for clarity and space.

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from the president

By Tim Webster

The American Bar Association reports there are 1.3 million licensed lawyers in the United States, and about 100,000 of them are D.C. Bar members. It's old news that the demographics of U.S. lawyers are changing in a multitude of ways, including age. Fewer people are matriculating to law school. The entering Class of 2018 nationwide last fall was about the same size as the entering Class of 1976, off 25 percent from the high just five years ago. And the numbers continue to shrink. We may soon reach a point where retiring lawyers outpace new bar admittees.

With members in every state, the D.C. Bar's age demographics are probably comparable to the population of lawyers as a whole. Excluding outliers, the great majority of our members span an arc from about 25 to 90 years old, with an average age of 51. When plotted on a graph by age, our membership forms a "bell curve" that's slightly lopsided, leaning a little toward the younger lawyers. But the raw data is just that—numbers on a page. What's more interesting is looking at the data in generational terms.

Let's get the lingo straight first. The twentieth century in the United States is customarily divided into five generations, although both the names and especially timespans of those generations are debatable. In fact, only one is officially recognized by the U.S. Census Bureau, the Baby Boomers. The generations are:

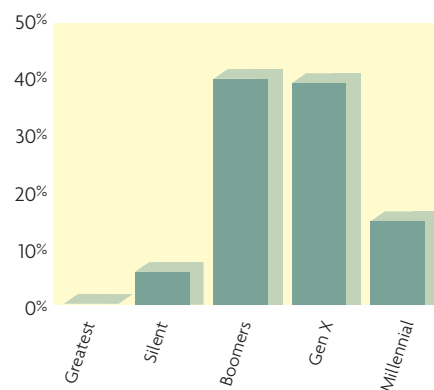
- **Greatest Generation (Born About 1900–1924).** This generation was made famous by Tom Brokaw's book of the same name and covers those who lived through the Great Depression as adolescents and served in World War II as adults. Brokaw asserted that this "was the greatest generation any society has every produced." Sadly, few members of this generation remain on the D.C. Bar rolls.
- **Silent Generation (Born About 1925–1945).** This generation was for the most part too young to serve in the Big One

Lawyers' Guide to Generations

and too old too have been influenced by the social and political changes of the 1960s and 1970s. It was labeled as "silent" by *Time* magazine because "[i]t does not issue manifestoes, make speeches or carry posters." Some members of this generation are still active in the practice of law.

- **Baby Boomers (Born 1946–1964).** This generation is aptly named for the post-war economic boom and the attendant birthrate spike. Its members were born into the nuclear age, experienced

D.C. Bar Members by Generation



the Summer of Love as adolescents, and protested as adults. Boomers are thought to have redefined the "traditional" values of past generations, and many went to law school to become catalysts and reformers. In fact, Boomers drove up law school class sizes by over 70 percent nationally. While not a majority of our members, the D.C. Bar is heavily weighted toward this group.

- **Generation X (Born 1965 to Around 1980).** Generation X, or more commonly Gen X, was originally coined to mean a generation without definition or identity. The Pew Research Center calls it "America's neglected 'middle child.'" This is the MTV generation, replete with "latchkey kids." It is one of the smallest by population because of the narrower date range than the Baby Boomers and the Mil-

lennials, and the significant drop in the U.S. birth rate that continued from the 1960s into the 1970s. Nonetheless, Gen X'ers became lawyers in disproportionately large numbers, almost rivaling the Boomers.

- **Millennials (Born Early 1980s to Around 2000).** The Millennials, also known as Generation Y, are the first generation to have grown up with all the trappings of modern technology and during the rise of the Internet age. They were supposedly showered by their parents with more attention than prior generations and have a reputation for being self-centered—to the point of the alternative nickname the "Entitlement Generation." Although their ranks in the legal profession are still fairly small, the Millennials comprise a much bigger cohort of the general population than Gen X and will be the principal source of incoming lawyers for the next 10 to 15 years.

The Boomers and Gen X are in the sweet spot of the profession. But, as Mr. Dylan says, the "times they are a changin'" (a song which, coincidentally, marked the end of the Baby Boomer era). The future of the profession lies with the Millennials and those who come after—Generation Z (born about 2001 to ?). They will face a legal landscape very different than what the Boomers and Gen X'ers encountered when they passed the bar, one marked by decreasing interest in the profession, increasing threats from low-cost and even automated legal services providers, and greater complexity in terms of both laws and legal technology—not to mention a heightened need for pro bono services for those who can't afford even a fraction of lawyer billing rates.

No one knows what comes after Generation Z, but I hope I'm around to see it. The future needs our profession, and the question is whether we will adapt to that future.



Patrice Gilbert Photography

Reach Tim Webster at twebster@dcbar.org.

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We invite you
to attend this gala dinner to salute
outstanding D.C. Bar leaders and projects.

The evening will feature the installation of

Annamaria Steward

as incoming president of the D.C. Bar.

Other newly elected officers will also be welcomed.

**We are proud to announce these
2016 D.C. Bar Awards Recipients**

Thurgood Marshall Award

Avis E. Buchanan

*For Excellence, Achievement and Commitment
To Civil Rights and Individual Liberties*

Beatrice Rosenberg Award

Mary E. McLeod

For Excellence in Government Service

Frederick B. Abramson Award (tie)

D.C. Bar Strategic Planning Committee

D.C. Bar Pro Bono Center Strategic Assessment Task Force

Laura N. Rinaldi Pro Bono Lawyer of the Year Award (tie)

Roland C. Goss

Carlton Fields Jordan Burt, P.A.

Jeffrey M. Sherman

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Section of the Year Award

Litigation Section

Pro Bono Law Firm of the Year Award

DLA Piper LLP

Bar Project of the Year Award

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bar happenings

By Jeffery Leon



Mick Higgins

UDC's Steward to Start Term as D.C. Bar's 45th President

Annamaria Steward, associate dean of students at the University of the District of Columbia David A. Clarke School of Law, will be sworn in as the 45th president of the D.C. Bar on June 15 at the 2016 Celebration of Leadership: The D.C. Bar Awards Dinner and Annual Meeting at the Mayflower Hotel's Grand Ballroom, 1127 Connecticut Avenue NW.

The evening will begin at 6 p.m. with the D.C. Bar Pro Bono Center's Presidents' Reception in the East Ballroom honoring Steward. Proceeds from the reception will benefit the D.C. Bar Pro Bono Center. The Celebration of Leadership will follow with dinner and the awards presentation at 7:30.

The Bar also will present its 2016 Beatrice Rosenberg Award for Excellence in Government Service to Mary E. McLeod, who served nearly 40 years at the U.S. Department of State and has recently joined the Consumer Financial Protection Bureau as general counsel.

Avis E. Buchanan, director of the Public Defender Service for the District of Columbia, will be presented with the Bar's 2016 Thurgood Marshall Award for her exceptional commitment to pursuing equal justice for all Americans.

Other highlights of the evening include the announcement of the 2016

Bar election results and the presentation of awards to Bar sections, committees, and projects, as well as to individuals who have served the Bar and its community. (See awards' story on page 12.)

To learn more about the Presidents' Reception or to make a donation to the D.C. Bar Pro Bono Center, contact Kathy Downey at 202-588-1857 or kmdowney@erols.com. For more information on the Celebration of Leadership, contact Verniesa R. Allen at 202-737-4700, ext. 3239, or annualdinner@dcbar.org, or visit www.dcbar.org, keywords: Celebration of Leadership.

D.C. Legal Community Sets \$1M Goal for Lawyers Have Heart Race

Time to dust off those running shoes. On June 11 join the American Heart Association (AHA) for its 26th annual Lawyers Have Heart 10K race and 5K run and walk for cardiovascular health and stroke prevention.

Launched in 1991 by two D.C. attorneys, Lawyers Have Heart is the largest 10K race in the District of Columbia and the leading philanthropic event involving the local legal community. Since its inception, the annual race has raised more than \$10 million in support of AHA's programs and research. This year's fundraising goal is \$1 million.

The race takes place at the Washington Harbor in Georgetown, 300 K Street NW. Registration begins at 6 a.m.

For more information or to register, visit www.lawyershaveheartdc.org.

ABA Hosts 11th National Institute on Civil False Claims Act in June

On June 8 to 10 the American Bar Association (ABA) will host its 11th National Institute on Civil False Claims Act and Qui Tam Enforcement, bringing together expert panelists to discuss liability, damages, motions, state qui tam laws, and ethical issues.

The civil False Claims Act, which pro-

vides job protection for and rewards whistleblowers who take risks to expose and stop government fraud, is the fastest growing area of federal litigation due to its unique qui tam enforcement mechanism. Amendments in 2009 further strengthened the law.

Experts from the U.S. Department of Justice, state attorneys general offices, other federal agencies, and leading defense and plaintiff firms will discuss litigation and enforcement. Deputy Attorney General Sally Q. Yates will serve as keynote luncheon speaker on June 9.

The National Institute takes place at the Park Hyatt Washington, 1201 24th Street NW. It is sponsored by the ABA Center for Professional Development and Criminal Justice Section.

For more information and to register, visit www.americanbar.org.

Courses Cover Basics of Immigration Litigation and Removal Proceedings

The D.C. Bar Continuing Legal Education (CLE) Program is offering a two-part Immigration Litigation Series in June, focusing on litigation practice before the immigration court and relief for individuals facing removal proceedings.

Part one of the series on June 2 will explain the grounds for refusing admission to individuals seeking entry into the United States and, for those already in the country, the grounds for deporting them, with a focus on criminal issues.

Led by Anna Marie Gallagher of Maggio Kattar Nahajzer + Alexander P.C., the course will describe the main actors in immigration litigation proceedings and their roles in deciding the fate of people facing removal.

Faculty also will discuss who is eligible for bond and who is subject to mandatory detention, and the range of prosecutorial discretion options the government can exercise to the benefit of its clients.

Gallagher returns on June 16 for the second part of the series, "Relief for Individuals in Removal Proceedings," covering the various types of immigration relief avail-



Courtesy of Jack Olender

Annamaria Steward

The *Presidents'* Reception

Honoring incoming D.C. Bar President

Annamaria Steward

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able to persons facing possible deportation.

The course will explain eligibility requirements for asylum, including the potential bars to a client's ability to access relief, as well as other forms of humanitarian protection such as temporary protected status and protection under the Violence Against Women Act.

Gallagher will cover other potential forms of relief from removal, including waivers for fraud and criminal convictions, adjustment of status to lawful permanent residency, and cancellation of removal.

The series takes place from 6 to 8:10 p.m. at the D.C. Bar Conference Center, 1101 K Street NW, first floor. They are cosponsored by the D.C. Bar Administrative Law and Agency Practice Section; Corporation, Finance and Securities Law Section; Courts, Lawyers and the Administration of Justice Section; Criminal Law and Individual Rights Section; Family Law Section; Health Law Section; International Law Section; Labor and Employment Law Section; and Litigation Section.

Attorneys can attend these courses either in person or by Webinar. A special discounted rate is available for those signing up for the series.

For more information and to register, contact the CLE Program at 202-626-3488 or visit www.dcbar.org/cle.

DOJ's Vanita Gupta to Speak at WCL's Pro Bono Summer Forum

On June 7 the Washington Council of Lawyers (WCL) will host its popular Summer Pro Bono & Public Interest Forum, featuring keynote speaker Vanita Gupta, principal deputy assistant attorney general and head of the U.S. Department of Justice's Civil Rights Division.

Gupta's speech will be followed by breakout sessions on practice areas such as civil rights and civil liberties, criminal law and the death penalty, human rights and immigration, children and families, and non-litigation practice.

An annual tradition for many summer programs, the Summer Forum highlights the importance of incorporating pro bono or public service work into legal careers.

The event takes place from 12 to 2:30 p.m. at Arnold & Porter LLP, 601 Massachusetts Avenue NW. To register, visit www.wclawyers.org.

CLC Trains Pro Bono Attorneys to Assist Special Needs Children

The Children's Law Center (CLC) will offer two training programs in June focused on assisting and advocating for special needs students and their families.

SAVE THE DATE GWAC's DAY OF SERVICE

Join the Greater Washington Area Chapter (GWAC), Women Lawyers Division, of the National Bar Association on June 11 for its Day of Service at the Washington Center for Aging Services, 2601 18th Street NE, from 11 a.m. to 12 noon.

Attendees will socialize with residents at the center by assisting with bingo games, serving food, and providing entertainment. GWAC also is calling for donations of toiletries, including hand sanitizer, deodorant, mouthwash, and fragrances. Visit www.gwacbar.org for more information.

The "Special Education Pro Bono Attorney Training" on June 8 will provide current and prospective pro bono attorneys an opportunity to learn about representing parents and caregivers of children with special education needs.

The training takes place from 12 to 3 p.m. at Morgan, Lewis & Bockius LLP, 1111 Pennsylvania Avenue NW. Participants will receive a free electronic copy of CLC's special education manual.

On June 15 CLC will offer by teleconference "Best Practices for IEP Meetings," its second Lunch and Law program of 2016. CLC senior supervising attorney Kathy Zeisel and senior attorney Sarah Flohre will provide information and guidance on creating an Individualized Education Program for a special needs student.

The teleconference takes place from 12 to 1 p.m. Interested individuals must dial 605-562-3000 (passcode: 964021#) to participate.

To learn more about either event, visit www.childrenslawcenter.org.

CLE Course Guides Attorneys on Giving Effective Written Feedback

Typically after their first year of practice attorneys supervise the work of other people, from summer law clerks to paralegals to more junior associates, routinely reviewing their drafts and providing feedback. Few supervisors, however, have developed a specific strategy for providing junior legal writers with effective feedback to help them improve.

On June 8 the D.C. Bar Continuing Legal Education (CLE) Program will hold the course "The Art and Science of Providing Effective Written Feedback for Lawyers," offering a wide range of tips and strategies for supervisors to provide

efficient, helpful, and content-rich written feedback that motivates improvement among junior legal writers.

Iselin Gambert and Jessica Wherry, both of Good Thinking, LLC, will lead the workshop.

Cosponsored by all sections of the D.C. Bar, the course takes place from 9:30 a.m. to 12:45 p.m. at the D.C. Bar Conference Center, 1101 K Street NW, first floor.

For more information and to register, contact the CLE Program at 202-626-3488 or visit www.dcbar.org/cle.

Hispanic Bar Program Explains Process for Becoming JAGs

On June 16 the Hispanic Bar Association of the District of Columbia (HBA-DC) will hold a program for attorneys interested in learning how to become a judge advocate in the U.S. Armed Forces.

Judge advocates are commissioned officers who serve as legal advisors to their assigned command in the military, providing legal advice and serving as prosecutors and defense counsel in courts-martial.

The program features HBA-DC members who are judge advocates in the reserves and in active duty. Ben Hernandez-Stern, attorney advisor in the Office for Civil Rights at the U.S. Department of Justice and a major in the U.S.

Air Force Reserve, will serve as moderator. Informal breakout sessions will follow where representatives from the military services will have a chance to speak about their specific programs.

The event takes place at 6:30 p.m. at The George Washington University Law School, 2000 H Street NW. It is cosponsored by the Women's Bar Association of the District of Columbia and the GW Latino Law Student Association.

To register, visit www.hbadc.org.

Energy Law Sector Tackles Key Issues at Annual EBA Meeting

The Energy Bar Association (EBA) will host its 2016 Annual Meeting and Conference on June 7 and 8 at the Renaissance Downtown Hotel, 999 9th Street NW.

The meeting features several sessions on trends and developments in the energy sector, including the modernization of the grid and the technical, financial, policy, and legal ramifications; bridging energy law education and practice; and the COP21 and Paris Agreement on emis-



Ben Hernandez-Stern

Courtesy of the U.S. Department of Justice

sions. The conference also includes an ethics program and a panel discussion featuring administrative law judges from the Federal Energy Regulatory Commission.

Richard Meyer, EBA president and general counsel for the National Rural Electric Cooperative Association, will deliver the welcoming remarks.

Another highlight of the conference is the Charitable Foundation of the Energy Bar Association's annual fundraising gala, "Light Up the Village," on June 7 from 5:30 to 8:30 p.m. Proceeds from the gala will go toward providing energy infrastructure for a rural farming community in Bolivia.

For more information and to register, visit www.eba-net.org.

Women's Bar Discusses Fed Work Detail, Women in STEM Fields

The Women's Bar Association of the District of Columbia (WBADC) will hold a discussion on the pros and cons of federal government work detail on June 21. Additionally, on June 29 the WBADC will be hosting a lunch and learn session on women lawyers in STEM, featuring Alison Neplokh, vice president of Spectrum Policy at the National Association of Broadcasters.

"Federal Government Work 'Details': Benefits for Your Career; Pitfalls to Avoid" focuses on short-term work assignments available for employees at other agencies or at other areas of their current agency.

Panelists include Louisa McCarter-Dadzie, assistant director for audits at the U.S. Department of Justice's Executive Office for United States Attorneys; Dana A. Scherer, telecommunications policy analyst at the Congressional Research Service; and Veronica Villalobos, principal deputy associate director of the Employee Services Division of the U.S. Office of Personnel Management. Melonie McCall, investigative counsel at the Department of Justice, will moderate.

The program takes place from 6 to 8 p.m. at Wilkinson Barker Knauer LLP, 1800 M Street NW, suite 800N.

The second program "Advancing Women Lawyers in STEM," will look into the intersection of science, policy, and the law in several communications industries. Neplokh will answer questions such as how the laws of physics affect the formation of legal requirements.

Neplokh previously served as deputy chief technologist at the Federal Communications Commission and chief engineer of the FCC's Media Bureau. She has worked on issues such as online video distribution,

SAVE THE DATE FCBA YOUNG LAWYERS' 'IGNITE TALKS'

Join the Young Lawyers Committee of the Federal Communications Bar Association (FCBA) on June 21 for its second "Ignite Talks," a brown-bag session consisting of quick, five-minute presentations by attorney experts on relevant issues in communications law.

The program takes place from 12:15 to 1:30 p.m. at Hogan Lovells, 555 13th Street NW. To suggest a panelist or topic, contact Kristine Fargotstein at KFargotstein@gmail.com or Alex Reynolds at AREynolds@ce.org. To register, visit www.fcba.org.

Open Internet proceedings, next-generation broadcast standards, and more.

The event takes place from 12:15 to 1:45 p.m. at Drinker Biddle & Reath LLP, 1500 K Street NW.

For more information and to register for either event, visit www.badc.org.

Courses Provide How-Tos on Handling Workers' Comp, Discrimination Cases

This month learn how to prove and defend an employment discrimination claim and how to handle a private sector workers' compensation case by signing up for two courses being offered by the D.C. Bar Continuing Legal Education (CLE) Program.

On June 8 Eric M. May of Ashcraft & Gerel will lead the course "Workers' Compensation in the District of Columbia 2016," a practical update to handling workers' compensation cases for both claimants' and defense lawyers.

Attendees will receive a new and revised edition of the *Workers' Compensation Practice Manual* written by May.

Other faculty will include Mark W. Bertram, administrative law judge at the D.C. Department of Employment Services; and David M. Schoenfeld, a partner at Bonner Kiernan Trebach & Crociata, LLP. The course is cosponsored by the D.C. Bar Courts, Lawyers and the Administration of Justice Section; District of Columbia Affairs Section; Labor and Employment Law Section; Law Practice Management Section; Litigation Section; and Tort Law Section.

On June 9 the CLE Program will present "Nuts and Bolts of Employment Discrimination Law," both in person and by Webinar, covering the basics of employment discrimination law from the U.S. Supreme Court, the U.S. Court of Appeals for the District of Columbia Circuit, and

the Fourth Circuit Court of Appeals. Faculty will discuss the elements of proof under the relevant federal statutes such as Title VII of the Civil Rights Act, the Americans with Disabilities Act Amendments Act (ADAAA), the Age Discrimination in Employment Act, the Genetic Information Nondiscrimination Act, and the Pregnancy Discrimination Act. The course will not focus on proving damages.

Attendees also will learn more about disparate treatment, retaliation, harassment, reasonable accommodations under the ADAAA, and equal pay.

Faculty members include Kristin Alden of Alden Law Group, PLLC and Thomas P. Murphy of Hunton & Williams LLP. Avi Kumin of Katz, Marshall & Banks, LLP will moderate.

The course is cosponsored by the D.C. Bar Corporation, Finance, and Securities Law Section; Health Law Section; Labor and Employment Law Section; and Litigation Section.

Both courses take place from 5:30 to 8:45 p.m. at the D.C. Bar Conference Center, 1101 K Street NW, first floor.

For more information and to register, contact the CLE Program at 202-626-3488 or visit www.dcbar.org/cle.

Reach Jeffery Leon at JLeon@dcbar.org. Follow him on Twitter at [@JLeonDCBar](https://twitter.com/JLeonDCBar).

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News and Notes on the D.C. Bar Legal Community

D.C. Bar Honors 2016 Award Winners for Outstanding Service

The D.C. Bar has announced the recipients of its 2016 annual awards, recognizing and celebrating the achievements of Bar sections, law firms, pro bono attorneys, and others in the legal community. The recipients will be honored on June 15 at the Celebration of Leadership: The D.C. Bar Awards Dinner and Annual Meeting at the Mayflower Hotel, 1127 Connecticut Avenue NW.

The D.C. Bar Strategic Planning Committee and the D.C. Bar Pro Bono Center Strategic Assessment Task Force will share this year's Frederick B. Abramson Award for their significant contributions to the Bar. The Strategic Planning Committee, convened in 2014 by then-D.C. Bar President Brigida Benitez, developed "D.C. Bar 2020," which outlines the Bar's strategic priorities and objectives for the next five years.

Guided by then-Pro Bono Committee Chair Jim Sandman of the Legal Services Corporation, the Pro Bono Center Strategic Assessment Task Force initiated a comprehensive study to assess the work of the Pro Bono Center, identify gaps in legal services, and implement a five-year plan. It is the Pro Bono Center's first evaluation of its overall programming and creation of a new strategic plan since 1992.

The District of Columbia Estates, Trusts and Probate Law Digest, a one-of-a-kind resource containing 35 years of significant published and unpublished probate decisions of the D.C. Superior Court and the D.C. Court of Appeals, has been chosen as Bar Project of the Year. The electronic digest is published by the D.C. Bar Estates, Trusts and Probate Law Section.

The Section of the Year Award will be presented to the D.C. Bar Litigation Section for its strong work over the past year, doubling to 14 the number of programs in which it served as primary sponsor. The Litigation Section sponsors a subsidy program offering reduced fees for CLE classes for attendees from legal

PRACTICE 360°



Jeffery Leon

William R. "Billy" Martin, a principal at Miles & Stockbridge, PC, provided the opening remarks on May 6 as the D.C. Bar Practice Management Advisory Service presented its 2016 Practice 360° | A Day for Lawyers & Law Firms. Martin shared stories about running a small firm and dealing with high-profile clients. He also offered tips for running a firm: Outsource work when necessary, be tech- and social media-savvy, and embrace change. Most importantly, he said, "Take care of yourself, have someone there to talk to, and take care of your clients." For full event coverage, visit www.dcbar.org/practice360.—J.L.

services providers. It also has provided financial support for the annual Youth Law Fair and the D.C. Cup Moot Court Competition.

DLA Piper LLP has been named Pro Bono Law Firm of the Year for contributing 14,700 hours to pro bono service, or 8 percent of its D.C. office's total billable hours in the past year. A total of 126 lawyers at the firm performed pro bono work.

Roland C. "Rollie" Goss, managing shareholder at Carlton Fields Jorden Burt, P.A., and Jeffrey M. Sherman of the Law Offices of Jeffrey M. Sherman are the co-winners of the 2016 Laura N. Rinaldi Pro Bono Lawyer of the Year Award.

Goss has dedicated 25 years of his career to helping abused and neglected children and their families through his

pro bono work with the Children's Law Center (CLC). He has handled approximately 35 adoption and guardianship matters through CLC. Sherman has served as director of the Bankruptcy Assistance Center at the U.S. Bankruptcy Court for the District of Columbia since 2013, demonstrating a strong commitment to providing pro bono representation for indigent clients in eviction and foreclosure cases.—J.L.

8 D.C. Judges, LCE's Berger Honored at Judicial Reception

On April 21 the D.C. Bar celebrated the exemplary work of judges in the District of Columbia at its 2016 Judicial Reception at the Ronald Reagan Building and International Trade Center in downtown Washington, drawing a large crowd of distinguished legal professionals.

D.C. Bar President Tim Webster delivered the opening remarks, followed by his introduction of this year's judicial honorees—members of the bench who have retired or taken senior status in the past year.

Special recognition were given to six judges of the D.C. Superior Court, including Judges Harold L. Cushenberry Jr., Herbert B. Dixon Jr., Diana Harris Epps, Karen A. Howze, Ann O'Regan Keary, and Michael J. McCarthy. U.S. District Court for the District of Columbia Judges Richard W. Roberts and Reggie B. Walton also were recognized.

Another highlight of the evening was the presentation of the D.C. Bar Foundation's 2016 Jerrold Scoutt Prize to Jennifer L. Berger, supervisory attorney at the Legal Counsel for the Elderly (LCE). In her role at LCE, Berger has dedicated 10 years of service advocating for elderly citizens in housing issues and working to improve the quality of life for low-income seniors in the District.

"I am honored to receive the Scoutt Prize, which I accept on behalf of the low-income District tenants that [LCE] serves, who, as with all tenants, have a right to decent, safe, and accessible hous-

**DUES SEASON IS UNDERWAY;
RENEW YOUR LICENSE BY JULY 1**

The D.C. Bar dues season is underway allowing members to renew their D.C. law licenses online. Payment is due on July 1. Members are also able to join or renew memberships in the D.C. Bar sections and make donations to support the D.C. Bar Pro Bono Center.

All members have received a renewal notification to their e-mail address on file. If you did not receive this message, the D.C. Bar may not have your correct contact information. Please contact us to update your member profile.

For those who did not renew online, a physical renewal form was mailed at the end of May. Dues are \$295 for active members, \$163 for inactive members, and \$142 for judicial members. Payments not received or postmarked by July 15 will be assessed a \$30 late fee.

ing,” Berger said.

Named in honor of the founding partner of Zuckert, Scutt & Rasenberger LLP, the Scutt Prize is awarded to public interest attorneys who have spent a significant portion of their career providing legal services to the District’s disadvantaged residents.

“This year’s judicial reception hit the mark, bringing the bench and Bar closer together to honor D.C. judges who have devoted their careers to justice and the rule of law,” Webster said. “It was well attended, with an informal atmosphere that fostered intermingling and great conversations.”—J.L.

**Board of Governors Approves
Bar’s 2016–2017 Budget**

On April 12 the D.C. Bar Board of Governors approved the Bar’s proposed 2016–2017 budget as recommended by the Budget Committee.

The budget increases Bar members’ annual dues from \$280 to \$295 for active members, and from \$145 to \$163 for inactive members. Dues for judicial members remained at \$142.

The Bar is allocating \$30 million for dues-funded activities, with personnel expense making up 61.9 percent of the expenditure budget. A 3 percent pool has been set aside for staff salary adjustments.

The Bar also is adding one full-time position—this position is for an assistant executive attorney (AEA) to provide assistance to members of the Hearing Committees and the Board on Profes-

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www.dcbart.org/membership/new-members

sional Responsibility. The AEA conducts legal research for members, helps process motions, and provides drafting assistance.

The combined proposed budget of \$7.5 million for nondues programs in fiscal year 2016–17 will result in a net excess of expense over revenue in the amount of \$337,417, which will be covered through the use of the accumulated net assets of the nondues programs.

Full budget details were published in the April 2016 issue of *Washington Lawyer* and on the Bar's Web site at www.dcbar.org, keyword: Budget.

46 Firms Honored for Raising \$5M to Fund Civil Legal Services

On April 11 the D.C. Access to Justice Commission honored 46 law firms that participated in its Raising the Bar in D.C. Campaign in 2015, donating nearly \$5 million in support of legal services providers serving low-income and at-risk communities in the District of Columbia.

"The leadership and generosity of these firms is helping to close the appalling justice gap in our city," said Peter Edelman, chair of the D.C. Access to Justice Commission, at a reception held at Sidley Austin LLP. "These funds make it possible for vulnerable District



Jeffrey Leon

Vanita Gupta, principal deputy assistant attorney general of the U.S. Justice Department's Civil Rights Division, addresses the crowd at an April 11 reception honoring 46 law firms that raised \$5 million in the D.C. Access to Justice Commission's Raising the Bar in D.C. Campaign to help fund the local legal services community.

residents to have an advocate by their side when they are facing legal crises."

The firms' \$5 million contributions matched the amount allocated by the D.C. Council toward civil legal services in 2014.

Launched in 2010, the Raising the Bar campaign encourages firms to con-

tribute a portion of their D.C. office revenue to legal aid organizations using a tiered system of giving: platinum, gold, and silver, or .11 percent, .09 percent, and .075 percent, respectively, of their annual revenue. This year, four new firms joined the Platinum level.

Keynote speaker Vanita Gupta, principal deputy assistant attorney general of the U.S. Justice Department's Civil Rights Division, spoke about the need for legal services organizations and legal aid lawyers to be on the front lines in the work to ensure access to justice for all. Gupta said an estimated 63 million people qualify for free civil legal aid in the United States.

"[W]e all know that government does not—and cannot—do this work alone. At the Department of Justice, we rely on collaboration and support from so many stakeholders—including legal aid lawyers—to address these tough issues and to drive real reform," Gupta said.

The reception was attended by judges from the D.C. Court of Appeals, attorneys from many of the firms honored that evening, as well as representatives from several legal services organizations. Also present were D.C. Delegate Eleanor Holmes Norton, D.C. Council

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To learn more about the Raising the
Bar in D.C. Campaign or to see a full list
of participating firms, visit the Access to
Justice Commission's Web site at www.dccaccesstojustice.org. —J.L.

15 D.C. Bar Members Graduate From 2016 Leadership Academy

Fifteen attorneys graduated from the
2016 John Payton Leadership Academy
in April, the fourth batch of D.C. Bar
members to finish the intensive training
program to prepare them to become suc-
cessful leaders throughout their careers.

Named in honor of the late John
Payton, former president of the D.C. Bar
and president and director-counsel of the
NAACP Legal Defense and Educational
Fund, Inc., the Leadership Academy has
produced 66 graduates since it launched
in 2013.

This year's Leadership Academy
opened on March 18, with succeeding
sessions held on April 8 and 29. The time
between sessions allowed the participants
to absorb the knowledge gained during
the first session and to integrate it into
their careers.

During the April 8 session, Jill
McCrary and Steve Swafford of Leader-
ship Outfitters focused on participating
in and leading effective meetings. The
class took part in mock meetings to dem-
onstrate different personalities and to see
their effects in group interactions.

Nakia Waggoner, managing attorney
at the D.C. Bar Pro Bono Center, led an
informative discussion on the Pro Bono
Center and how attorneys can participate
in its upcoming projects.

Part of the Leadership Academy cur-
riculum is a day of pro bono service, and
this year some of the participants volun-
teered at the Pro Bono Center's Advice
& Referral Clinic at the Southeast loca-
tion of Bread for the City while others
served at the Northwest location.

The final session on April 29 included
discussions on strategic thinking and
planning and how leaders respond to
challenges. Former D.C. Bar president
Kim Keenan led the luncheon presenta-
tion "Lessons in Leadership," while Paul
D. Meyer of the consulting firm Tecker
International discussed leadership skills
in action, delving into personality types
and how one can leverage them to lead
and collaborate more effectively.



**On April 21 the Judicial Conference of the District of
Columbia Circuit's Standing Committee on Pro Bono
Legal Services honored 33 firms where at least 40
percent of attorneys performed 50 hours or more
of pro bono work in 2015. Legal Services Corpora-
tion President Jim Sandman (pictured), a former
Pro Bono Committee chair, was among those who
praised the firms for their service.**

Toward the end of the session, D.C.
Bar Chief Executive Officer Katherine A.
Mazzaferri shared with the class the dif-
ferent leadership opportunities available
at the Bar.

At the ceremony and reception
immediately following the last session,
Mazzaferri presented the graduates with
certificates of completion and recognized
the volunteer faculty of the Leadership
Academy. —J.L.

33 D.C. Firms Meet '40 at 50' Pro Bono Work Goal in 2015

A record number 33 law firms in the
District of Columbia were honored on
April 21 for their outstanding leadership
in pro bono service in 2015, with at least
40 percent of their attorneys dedicating
50 hours or more to providing free legal
representation.

The firms were recognized by the
Judicial Conference of the District of
Columbia Circuit's Standing Committee
on Pro Bono Legal Services during its
13th annual 40 at 50 Judicial Pro Bono
Recognition Breakfast at the E. Barrett
Prettyman U.S. Courthouse.

Of the 33 firms that qualified for
recognition, 14 reached 50 percent par-
ticipation level, with the firms' attorneys
contributing 50 hours or more of pro bono
work. Five firms—Gilbert LLP; Goodwin
Procter LLP; Jenner & Block LLP; Paul,

continued on page 46



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When Lawyers Need Help

A Conversation With Disciplinary Counsel Wallace E. “Gene” Shipp Jr.

A recent study sponsored by the American Bar Association (ABA) and the Hazelden Betty Ford Foundation found that more than 20 percent of licensed attorneys in the United States consume alcohol at rates associated with problem drinking. The study confirms other empirical data that show that lawyers experience alcoholism at approximately 2.5 times the rate for the general population. The authors of the ABA/Hazelden study conclude, “[I]t is reasonable to surmise from [our] findings that being in the early stages of one’s legal career is strongly correlated with a high risk of developing an alcohol use disorder.”

In the aftermath of this report, *Washington Lawyer* spoke with D.C. Bar Disciplinary Counsel Wallace E. “Gene” Shipp Jr. to discuss the prevalence of alcohol abuse in the profession and how it impacts lawyer discipline.

Washington Lawyer:
You’ve seen the results of the recent ABA/Hazelden study on alcoholism within the legal profession.

Gene Shipp: Yes, lawyers have a problem. There’s no doubt about that. All of the major studies confirm that the legal profession has higher rates of alcohol abuse and substance abuse than any other profession. We’re also seeing higher rates of mental health problems, such as anxiety and depression.

WL: Why do you think lawyers are experiencing these problems?

GS: Being a lawyer can be very stressful, and as stresses pile up, people often turn to alcohol or drugs to self-medicate. A lawyer’s job is to be the champion for his or her client, and

the client is often in some sort of trouble with no easy solution available. The client comes to the lawyer with a serious problem that needs to be solved, and the lawyer has to take all of that on. No matter how sad, pathetic, or evil, no matter how much trouble the client is in, the lawyer has to be the client’s champion. The stakes are high. Whether you’re dealing with a civil case or a criminal case, the client is going to have a lot on the line. Prison? Bankruptcy? The custody of a child? That’s a heavy burden to bear. Then, if you add the lawyer’s own family or domestic problems, along with the stress of running a business, it can take an emotional toll. To decompress, a lawyer might go to a bar or go home and pour a drink. Lawyers in high-stress situations often find ways to self-medicate; alcohol is the most common.

WL: Has the problem gotten worse over time?

GS: Not that I can see. It’s a problem that has been around for a long time. It does seem to be getting more attention now, and that’s a good thing. An awareness of the problem can help drive the solution.

As I look at the profession, I don’t see an epidemic of stumble-down drunks. Twenty years ago it was obvious that a lot of the lawyers we were dealing with inside the discipline system had alcohol addiction problems. It was much easier to read on them, and it was much easier to see in the facts that were presented. That profile isn’t as prevalent as it once was. The more common pattern is the lawyer who develops a drinking problem or a drug problem over time. Seven to sixteen years after being admitted to the bar seems to be a common gestation period. Lawyers who like to think of themselves as “social drinkers” might gradually increase the amount and the frequency with which they drink. They

INTERVIEW BY TIM WELLS

stop in at the bar after work more often. As they advance in their careers, they take on more and more stress. They become problem drinkers and develop an addiction that profoundly affects them.

WL: Is the Office of Disciplinary Counsel taking steps to deal with the problem?

GS: Yes. We try to be proactive. I had a case many years ago where we were investigating a lawyer with an alcohol problem. We couldn't get him into treatment. We tried, but he just shut himself up in his house and drank himself to death. That was a great tragedy. I never want to see that happen again. I decided then that the disciplinary office needs to be vigilant because by doing so we can save lives. If we get a phone call from a courtroom clerk, or a judge, or an attorney on the opposing side indicating that someone might have a problem, we're going to talk with that person and try to find out what is going on. We don't wait for a client to file a disciplinary complaint. We try to get to people *before* they get themselves in a disciplinary situation.

WL: How so?

GS: If we identify anyone we think has a drug or alcohol problem, we automatically refer him or her to the Lawyer Assistance Program at the D.C. Bar. We do that routinely. If we can get a lawyer into alcohol or drug treatment, or mental health treatment, before there's a discipline problem, that creates a better situation for everyone—the lawyers, the clients, and the discipline system.

WL: Do you think of alcoholism as a disease?

GS: Absolutely. The scientific research makes that clear. We've all gotten past the notion that alcoholism is the result of some sort of moral failing. It's a disease and it should be treated as a disease.

The bad news documented in the ABA report is that lawyers have unacceptably high rates of addiction disorders. But there's also some good news out there, and that is that research shows that of people who go into recovery, there are three professions that do very well: doctors, law-

yers, and airline pilots. Their recovery rate is much higher than for the general population. Lawyers are highly educated, and they have smarts to recognize when they are being given a second chance. They understand that the second chance might be a last chance. They don't want to find themselves facing disbarment. They don't want to end up painting houses, or selling cars, or doing any of the things people do after they've lost their license to practice law. Lawyers are motivated to do well in recovery. Among the lawyers the court has put on probation for alcohol- or drug-related problems, we don't see a lot of repeat offenders. What we see are people who take advantage of the opportunity to get clean and save their careers.

WL: If alcoholism is a disease, can it be used to provide mitigation for any misconduct that an attorney might have engaged in?

GS: Yes, in the District of Columbia we have what is called the "Kersey Doctrine." If an attorney is able to show that he or she 1) suffers from an addiction; 2) that the addiction was the cause of, or substantially related to, the misconduct; and 3) that he or she has been rehabilitated from the disease so that the likelihood of [the attorney] repeating the misconduct is remote, the court can employ the Kersey Doctrine and offer mitigation. Now, Kersey is not a free pass. You're not told "Go and sin no more" and sent on your merry way. There is monitoring and/or probation over a period of years with the possibility of disbarment if you relapse. So it's serious stuff.

At the end of the day, our job in the Office of Disciplinary Counsel is to protect the public. That's where we start, and that's where we finish. We want to help lawyers when we can, but we are also mindful that clients deserve professional representation. If a lawyer's behavior demonstrates a recurrent pattern of bad conduct, the public interest becomes paramount.

WL: What advice do you have for an attorney who notices that a partner or a colleague is exhibiting symptoms of addiction?

GS: Be attentive and seek out the resources you have at your disposal. The Lawyer Assistance Program at the D.C. Bar is an

excellent resource. The assessments the LAP performs are highly professional. The success rate is very high. One of the things I always tell our incoming members at the Mandatory Course is that at some point in their careers they are going to see a colleague or a friend in crisis. You're going to encounter alcohol, drug, and mental health issues. When that happens, don't shrug it off and ignore it. Remember that you have the power to save a life. Don't be afraid to get involved. If you're not comfortable having a direct conversation with the individual, then get help. Place a phone call to the Lawyer Assistance Program; they can give you counsel on what needs to be done. If necessary, they can arrange for an intervention.

I understand that getting involved can be very intimidating. An intervention is usually a last resort after family and friends have tried other ways of urging the person to take action and to get help. When a lawyer undergoes an intervention and is confronted about his or her addiction with family, friends, and possibly colleagues present, he or she may be defensive and very angry at first. The lawyer may direct that anger at everyone involved. But if the intervention is successful and the lawyer enters addiction treatment as a result, the anger will usually subside and be replaced with gratitude toward the folks who cared enough, and had courage enough, to act.

WL: Is there a message that you think is important for D.C. Bar members to hear?

GS: Yes. Be attentive. Recognize behaviors that are symptomatic, and take whatever steps are necessary to come to the aid of a colleague or a friend.

Also, pay attention to your own behavior. One of the classic symptoms of an addiction disorder is denial. If you think that maybe you've got a problem, call the Lawyer Assistance Program and make an appointment. The counselors are top notch and [the program] is completely confidential. There is absolutely no downside in having a conversation with an experienced professional about the issues you're dealing with in either your personal or your professional life.

Tim Wells is managing editor of Washington Lawyer. Reach him at twells@dcbar.org.

2015 AIA NATIONAL HONOR AWARD FOR INTERIOR ARCHITECTURE ARENT FOX LLP

STUDIOS design of Arent Fox LLP's 235,000 square foot headquarters at Connecticut and K was recognized by the American Institute of Architects with a 2015 National Honor Award for Interior Architecture. The project is the first Washington law firm design to receive an AIA National Award in the 67-year history of the program.

ARENT FOX LLP

AWARDS & ACHIEVEMENTS:

2015
AIA Institute National Honor Award for
Interior Architecture

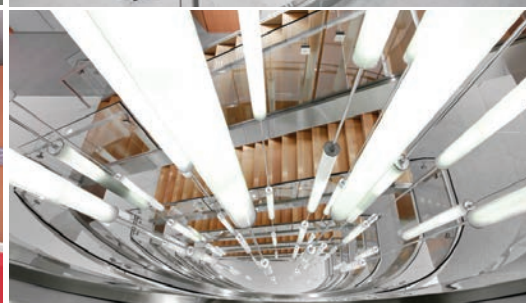
2013
AIA DC Merit Award,
Interior Architecture

2013
Interior Design Magazine
Best of the Year

2013
ENR Best of the Best Projects,
Interiors/Tenant Improvement

2013
ABC of Metro Washington
Excellence in Construction,
Interiors

Interior Design Magazine
June, 2013 Issue



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Rendering of the future offices of Venable LLP in Washington, D.C.
Design by Phil Olson, Principal at Alliance Architecture

Law Office Design

Envisioning a

Vandana Dake,
Architect and Principal
at Alliance Architecture



Phil Olson, Principal at
Alliance Architecture
Photograph courtesy of
Alliance Architecture



Law offices have always been a subtle balance of modernity and tradition, but the richly detailed furnishings and highly polished dark wood that defined law offices in the past are being refashioned for a new century. Today's law offices juxtapose intimacy and grandeur, opacity and transparency, all in a contemporary mix of glass, metal, and foliage.

That's the allure of the new law office design. It is remarkably attentive to law firm customs, but also harmonizes the needs of a new generation of lawyers whose values are shifting away from the expansive corner office to a greater sense of mobility and community. The law office of today has become a destination for the law rather than a monument to it.

Renovations aren't driven by aesthetic anymore, either. The effects of the 2008 recession—streamlined budgets, outsourced



The offices of Arnold & Porter LLP in Washington, D.C.

New Archetype

BY SARAH KELLOGG

services, cost-conscious clients, and staff reductions—have demanded a more economical approach to office operations and space acquisition. That budget sensitivity is reflected in the decision-making process around lease agreements, relocation expenses, and design costs.

“As architects and designers, we’re not building for today. We’re building for the next 10, 15, and 20 years,” says Vandana Dake, an architect and principal with Alliance Architecture, which is working with the D.C. Bar on the design of its new headquarters. “It’s fascinating to contemplate the future, especially for law firms that have seen so much change. We’ve tracked how they are changing, how the people are changing. There are more shared spaces, and there is a value for more collaboration.”

A similar philosophy is driving the Bar’s re-envisioning of its

own landscape as it prepares to move into its future home in the Mount Vernon Triangle neighborhood. The Bar is determined to make its new headquarters, slated to open in Winter 2017, a place for members to come together to network and collaborate.

Meanwhile, the influx of millennials into law offices over the next decade will be transformational. By 2025 millennials—the youthful generation that embraces technology, flexibility, and 24-hour connectivity—will make up 75 percent of the global workforce. Working millennials have a wholly different approach to their jobs than their baby boomer parents, and the law office will need to reflect that new paradigm.

“The folks who are going to be partners by the time those 15-year office lease cycles are up are graduating from high school this year,” says Christian Amolsch, Southeast regional practice

area leader for professional services firms at Gensler, the global design company. “It’s an interesting challenge for law firms from a generational perspective. They have to be thinking about those folks who are coming into the office in the future and still address the needs of their current staff.”

Two other trends play a significant role in this wave of smart transformations in law office architecture and design in Washington, D.C.: aging infrastructure (local) and social camaraderie (national). Washington’s antiquated office stock is particularly problematic. There are many mid-block buildings with light coming in from only one or two sides. And with their deep floor plates and resulting cavernous interiors, much of the District’s older Class A buildings are unable to accommodate the new emphasis on diffused light, glass subdivisions, and evenly distributed space.

Additionally, the blurring of boundaries between work and home have turned contemporary offices into a social space as much as a workplace, and the creature comforts of coffee bars, cafeterias, greenery-laden terraces, offices with a view, and conversation nooks now are required features, even in law firms. One new law office will even offer a rooftop bocce court.

Amenities aside, most redesigned law firms still don’t come close to the edgy, hip workspaces of tech or social media companies where ping pong tables, music areas, rock climbing walls, and nap rooms are as common there as break rooms, conference rooms, and reception areas are in law offices.

“Law firms want to be first to be second because [a] firm’s business is built on precedent,” says Steve Polo, managing partner at the Washington, D.C.-based design firm OPX. “They’re looking for other examples to bolster the argument, even in design. They are looking for their peers to accept these kinds of forward-looking changes in design before they’re willing to. Innovation can be at arm’s length in law firms, particularly as it pertains to their offices.”

Like other decidedly less trendy professional industries such as accounting and medicine, law firms are starting to breathe new life into their old spaces, creating an exuberant and refined landscape that appeals to attorneys, staff, and clients, albeit less so to some hipsters. There is a sense of dynamism and formality, and the offices tend to reflect the unique personality of each firm by combining style and comfort for the “heads-down” work that has long marked the legal profession.

FIRM CULTURE MATTERS

Architects and designers have always taken the pulse of their clients before tackling a major overhaul, but the process has become more essential, especially as firms juggle budgetary, operational, and generational issues. The new discovery process is equal parts sociology and anthropology, with a jolt of ethnographic research mixed in and, of course, design and architectural strategy.

With law firms, most design and architecture companies insist on going through an extensive exploration and strategy phase where they tease out what the clients need versus what they want. For some engagements, the law firm is given a laundry list of self-reflection homework: an operational survey, a cultural assessment, tech and process review, focus groups, and a scenario-planning exercise.

Designers prefer to come in early in the process to help guide firm discussions around relocation or redesign—a thorny choice that requires a substantial amount of strategic and budget planning. They note that it is helpful to have an outside expert assist in gauging what is needed, even when the decisions are based more

on budgets than on taste. The missing element, they say, is planning for the human contingencies in a physical environment, and that’s why self-assessments have proven to be exceptionally helpful.

“The change that’s happening in law firm space needs is largely a result of [law firms’] changing business and a different financial model that they’re moving into,” says Christopher Budd, managing principal at STUDIOS Architecture, a design and architecture firm in Washington, D.C., that works with law firms. “It didn’t necessarily change because they woke up one day and decided they wanted to work differently. Now they’re being forced to analyze the physical environment and how they use space as they look at their budgets and business models.”

For example, says Budd, some law firms are experimenting with putting newer associates and contract lawyers in open offices. Many of those firms are commodity-driven and not bespoke legal firms. They work under a formula and often have a great deal of turnover, so less space for pricey partner offices is a better financial model.

The open-plan concept hasn’t gotten much traction in this region or nationally, although it has been widely embraced in the United Kingdom. Instead, U.S. law firms are opting for more mobility and efficiency in their interiors, along with generally smaller offices and more flexible multiuse spaces to avoid busting through the partner-office barrier.

As design firms reimagine the law office, they are guided by four key factors in their design decisions: well-being, space, community, and connectivity. These principles, while universal, have different values for different firms, and they often bubble up as discussion and decision points during the relocation and renovation process.

Well-Being. Thanks to millennials, the notion that an office can be both a workplace and a social center is becoming *de rigueur*, even in law firms. Designers bring in more light to workspaces using either glass walls or skylights to diminish claustrophobic interiors. Sit/stand or treadmill desks and more ergonomic options for chairs cater to employees’ physical needs. Hidden alcoves help to recreate popular water cooler conversations, and terraces and rooftop decks with fire pits and shrubbery relieve stress. And don’t forget the in-house coffee bars and cafeterias that offer healthy food options and relaxed dining.

“Candidly, we’re in our building a lot,” says Jennifer J. Bruton, the administrative partner for Venable LLP’s Washington, D.C., office, which will move into its new location early next year. “We work very hard. We should be comfortable when we’re here. We should be able to recreate while we’re here. We want to have amenities to make it as comfortable as possible.”

Space. Always at a premium in a city like Washington, space allotment becomes even more essential as law firms sign 10-, 15-, or 20-year leases. The size and uniformity of offices for partners



Jennifer J. Bruton, Administrative Partner, Venable LLP. Venable is planning to move into its new office space in 2017. A rendering of the new space appears on the next page.

and associates remains an oft-debated topic, and designers say it is being decided on a case-by-case basis today. One-size-fits-all offices are generally in the range of 165 square feet, although they can be larger depending on the office footprint. Other space concerns frequently arise when talk turns to inboarding associates and paraprofessionals, using flexible walls, offering client-only floors, building multiuse spaces, and determining the public-private space ratio in the office.

"I used to think the antipathy to one-size offices was ego," says Budd. "I do believe it is self-identity now. Partners want to

be respected for the education they received and the service they perform, which is under siege and starting to be less respected externally. This is really a very central part to an attorney's identity. It's something that is deeply embedded in that profession and it's expectations-driven."

Community. Developing a greater sense of collaboration within the law firm is a high priority. No one is locked away behind closed doors in new offices, unless it's required for confidentiality. The strategies around community and collaboration include



Thanks to millennials, the notion that an office can be both a workplace and a social center is becoming *de rigueur*, even in law firms. Sit/stand or treadmill desks and more ergonomic options for chairs cater to employees' physical needs.

creating team rooms, grouping associates and paraprofessionals into "neighborhoods," establishing open workstations for contract attorneys, and creating "collaboration zones" for practice groups.

"At the end of the day, all these firms are driven by their culture," says Phil Olson, a principal at Alliance Architecture. "We get to design a facility that responds to all these cultures that are very different from firm to firm. Some embrace the concept of single-office size because they're flatter in their hierarchy. Other firms are holding on to the traditional makeup of larger partner offices because their culture is more hierarchical."

Connectivity. Office infrastructure has undergone significant change in the last decade, and it continues to evolve at a speedy clip. Trends in the tech industry are driving this priority for all firms, although some have been more ambitious in going paperless, shrinking libraries, and adopting in-house mobility. Law firms have become and will continue to be technology-rich environments with cutting-edge communications systems, designers say.

"There is definitely more divergence in operational strategy in different law firms when it comes to technology," says Catherine Heath, managing principal at HYL Architecture. "Paper retention policies are different. There are different resources dedicated to going paperless and developing robust knowledge management systems. Some firms have the tech infrastructure to make all this information accessible because they have a great IT guy

who helped them go electronic, and others don't."

Architects and designers who specialize in law offices believe that the process of remaking the look and feel of law firms is one filled with much opportunity but also some peril, which is why the discovery sessions are critical at the early stages of the process. When signing a 20-year lease, for instance, it is hard for a firm to plan for technology, which seems to go through an overhaul every five years, or for the future of the law, which might be unrecognizable within a decade, thanks to evolving factors such as tighter budgets, intense competition, demographic shifts, outsourcing, and technology.

VENABLE: VALUING EMPLOYEE INPUT

When Venable decided its current space in Chinatown wasn't likely a good fit anymore, the firm began talking to its employees—some 400 attorneys and staff. Obviously, any effort to move would be felt most profoundly by its staff. It was the start of a conversation that continues to this day, as the law firm waits for its new building, also in Chinatown, to be completed in early 2017.

Venable's future home, designed by Alliance Architecture, is only a few blocks away from its current location, but the process of finding the space and designing it has been a collaborative one, with employees involved at every stage. One of the earliest examples of this was the transportation study conducted by the firm to see how moving its offices would impact travel times and commuting routes for drivers and rail and bus passengers.

"We were cognizant of all the concerns. We didn't want to change for the sake of change, but we also didn't want to continue with the status quo for the sake of avoiding disruption," says Bruton. "We did switch buildings, but we didn't switch neighborhoods. We didn't do anything that drastic. With new construction, we knew we would have a blank slate, though, which we viewed as a great opportunity."

And it will be much more than a blank slate. Architect and design sketches of Venable's new Massachusetts Avenue Northwest offices reveal walls of windows and open interior staircases that create a

Law Office Design

contemporary crispness and an expansive feel that is carried throughout the firm's five full floors. Terraces and a rooftop deck, which showcase the firm's commitment to "green" space, offer attractive vistas of the fashionable neighborhood. The offices also include a concourse space and ground-level reception area.

"I like to design for collisions," says John Warasila, founding principal of Alliance Architecture. "I want to create circulation paths where people will bump into each other and interact with people they don't necessarily see in any given day. There is a different dynamic sitting at a table than meeting at a stand-up, casual place for a quick conversation. Stairs between floors are great places for that, as are destination spaces with great views and access to coffee and food."

Early on, there were discussions about adopting same-size offices, but Bruton says the benefits did not outweigh the impact it would have on the firm's culture and individual partners. "Anytime we move people around it's a space planning issue," Bruton says. "It makes it a lot easier when you're moving folks around to not have to worry about whether you're moving an associate or a partner there. But we realized that culturally you can't take partners who have been in a larger office for 10 or 20 years and put them into smaller offices."

Instead, the firm chose an exterior glass "skin" and interior glass walls to bring light into the workspaces for administrative staff. The design leaves an overall impression of an airy space with sight lines to the neighborhood surrounding the building.


Venable worked to make the office design more flexible and to allow for greater mobility for its millennial associates and administrative staffers who prefer some freedom in where they work. Mindful of the needs of the next generation, there are common areas that are comfortable and collaborative, with wireless access throughout the office.

"There's an understanding that not only do we need to think about the needs of our younger lawyers, but also about the needs of our non-attorney staff, because they are integral to providing Venable's services to our clients," says Bruton.

With its focus on employee well-being, Venable is providing treadmill desks in designated open offices for those who prefer to work that way, for at least an hour or two a day, while also ensuring the desks are located in an area that won't diminish the experience of staff sitting in offices next to them.

Part of the reason the relocation has gone so smoothly up to this point is that Venable has assigned a team composed of a number of people who had helped the law firm move to its current location some 15 years before to assist in the forthcoming move. Regular communications to staff about the changes also have helped ease the process.

In thinking about space, Venable also looked for opportunities to bring the outdoors into the building. A handful of



The strategies around community and collaboration include creating team rooms, grouping associates and paraprofessionals into "neighborhoods," establishing open workstations for contract attorneys, and creating "collaboration zones" for practice groups.



terraces and the rooftop deck not only satisfy green space requirements in the District, but also are a lush and calming refuge for attorneys and administrative staff. The rooftop, which features a bocce court, will allow the firm to continue its annual bocce tournaments in the summer, and the retractable glass exterior walls of the cafeteria, which opens to the rooftop deck, will bring the seasons into the building.

ARNOLD & PORTER: FLEXIBILITY AND EFFICIENCY

For most law firms, space accounts for its biggest expense besides personnel. Many firms making a move or redesigning their current offices look to capture the timeless and, equally, timeliness in their new spaces. Avoiding the latest fads in design, law firms opt for flexibility and efficiency, even as they seek the glamour

and polish that convey the prestige and dignity of the law.

Arnold & Porter LLP's elegant new offices, designed by HYL Architecture, are located in the Mt. Vernon Square neighborhood. The new building sits on one of the District's many popular triangle properties along Massachusetts Avenue Northwest, and the firm occupies 396,258 square feet on 11 floors, or about 85 percent of the building. It has an Emerald City quality to it, with its sharp edges and glass-walled exterior. It's a long way from the first small townhouse on 19th Street where Arnold & Porter got its start.

The interiors of the firm's new home are light, with multiple floors linked by open staircases, and the design emphasis is on facilitating an unimpeded flow from attorney offices to communal spaces. The generously proportioned hallways and stairways give the offices a more welcoming feel, and the glass exterior and interior glass panels and doorways allow for abundant daylight and views of the surrounding city.

When Arnold & Porter first considered relocating, it looked at how to configure space in a manner that would best serve everyone—partners, associates, administrative staff, and, most importantly, clients. While there might have been some who

hoped for open office plans, the law firm's project team knew that key decisions about office size and transparent walls would be determined based on firm culture and space needs.

In terms of office size, the firm has established partner- and non-partner-size offices. Like many firms, it debated a single-size office configuration but decided against it, for now.

"We were averse to flukes and fads," says Elizabeth Respass, executive director of Arnold & Porter who oversaw the relocation. "Partners do work differently. They're meeting with

people in their offices. It's important to have a little more space to have a table. Down the road, we may decide to change that." The firm has the flexibility to make that change. Partner offices were built in a way that they could be converted to single-size offices if needed.

The conference rooms are concentrated on two floors, so there is a center to the firm's presence in the building. Along with conference rooms, Arnold & Porter added teaming rooms, which are off-the-grid spaces that the staff doesn't have to reserve to use. All in all, the firm achieved a 30 percent savings in its metropolitan area real estate footprint while accommodating nearly 100 additional lawyers at its current location.

"All the points of the building became conference rooms so everyone could use them and share them," says Respass. "We also put our cafeteria, which had been on the third floor in our prior building, on our main law firm floor. It opens up onto a large terrace. Everyone shares the best view of the U.S. Capitol. Its use has really increased because people go up there to sit and talk and have meetings."

Arnold & Porter has shown the same attention to detail in



Elizabeth Respass, executive director of Arnold & Porter LLP, oversaw the firm's relocation to Massachusetts Avenue. At left, the firm displays its new garden room with views of the U.S. Capitol.

designing its client spaces, with public floors dedicated to serving clients and located away from the confidential work being done on private floors. Working with the landlord and designers, the firm has installed dedicated elevators to transport visitors to its public floors, ensuring that clients can move swiftly to and from their destinations while protecting the confidentiality of the firm's operations.

"They want to have a good client experience, so they have their clients go right up to the 10th floor," says Heath of HYL Architecture, one of the building's office designers. "They are greeted there and have a very accommodating environment. There is guest WiFi and guest offices. The firm has captured the importance of hospitality for clients."

The firm created Attorney Resource Centers to address the daily and ongoing administrative needs of partners and associates. These pods, made up of secretaries and legal resource assistants, are the place attorneys can go to "get things done." The groundwork for this feature had been laid in the firm's previous offices when Arnold & Porter changed its secretarial structure from individual relationships to a team approach.

When the firm moved to its new home, it didn't forget its past. A history wall along the well-traveled path to the cafeteria gives staff and visitors alike a chance to see Arnold & Porter's progression from a small local firm to an international powerhouse. At a later date, the firm plans to add video screens to tell its story.

Additionally, the law firm has transferred most of its impressive art collection to its new space. In fact, the artworks influenced the designers, says Respass, as they looked for a way to incorporate the contemporary art pieces into the firm's new ecosystem. The artworks got a much-needed face-lift before they were brought into the building, and pieces that didn't fit into the new space were sold.

Respass notes that one area that truly benefited from the modernity of the new building is the Children's Center, the firm's day care operation. Bright and cheerful with bold primary colors on the walls and in the fabrics, the center is located in the building's concourse level and was designed with natural light, ease of access, and simplicity in mind.

"We expanded our Children's Center. It was one of the best features of our last building, and now we've upgraded it to make it more inviting," says Respass.

MANATT: COLLABORATION OVER CONVENTION

For Manatt, Phelps & Phillips LLP, the notion of elevating community over law firm convention just made sense as it considered relocating its offices from Metro Center to Connecticut Avenue in the Golden Triangle neighborhood. Inclusiveness and collaboration became the primary goals for its new space, and the firm asked its design team at OPX to make collaborative space a premium.

"We had come from a more traditional space with many different-size offices when we moved here," says Ivan Wasserman, administrative partner at Manatt's Washington, D.C., office. "We had some very large ones that were not often used because of the nature of the business and people traveling. We had a lot of closed doors that definitely cut off a sense of inclusiveness. If you had an office with a window, that was good. If you didn't or were an administrative person, you never really saw

light. It didn't foster teamwork or collaboration."

At the top of the firm's list of new design requirements was adopting single-size offices for partners and associates—a controversial decision for most law firms—but Wasserman says it was made easier by the fact that Manatt has a mix of professionals in the office and isn't exclusively comprised of attorneys.

"In the year and a half we've been here, I haven't heard any issues with the size of the offices," says Wasserman. "The glass front has been more of an adjustment. Attorneys generally are used to shutting the door and not having anybody able to see them working. But there weren't really any problems with the size of the office."

Polo, the managing partner at OPX, says his company pioneered same-size offices in the District with the redesign of Womble Carlyle Sandridge & Rice LLP's offices in 2011. He says OPX was glad to incorporate single-size offices into the Manatt design as it provides more flexibility. He notes that architects and designers frequently grapple with the reluctance of most law firms in pushing the envelope on tradition.

"As a firm, Manatt has always been pretty forward thinking," says Polo. "They're headquartered in Los Angeles, so they already have a more progressive view of what it is like to run their business. But we recognize that Washington is a different market. Our research suggested that people in different generations acted differently around different requirements in the office, and so we worked to accommodate them."

Office infrastructure has undergone significant change in the last decade, and it continues to evolve at a speedy clip. Trends in the tech industry are driving this priority for all firms, although some have been more ambitious in going paperless, shrinking libraries, and adopting in-house mobility.



One such accommodation was giving attorneys many options to work in conference and team rooms. By eliminating boundaries, Manatt hopes to encourage collaboration. Every attorney has a dedicated office, albeit the same size, but there is room for experimentation in terms of working together in teams or across disciplines. Manatt is home to both attorneys and nonlawyer professionals such as business consultants and

former Medicare and Medicaid officials.

During the relocation, Wasserman says the company replaced all its furniture and gave everyone sit/stand desks, allowing for a much more streamlined space and diminishing the effect of switching to smaller offices for partners. “Most partners chose standing desks. Anyone who chose a non-standing desk now regrets it. It’s not only fun to push it up and down, but all the science is showing that sitting is the new smoking,” adds Wasserman.

The inviting conference room at Manatt’s new offices hugs the building’s atrium, a massive multistory structure with dramatic glass exterior walls. The soaring conference space is a commons of sorts, with a flexible floor plan and tables and chairs on wheels for easy reconfiguration for various events and meetings. Wasserman sees it as a meeting place for both staff and visitors, serving as a venue for a number of events and con-

tinuing legal education sessions.

The reason why extensive discovery sessions and space assessments are needed early on is to seamlessly incorporate elements of collaboration, in effect making it an organic process. “If our No. 1 criteria is building teamwork in practice groups, then you put the practice groups together in their own area. If the strategy were to cross-sell our practice groups and build collegiality, then we’d want to disperse practice groups. If you don’t know your strategy, then you get what you get,” says Polo.

Because Manatt’s offices tend to be smaller (42,403 square feet, less than many of the mammoth law firms in the District), the firm uses its conference and team rooms more frequently. With 65 attorneys and other professionals and another 38 staff, Manatt is smaller than most mega firms and has more freedom to configure its space and work across disciplines. In fact, many of



John Warasila,
Founding Principal,
Alliance Architecture

D.C. Bar’s Future Home Fuses Design and Aspirations

When the D.C. Bar breaks ground for its new building this summer, it will be with the knowledge that the technologically advanced and eco-friendly headquarters will fuse the best of urban design and architecture with the Bar’s ambitious mission and goals.

The Bar tapped Alliance Architecture to guide the project, and the Alliance team explored what would best serve the Bar and its members into the future. Those discussions informed both the internal design and the process of imagining the building’s shell, making it a visually dramatic facility that would reflect the Bar’s unique culture and aspirations.

“In addition to our primary focus on long-term cost savings, we are excited about the many opportunities the new building will provide for member engagement among the D.C. Bar community,” says Tim Webster, president of the Bar and partner at Sidley Austin LLP. “We will have meeting space configured to suit our needs for [Continuing Legal Education], Sections, and other programming, and we will have a studio that better enables us to reach out-of-town members with Web-based content—or even local members who don’t have the time to join us in person.”

The Bar’s new headquarters—a 100,000-square-foot corner building—

will be located at 901 4th Street NW, in the heart of the Mount Vernon Triangle neighborhood. The facility will have access to four Metrorail stations, Metrobus service, and three Capital Bikeshare stations. More than 45 restaurants and retailers are within walking distance. Construction will begin this summer, and the building will be open for occupancy in winter 2017.

Working with Alliance very early in the process, the Bar was able to bridge the usual conflicts between its internal design features and architectural structure to ensure greater flexibility and cost efficiency.

“I think the single most valuable thing we did was to get involved early enough to help the Bar to not think about what they do today and just extrapolate it out by 10 years,” says John Warasila, founding principal of Alliance Architecture. “Instead, we urged them to think about how they would serve their members if they started from scratch and just considered what was best for the members 10 years from now. It was a shift in thinking.”

One of the key features of the planned facility is an internal or “communicating” staircase that connects the Bar’s main floors and allows for ease of access and greater integration in the space. The facade of the building will have a special glass skin that will increase the allowance of light into the Bar’s core space.

Another unique feature is a spiral stair-

case in the lobby, which will be highly visible and striking at night. The staircase will take Bar members from the main lobby to the classroom floor. The Bar’s emphasis on training and continuing education is reflected in the state-of-the-art classrooms and in its decision to remove any obtrusive columns from the classroom space.

Webster says the Bar also could offer temporary space to visiting members who need a quiet and functional place to work for a few hours before or after a meeting or court appearance. “As our member survey showed last year, our members are looking for meaningful ways to connect with their colleagues professionally, and our new building will provide us a platform—literally—to help meet our members’ interests,” says Webster.

Like many of the new law office buildings in the District, the Bar’s future home will feature a rooftop deck with a meeting room that opens out onto green space. The glass walls of the meeting room can fold to the side and allow easy access to the patio for social events.

Initially, the Bar is expected to occupy about 70 percent of the building, but that will be maximized to 100 percent within 20 years, says Warasila. Along with office suites, the Bar will have two retail suites on the ground floor available for lease. One will be set up for a restaurant, while the other could serve as either retail or restaurant space, both of which will contribute to the neighborhood’s growing popularity.

“This neighborhood is in transition,” says Warasila. “I think the Bar thought of itself as an organization that can help move it along to become further established. It allows the Bar to think of itself as a part of the neighborhood as well as a part of the bigger community that is Washington, D.C.”

its consultants are enjoying even more collaborative workspaces after Manatt decided to adopt a quad desk system for them.

"Law firms can often work in silos," says Wasserman. "I'm hoping that seeing a consulting operation working nicely together and in a collaborative way will trigger and encourage more teamwork and collaboration among the lawyers."

CONNECTED AND, SOON, PAPERLESS

Technology is the great unknown in law office redesigns. Ten years ago, office futurists might have predicted some of today's technology tools and toys, but it's hard to imagine they would have forecast the near demise of the law firm library. Technology has allowed for the diffusion of resources throughout the office, and most firms, even large ones, are foregoing traditional libraries for either scattered library nooks or desktop access to resources. No wonder today's law firms are challenged in realistically planning up to 20 years out in terms of office lease space and equipment purchase to keep pace with tech changes.

Meanwhile, tech-enabled mobility is gaining ground among firms. It requires firms to balance the needs of building a strong tech infrastructure in the office and providing employees the flexibility to leave the office. This has been especially difficult in developing long-term strategies for in-office and out-of-office mobility that respect confidentiality but allow for greater freedom. And even when mobility is a consideration in upgrading technology during office redesigns and relocations, it is not equally shared but generally aimed at attorneys rather than non-legal staff.

Some law firms take a practical approach to technology and connectivity. Venable has worked to reduce paper not only to save space in terms of document storage, but also to be mindful of tech advances toward a paperless law office. Some partners may use two computers to toggle between documents rather than printing something out. Others may be more comfortable with laptops and a moveable feast of work. Venable also is employing a clever innovation around technology with its decision to create an Apple-like "genius bar" on every floor, giving staff members access to IT help when they need it.

"The big challenge for a lot of the firms, especially with the older stock of buildings, is they have those deeper floor plates," says Amolsch of Gensler. "They were designed to house all the bodies and the paper that came with these firms. Now the paper is disappearing. Even the libraries are shrinking or being decentralized. The need for the interior space is being replaced by technology."

Much of the technological change has come in the area of communications. For Manatt, being a satellite office means that video conferencing is an essential element of getting work done on a daily basis. "We are wired throughout our offices for video conferencing," says Wasserman. "It was important that we have the latest technology with respect to video conferencing, and we upped our commitment to that technology to ensure we didn't have a break in service."

Not all redesign efforts lead to favorable outcomes, of course, and sometimes those problems arise around incorporating technology in the office. Choosing the wrong hardware, software, or communications system can cause headaches and reduce productivity. More importantly, a poorly chosen system designed to last at least five years can turn into a lemon tree that needs constant maintenance if not replacement. In this sense, technology remains the wildcard in office design.

BEYOND SPACE, REDESIGNING RELATIONSHIPS

Not surprisingly, what is happening today in law office design reflects macro trends in society. Individuals are choosing technology, mobility, and community, while gradually letting go of the customs—both personal and professional—that have long kept them tethered to bricks-and-mortar structures and traditional career paths.

"There's this irony that there's so much we're doing alone because of our experience with our cell phones," says Warasila of Alliance Architecture, the architect of the Bar's new building. "In design, we're trying to create spaces that drive people together and make an office that is so mobile it enables you to go anywhere. We have to consciously almost overproduce for social connection because we as a society are using technologies that separate us from each other."

And if all this seems like catering too much to the free-spirited millennials, designers argue that it is necessary for law firms to embrace, even if only slowly, the new model for law offices. They also should consider embracing the changes coming in the unspoken covenant that guides relations between employers and employees. That's why architectural ethnographers believe that millennials' passion for downsizing, reduced ownership, and collective action is permanently shaping office design.

David Owen, a principal at OPX, believes law firms are on the cusp of redesigning how they address their real estate matters, which will trigger a change in how they work. Today real estate decisions are made based on a certain delivery system for clients and employees. Office space equals access, and clients and employees alike are comfortable with this tradition. If that were to change with the help of technology and new workplace options, what would the law office of the future look like?

"Ultimately, technology allows you to stay connected in other ways than being physically together," says Owen. "I don't know if every business will be able to function in this new environment, but I think there are people who will make that freedom to connect part of their deal with the firm. Maybe someone works from home and doesn't have an assigned office, or someone else goes to a co-working space. There are many options."

Heath of HYL Architecture envisions an even more dramatic transformation in the way law offices manage their space-versus-attorney equation. Already, the practice of having an assigned secretary to a partner has morphed into one where a team of administrative assistants serves a group of partners. It's likely that the advent of office mobility, contract attorneys, and outsourcing will do even more to transform the conventions of office design and protocol.

"If firms are smart, they're going to find something else or some way else to reward their partners," says Heath. "In the past, the size of your office was a visual acknowledgement that you had made it to that level of importance in the firm. What else do law firms have to visually show that beyond a dedicated secretary and a large corner office? It's a question for firms as they design their future offices."

And that may not be so very far into the future. Law offices have long been a physical manifestation of the rules and standards of conduct of the legal profession. As those conventions change, the physical space of law offices will reflect that evolution. How fast change happens and how far it goes will depend on each firm's ability to transcend the past in light of a dawning future.

Sarah Kellogg is a regular contributor to Washington Lawyer.

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Interview by
Jeffery Leon

MEET THE PRESIDENT: A Conversation With Annamaria Steward

Annamaria Steward will be sworn in as the 45th president of the D.C. Bar on June 15 at the Celebration of Leadership: The D.C. Bar Awards Dinner and Annual Meeting. Steward is the associate dean of students at the University of the District of Columbia David A. Clarke School of Law where she develops, leads, and oversees all aspects of student affairs in accordance with American Bar Association (ABA) standards. Before taking on this role, she was an attorney at Jack H. Olender & Associates, P.C. She also created and hosted the public access television series D.C. Law . . . Today, which aired on DC TV from 2006 to 2008.

Steward most recently was a member of the Bar's Board of Governors and served on its Executive, Budget, Leadership Development, and Publications committees. She sat on the Bar's first Strategic Planning Committee and was instrumental in the creation of the John Payton Leadership Academy, an intensive training program that helps to develop and sharpen Bar members' leadership skills.

Steward also has been very active in voluntary bars, serving in various capacities in the ABA Tort Trial and Insurance Practice Section, at the National Bar Association, the Washington Bar Association, and the Bar Association of the District of Columbia (BADC). In 2010 she became the first African American female president of the

BADC. She is a graduate of Dartmouth College and The George Washington University Law School. Following law school, Steward clerked for then District of Columbia Court of Appeals Chief Judge Annice Wagner.

Tell us about your upbringing and background.

My parents, both American, met in Berlin, Germany, where my dad was in the United States Air Force and my mom was an elementary school teacher and model. My dad flew heads of state so I grew up on Andrews Air Force Base and, later, when he retired and flew for American Airlines, we moved to Fort Washington, Maryland. One community was all military and the other was mostly retired military.

It was a very structured, rule-focused, loving, and supportive way to grow up. I guess that is why I was drawn to highly disciplined sports. I spent most of my youth on ice. I was a competitive ice skater until I was 17. Every morning for 10 years, my mom and I got up at 4:30 a.m.; my mom drove me to Virginia where I skated for two hours, and then she drove me back to Maryland for school. I practiced ballet in the evenings to be graceful on the ice. It was a little easier when I started going to school in Virginia, but I am incredibly thankful for my mom's willingness to do



Photographs by Patrice Gilbert



that for me every day. My parents have been married 47 years. I do not say this lightly—they are amazing people.

Do you have any siblings?

I have two brothers. My older brother was in the Navy and is now a captain for Jet-Blue. My younger brother is in the Army, has his private pilot's license, and is now into flying helicopters. Everyone in my family loves to fly. My mom even had her private pilot's license! Let's just say that growing up I spent most weekends at the Smithsonian National Air and Space Museum and local air shows. Although I have little interest in airplanes or flying, I ended up marrying a Navy officer who landed planes on aircraft carriers. I can't get away from it!

When did you first become interested in law?

At St. Agnes School (now St. Stephen's & St. Agnes School), I participated in Model UN and was on a debate team. I enjoyed researching and representing countries and negotiating with others to advance my assigned country's position. I enjoyed the advocacy. I had no idea how this would translate in my life, and I actually thought that I would become an ambassador. It was not until college that I realized I really wanted to study international and environmental law.

What drew you to those areas of study?

[During] my first year of college I selected classes that were similar to the kinds of classes I took in high school: math, English, foreign language, etc. My faculty advisor pushed me to try something new and I ended up taking an environmental policy course taught by a lawyer. It was amazing, so amazing that I ultimately designed my undergraduate major around environmental studies. It was International Environmental Policy and Policy Formation, a combination of government, economics, sociology, and environmental studies. I focused on issues like toxic dumping in lesser developed countries, and I studied in Nairobi, Kenya, and Lyon, France (to learn French).

What was it like going abroad and working in those places?

I loved it. My parents met in Germany, my dad traveled all over the world in the Air Force, and my grandmother did three world trips before she passed away. I grew up hearing about other countries, cultures, and religions, so the opportunity to study

in another country and learn the language, to understand the people . . . it was a gift. Dartmouth has amazing study abroad programs, and if I could have stayed in college longer and done more, I definitely would have done so!

Tell us about your clerkship with Judge Wagner.

Chief Judge Wagner is one of the hardest working people I have ever met in my life. During my clerkship, she rarely, if ever, took a vacation. She loved the work and the people of the District of Columbia, her hometown, and wanted to get the cases right. The strong work ethic that you learn from a judge like her is unparalleled. It really is one of the highlights of my career.

I enjoyed studying the cases and arguments, writing bench memoranda, watching the lawyers, trying to predict the questions that the judges would ask, and trying to figure out why they were asking specific questions. I enjoyed discussing the cases with the Chief and learning from her deep knowledge of the law. I enjoyed proofing opinions for print and reading them forward and backward for accuracy. I also enjoyed watching [her]



leadership within the Court of Appeals and the Conference of Chief Justices. This entire experience helped me to develop a strong focus on details, presentation, and communication, and vastly expanded my understanding of criminal and civil law. Clerkships are usually one year, but I loved it so much I ended up staying four years. Thanks, Chief!

What's your favorite memory from your clerkship?

There's not just one great memory from clerking. Chief Judge Wagner became a second mother to me, and the other judges, clerks, and judicial administrative assistants became an extended family. There were so many wonderful things happening at the Court of Appeals when I was there. The [Old D.C. Courthouse] was being restored and I was able to learn about the challenges of building in D.C. and working within a historic building. I regularly represented the Committee on Admissions during the swearing-in ceremonies for new members of the D.C. Bar. I was able to observe the arguments of some of the best lawyers in the city. It was a great, great experience.

You worked on medical malpractice and personal injury cases at Jack H. Olender & Associates. What did you take away from that experience?

Mr. Olender cultivates leaders. He invests significant time in developing his associates and supporting their interests. He is my legal guardian angel. As a new lawyer, he ensured that I mastered trial skills. He sent me to monthly trial advocacy training such as CLEs, the [National Institute for Trial Advocacy], and even the Trial Advocacy College [at the University of Virginia School of Law]. He had daily meetings where he discussed challenging medical malpractice cases around the country. He delved into the nuances of every single case at the firm. And he supported service through bar associations. If you look at the bios of lawyers who are or were associates at the firm, you will see that they have all been active in bar associations and nearly all of them have been presidents of local or national bar associations.

On top of this, Mr. Olender has a foundation where he provides 12 scholarships to law students and additional community activist awards every year. He showed me, on a larger scale, how to consistently educate yourself on your craft, work to advance the profession and those within it, and give back to the community.



"I was the fourth woman, the third African American, and the first African American female president in the now 145-year history of the BADC."

What was it like hosting *D.C. Law ... Today*?

I created *D.C. Law ... Today* to highlight local attorneys and their contributions to the legal profession and the community at large because when I talk to lawyers, I find out they're doing so many different things to help members of the community. It's not only that they're practicing law, but they're also volunteering in the community, on boards, in help centers, in churches, in youth groups, etc. I wanted other people to see how lawyers' service is all-encompassing, and I wanted to feature the numerous legal resources available to residents of the District of Columbia.

D.C. Law ... Today enabled me to meet stalwarts of the bar, like Ambassador [to The Gambia] George W. Haley, . . . brother to Alex Haley of *Roots*; Martin Mendelsohn, a lawyer from the Simon Wiesenthal Center that hunted down Nazi war criminals and brought them to justice; Philip Hirschkop, co-counsel in the *Loving v. Virginia* interracial marriage case; and numerous Bar leaders, public interest lawyers, law school deans, and other attorneys. It was a great opportunity to highlight attorneys for their great work and share them and their resources with the community.

How long did the show run?

D.C. Law ... Today ran twice a week for two years. If I were to start it up again, I'd love to add visual interest such as videos and pictures. It was a small shop—just me, a teleprompter, and the guest, but I greatly enjoyed doing it.

How did you become involved with the BADC? Tell us about your experiences as its president.

When I was a 2L, I met Narda Newby, who was an associate at Jack H. Olender & Associates. In addition to introducing me to the firm, she introduced me to the BADC. She was chair of the Young Lawyers Section and asked me to be her Fundraising Committee chair. Together we raised a lot of money and paid for all of the Young Lawyers Section events that year. Although I had been involved in numerous organizations in school, [BADC] was my first professional orga-

nization, and I was hooked. The BADC was a great community of lawyers—it was interesting, very social, and everyone was always thinking about how to improve the profession. Over the years I was elected to and served in multiple positions in the Young Lawyers Section and in every single position of the larger BADC. I was the fourth woman, the third African American, and the first African American female president in the now 145-year history of the BADC.

What brought you to the University of the District of Columbia?

[UDC David A. Clarke School of Law] Dean Shelley Broderick and I served on the board of the BADC together. During this time, the BADC celebrated its 50th year of integration. This was an important milestone, but there had never been an apology to lawyers of color for the previous segregation and its impact. More specifically, for decades the BADC owned the only law library in the city. If you were not a BADC member, you could not access the law library. Without the key materials needed to practice, many African American lawyers had to pursue other careers.

The BADC was integrated in 1956, and in 2006 Shelley, Mr. Olender, and I wrote an apology to lawyers for failing to integrate sooner. This was modeled after the 2005 congressional apology for failing to enact federal anti-lynching legislation. It was important and necessary to recognize the impact of discriminatory practices on lawyers of color and note how far the organization had come. That year, at the Annual BADC Luncheon, the apology was presented to many lawyers who were alive and impacted by the practice. It was a powerful day for all involved.

A couple of years later, Shelley reached out to me to apply for the associate dean of students position at [the law school]. She cited my leadership on the apology, my work within the Young Lawyers Section and the BADC, and my legal experience. When I asked her what the job entailed, she responded, "Everything you are currently doing in your spare time." She was right.

How does the university environment differ from that of a law firm?

Legal academia, more specifically law school administration, is a *highly* collaborative environment. Decisions require input from all of the stakeholders, and that's a much larger group than what I faced at the law firm. Instead of one client or one family as I had in catastrophic medical malpractice cases, I have about 300 student "clients" whose interests must be addressed on a regular basis.

What do you enjoy most working at the law school?

I love the students, faculty, staff, and administration . . . They are truly social justice warriors—they care about the community, and they're focused on making systemic change to increase access to justice. It is a wonderful place to work.

What are the pressing issues currently facing law students?

Law students are facing major challenges, including increasing mental health issues (or greater awareness of the issues), reduced employment opportunities, and crushing student loan debt. The D.C. Bar Lawyer Assistance Program does an excellent job of providing mental health support to students and attorneys in D.C., but throughout the area law schools we are seeing a rise in the number of students who need these kinds of services.

As for employment and student loan debt, these are issues that UDC David A. Clarke School of Law is laser-focused on for our students. Our tuition is one of the lowest in the country and we are proud of that fact. However, we are the only public law school in D.C. The high salaries for new lawyers that we saw in the late 1990s, early 2000s, are gone and students are living in the District of Columbia where rent is extremely high. Most students have to take out significant student loans. However, we need these students to live and practice here.

The larger community is suffering. In the District of Columbia, affordable housing has diminished significantly, more than 50 percent in the past five years. The lack of housing means residents are living



"This year, I hope to increase our inclusiveness by extending the D.C. Bar to law students and harnessing the vast knowledge and expertise of senior attorneys."

further out, which means increased costs associated with transportation to work—if you're fortunate to have a job. Add to this the skyrocketing bankruptcy filings and significant income disparity in the District, and it is clear that we need public interest lawyers more than ever before.

The question is how to address that issue so our social justice warriors can take public interest jobs, which traditionally are not high-paying positions, without being buried under student loan debt for the rest of their lives. I hope to expand the conversation on how we can raise additional funding and support for public interest lawyers.

How did you first get involved with the D.C. Bar?

I was chair of the Young Lawyers Section of the BADC from 2003 to 2004, and immediately thereafter I was approached about running for secretary of the D.C. Bar. I was excited because I just provided 39 events in nine months for young lawyers, and I thought this would be a great opportunity to participate in the largest bar association in the area. I ran and was elected secretary [in 2005]. It was a phenomenal year where I sat at the table with experienced attorneys who were intimately aware of the challenges facing lawyers.

At that time I was a fairly young lawyer. I had only been practicing for five years. I decided that I needed more experience to contribute to the conversation on the fate of the Bar, the needs of the members, and be an asset in the high-level decision making of the D.C. Bar Board of Governors. For that reason, after serving as secretary I did not run for the Board. I went back to the [BADC] and I moved up through the ranks. I was still involved with the D.C. Bar, however. I was on the Publications Committee [and] the first Strategic Planning Committee, and I was appointed to and served on the Leadership Development Committee. There I chaired the Potential Leaders Subcommittee, which created the John Payton Leadership Academy. After serving as president of the BADC, I felt that I had more experience in the profession and would be able to contribute more

to the Board of Governors, and I ran and was elected in 2011.

What did you learn from these experiences serving at the Bar?

Everyone at the D.C. Bar, from the attorneys to the staff to other lawyers that you meet there, puts countless hours and thought into advancing the organization. It's a forward-looking organization that truly strives to meet the current and future needs of its members, and the energy toward fulfilling that goal is palpable.

What do you plan to emphasize as D.C. Bar president?

This is an exciting time for the Bar. We are building our new headquarters, launching broad initiatives through the Global Legal Practice Task Force to reach our members in other countries, and implementing new technology to better communicate with our current members and expedite the process for those seeking to become members. This year, I hope to increase our inclusiveness by extending the D.C. Bar to law students and harnessing the vast knowledge and expertise of senior attorneys. They are a great asset to the Bar and we must keep them involved. Strengthening this pipeline of members and soon-to-be members of the Bar will enable us to serve as a great knowledge resource for our members and help us to maintain our position as one of the premier bar associations in the country. Hopefully this pipeline will also allow us to provide more pro bono assistance.

While there are exciting things happening for the Bar, there are real challenges currently facing residents of the District of Columbia. My goal is to highlight the great work of the D.C. Bar Pro Bono Center and other legal services providers and actively promote a culture of service throughout the Bar. The District is a wonderful place to work and live; however, growing income inequality, diminishing affordable housing, and skyrocketing bankruptcy filings are resulting in more [people becoming] homeless, unemployed, and in need of pro bono or low bono services. If our 100,000 members, or even just a greater fraction of our members, can

spend a few hours at or a few more dollars for the [D.C. Bar Pro Bono Center's] Advice and Referral Clinics, or the many other clinics offered, or volunteer with other legal services providers, we can positively affect the District's landscape.

How did the John Payton Leadership Academy come together and why do you feel it's important for Bar members?

The John Payton Leadership Academy was one of D.C. Bar past president Kim Keenan's great initiatives. I was honored to spearhead the team that designed and implemented the Leadership Academy. Our focus was to equip lawyers to "inspire, educate, and lead." More specifically, the Potential Leaders Subcommittee recognized that lawyers often find themselves in positions of leadership within the profession and in their communities. Lawyers serve in churches, on school and condo boards, in Boy Scouts and Girl Scouts, and in various other capacities, and people often look to them for advice and expertise. For this reason we wanted to train lawyers to be great leaders. This program focuses on leadership styles and strengths, communications skills, teamwork and consensus building, conducting effective meetings, problem solving, strategic thinking, [and] civility and professionalism, and also [includes] a day of service with the D.C. Bar Pro Bono Center's Advice and Referral Clinic. The John Payton Leadership Academy is now in its fourth year, and we are proud that the graduates affirm that this experience has benefited them personally and professionally.

Why do you think the Bar should focus on engaging law students and recent graduates?

There are six law schools [with] roughly 7,000 law students here in the District of Columbia, but they are not meaningfully integrated into the Bar. This is a lost opportunity for a few reasons. First, law school faculty and administrators are on the front line of issues that will ultimately affect the Bar—generational perspectives on work-life balance, rising mental health issues, shifting interest areas, professionalism. This information can assist with

the Bar's strategic planning.

Second, the Bar could capitalize on the ABA's new accreditation standard that requires law schools to include six credits of experiential learning by coordinating these programs and sending well-trained and well-supervised law students to specific areas in the city. Concentrated efforts will have a greater impact than dispersed programs in working with legal services providers to address the justice gap.

Third, the depth and breadth of our members' knowledge, conveyed through CLEs, can serve as an additional resource for students and supplement their classroom education. Hopefully this would start a lasting relationship where graduates obtain and maintain their D.C. Bar membership no matter where they ultimately practice.

The Bar currently has several wonderful programs that benefit students and graduates. The Lawyer Assistance Program participates in orientations and classes all around the city. It has also helped countless law students and graduates address mental health challenges. Dan Mills' courses—"Basic Training & Beyond," "Successful Small Firm Practice," and the new "Small Firm Lunch and Learn" series—are great *free* resources for students and attorneys hoping to start and build their law practices.

But with each entering class and the changing law school landscape, there is more to do and learn. I hope to regularly convene members of each of the law schools and begin the conversation on extending the Bar and its resources to the legal academia in an effort to recognize the value and role of law school faculty, students, and administration; address the needs of students; and prepare the Bar for the next generation of lawyers.

What do you look forward to as president of the D.C. Bar?

I am looking forward to serving the D.C. Bar in a larger capacity. I have loved being a member of the Bar and the Bar's Board of Governors, and I am delighted to have the opportunity to serve and represent the organization in additional capacities.

What are some of the challenges you expect to face during your term?

This is an interesting time in the legal profession. Technology is impacting the practice of law, and there is a rise in public use of online, rather than human, legal resources. In addition, globalization is expanding many members' practices and

we need to ensure their needs are being met no matter where they are in the world. Finally, the Bar will face contracting membership due to the decreasing number of students entering law school and the aging out of some of our stalwarts of the Bar. The question is how to attract more people to the profession and, more

A SNAPSHOT OF STEWARD

Early to Rise

Growing up, Annamaria was a competitive ice skater, waking up at the crack of dawn for 10 years to practice her craft.

Drawing Inspiration

Annamaria counts among her mentors former D.C. Court of Appeals Chief Judge Annice Wagner and personal injury attorney Jack H. Olender. From them, she honed her work ethic and leadership skills, and she still calls on both for advice from time to time.

Taking Flight While Staying Grounded

Annamaria's mother, father, both brothers, and even her husband have taken to the skies manning helicopters or planes in the military, as commercial pilots, or as private pilots. Despite her little interest in flight or aircraft, "I can't get away from it!" she says.

Engaging Her Law Students

Annamaria enjoys working with her UDC law students, referring to them as "social justice warriors" who care about the community.

Moving the Bar Forward

Annamaria's goals for her presidency include enhanced technology, a focus on globalization, and increasing inclusiveness through a law school to D.C. Bar pipeline.

specifically, to the D.C. Bar, and how to harness the experience and knowledge of the stalwarts and keep them engaged after they retire from their practices.

Who have served as your mentors during your career?

I have a family of professional mentors that is strongly rooted in the Jack H. Olender & Associates law firm. The current and former members of that firm regularly support, advise, and celebrate each other. It is undoubtedly my professional home base.

Do you volunteer?

I was raised in a culture of service. As I mentioned, my mom was a teacher; my grandfather, my dad, both of my brothers, and my husband are military; and throughout my life my family reinforced the concept that you really do have to serve the community to make it better for everyone.

When I was a competitive ice skater, I volunteered with the Special Olympics and taught people how to ice skate. Throughout high school and early college, I took sign language classes at Gallaudet and worked at Lions Camp [Merrick] for the deaf in Nanjemoy, Maryland. I taught sign language in college. In law school, I was co-president of the Equal Justice Foundation. After law school, I held a fundraiser at the Kenyan Embassy for the Maji Mazuri Center's water well program.

Throughout my life I have tried to incorporate community service in some way. Now my contributions are through bar associations. I also enjoy volunteering with the D.C. Bar Pro Bono Center's Advice and Referral Clinic, and this year I pledge to attend every single Advice and Referral Clinic.

What do you do to unwind?

I like bar associations and have a lot of friends in them, and when I'm interacting with people that I've known for years and addressing issues that face the community, it's reenergizing.

I also prioritize maintaining relationships with people I've met throughout my life. Every morning before work, I call roughly six people. Two from college, two from law school, and my parents. After work, I talk to people I've known in high school or through other activities, like Lions Camp or the Washington Bar Association. I'm not a big Facebook person—I'm a telephone person!

Reach Jeffery Leon at JLeon@dcbar.org. Follow him on Twitter at [@JLeonDCBar](https://twitter.com/JLeonDCBar).

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"Taking the Stand" appears periodically in Washington Lawyer as a forum for D.C. Bar members to address issues of importance to them and that would be of interest to others. The opinions expressed are the author's own.



Photographs courtesy of Getty Images

Women and Children Escaping Violence Need Support, Not Confinement

By Jonathan M. Smith

Over law school spring break, I was part of a group of law students and faculty from the University of the District of Columbia David A. Clarke School of Law who volunteered at the immigration family detention center in Dilley, Texas. We worked with the CARA Project, a group of extraordinary lawyers and activists who assist the more than 400 women and children confined in a privately run jail under contract with U.S. Immigration and Customs Enforcement (ICE).

The women and children confined to the jail in Dilley are almost exclusively refugees seeking to escape the violence in Central America. Most come from El Salvador, Guatemala, and Honduras. A smaller number comes from Mexico or elsewhere. Many presented themselves to immigration officials at the border and asked for asylum. Others were caught at the river or in the desert. All came with children in tow. Some traveled the dangerous route with husbands or brothers from whom they were separated, their male relatives taken to other jails elsewhere in Texas.

We were humbled by the stories we heard from women in detention. We heard about

the terror of gangs that have taken over wide swaths of the region; gangs formed in the United States and whose members were deported from the streets of America to the cities and towns of Central America where they wreak havoc. According to the Congressional Research Service, the two most prominent gangs, M-18 and MS-13, were formed in the 1960s and 1980s, respectively, in Los Angeles.¹ The gang problem was “exported” to Central America though U.S. immigration policy and the implementation of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, which has deported tens of thousands of immigrants with gang affiliations.²

I met one boy in his early teens who fled with his family as two gangs sought to recruit him. He and his mother told me stories of close family members and friends who died while resisting the gangs and of how it was unsafe for the teen to go to school or to play in the yard in front of his house. The teen was harassed on his way to church and the pastor of his church was threatened if he did not pay extortion money. I met a woman who fled with her children after family members were threatened with kidnappings, and a relative was targeted because he was a witness to an act of extreme brutality. I met children who witnessed horrifying violence. I learned of the inability or unwillingness of police or others to protect those targeted by gangs and how police were sometimes complicit.

I also learned of the humiliations and harsh treatments that were inflicted on these refugees by Border Patrol and ICE. Women and their children were held for hours and sometimes days in cold rooms commonly known as *heladeras* or ice-boxes. The extreme temperatures of the *heladeras* appeared to serve no purpose other than punishment. Virtually every woman reported ICE officials treating them with cruelty—yelling and speaking to them in a threatening manner and causing them to be in fear.

The housing units in this jail have innocuous names such as “blue butterfly,” the complex is officially referred to as a “residential center,” and the state of Texas just granted the facility a daycare license. There is playground equipment on small plots of land between housing

units and in the shadow of the jail’s fence-line. However, the facility is surrounded by a high chain-link fence, movement within the facility is strictly limited, families must eat institutional food, and access to the women is controlled by ICE and the Corrections Corporation of America. Every woman and child must wear an identification badge in clear view at all times, and the orders of those guarding them must be strictly complied with.

I have represented men, women, and

legal validity of our government’s position, the notion that the United States wants to make it hard for people to escape violence for which we are in part responsible is morally abhorrent. The District Court ordered that children should not be detained, that they should be released with their parent absent a threat of public safety or flight, and that children must be held in the least restrictive setting consistent with their needs. Any facility holding children, the court ordered, must be properly licensed.⁵



juveniles in prisons for almost 30 years. I have seen horrifying conditions of young people in dangerous juvenile facilities or locked in solitary in adult jails. Nothing prepares one for the sight of babies, toddlers, preschoolers, and school-aged children in a jail. The effort of jail officials to normalize the situation by making the women and their children wear uniforms of pastel T-shirts and sweat shirts and by giving cute names to housing units makes the situation more discordant. A jail by any other name is a jail just the same.

The detention of families in these settings has been challenged in the United States District Court in California and a federal judge has placed significant limits on the practice.³ The U.S. government has defended family detention as a necessary deterrent to immigration. The United States has argued that detention of parents and children is necessary to dissuade them from making the arduous trip from Central America.⁴ The District Court found this argument unsupportable. Beyond its

In a nominal effort to comply with the District Court order, the families in Diley are “processed” on an expedited basis, although most are confined for weeks. In most cases, women are put before immigration officials and interviewed to determine whether they have a credible fear of persecution if they return to their home country. If granted, the family can be released and apply for asylum. Many applications are granted, but far too many are denied, and the only remedy is to seek relief before an immigration judge on an expedited basis. In many cases, the decision can be reversed through an appeal to the immigration judge. However, to be successful, counsel is often necessary.

Even a decision that a family has met the threshold of having a credible fear of persecution does not mean they are free to leave the jail. Instead, they are faced with additional barriers and a Hobson’s choice. ICE will agree to release them immediately with an electronic monitoring device the women refer to as *grillettes*, the Spanish

word for shackle. If the women agree to wear the *grillettes*, they must report to ICE periodically to have it checked, in some instances several times a week, despite the fact that ICE offices could be several hours' drive from their new homes. The *grillettes* are uncomfortable, the battery must be charged frequently, and they are worn in plain view. The women see the *grillettes* as a form of punishment—a way to humiliate them further for being a refugee. During one bond hearing, the attor-

Women and their children were held for hours and sometimes days in cold rooms commonly known as *heladeras* or iceboxes. Virtually every woman reported ICE officials treating them with cruelty—yelling and speaking to them in a threatening manner and causing them to be in fear.

ney for the United States asked my client why she declined to wear the *grillettes* and, instead, sought release on bond. She responded, simply: "I am not a criminal."

The other choice is bond. Families can get released if their sponsor can post a bond. The bond is supposed to be set in an amount no more than is necessary to secure return to immigration court and to address any risk to public safety. The Immigration and Nationality Act, however, requires that any bond be at least \$1,500. The minimum bond is imposed without any consideration of whether bond is necessary to prevent flight or to protect the community from harm. On top of the bond, the sponsor must pay the cost of transporting the family from the detention center to their new home.

Bonds can be a tremendous burden on these families, and many stay days or longer in jail while their families and friends raise the money to get them out. In essence, they are required to stay in jail longer simply because they are poor.

It is not, and cannot, be right that they are confined even one day solely because of their poverty, especially after there has been a threshold determination that returning to Central America would place them in immediate danger.

It is time to close jails for families. Refugee children and their caregivers should never be held behind bars. Necessary processing can be done at the border and families should be released directly to hosts. Programs for resettlement assistance should be increased and made meaningful, including assistance for shelter, medical care, transportation, and nutrition, as is being done for Syrian and other refugees throughout Europe and in Canada.⁶ Counsel should be provided to refugees as a matter of right to navigate the complex maze of immigration laws. And, the system of bond should be dismantled and minimum bond eliminated. Any decision to confine a refugee should be based on evidence of risk to public safety or of flight risk, not on the ability to pay.

These women and their children are escaping violence that was caused, at least in part, by U.S. policy. They should not be locked up in a jail and required to purchase their freedom. This is a practice that cannot be defended in an enlightened society.

Jonathan M. Smith serves as associate dean of Experiential and Clinical Programs at the University of the District of Columbia David A. Clarke School of Law.

Notes

¹ Claire Ribando Seelke, Gangs in Central America, Congressional Research Service (2014). See www.fas.org/srgp/crs/row/RL34112.pdf.

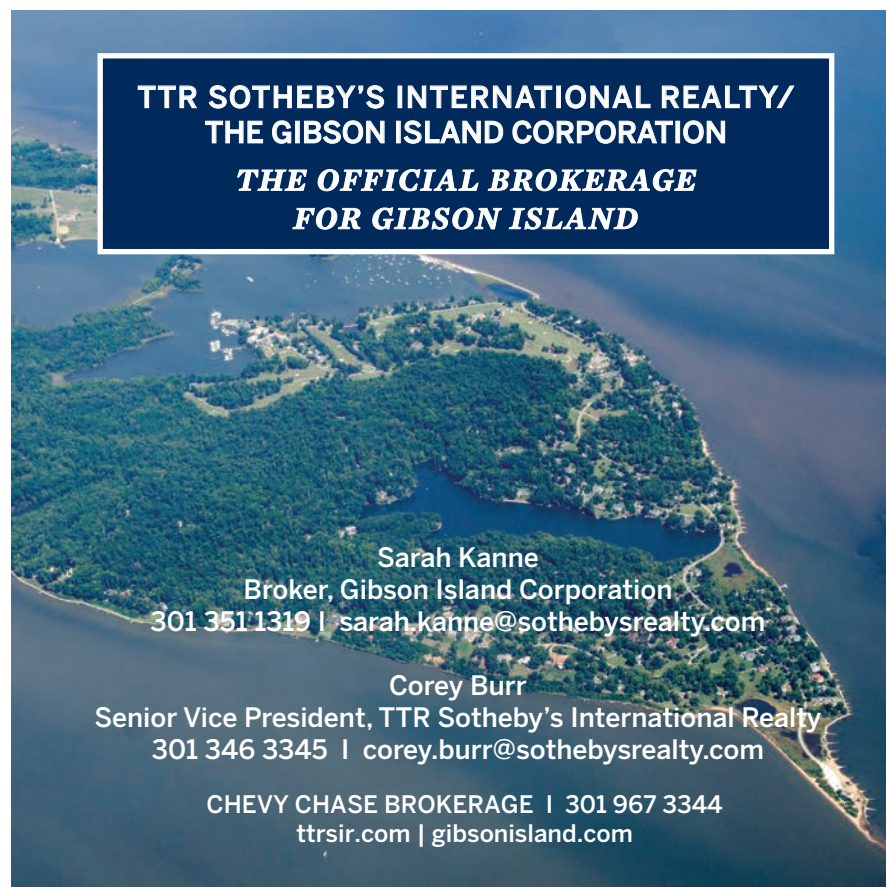
² *Id.*

³ *Flores v. Johnson*, Case 2:85-cv-04544-DMG-AGR (Cen. Dist. CA), Order, July 24, 2015. See <http://nyti.ms/1O4oPoQa>.

⁴ *Id.* at 11.

⁵ *Id.* at 12.

⁶ In Canada, a refugee gets financial support for a year for accommodations, clothing, food, and help in finding employment and becoming self-supporting. See <http://bit.ly/1TaGvb>. The United States stands in sharp contrast to other developed nations in its failure to support refugees. See <http://bit.ly/1IDxE89>.



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attorney briefs

By Fleur Harris

Honors and Appointments

Stephen Gurwitz, asset forfeiture investigator for the Defense Criminal Investigative Service of the U.S. Department of Defense's Office of Inspector General, has received an Award for Public Service from the U.S. Attorney's Office for the District of Columbia for his contribution to the successful seizure and restraint of assets in an international health care and money laundering case... **Mark V. Vlasic**, principal at Madison Law & Strategy Group PLLC, was appointed an innovation fellow by the International Bar Association... **Danielle M. Frappier**, a partner at Davis Wright Tremaine LLP, has received the Flex Success Award from the Diversity & Flexibility Alliance... Fish & Richardson principal **Ahmed J. Davis** has received the Diversity Leader Award from the *Profiles in Diversity Journal*... **James A. Calderwood** has been appointed by Maryland Governor Larry Hogan as chair of the Maryland Transportation Commission... **Andrew V. Jezic** of Jezic & Moyse, LLC was inducted as a fellow of the American College of Trial Lawyers... Tully Rinckey PLLC founding partner **Mathew B. Tully** has been honored as one of 2015's most influential and impactful veterans by the nonprofit group HillVets for his accomplishments as a veteran and business owner.

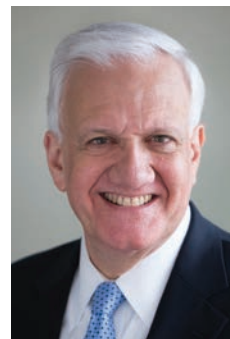
On the Move

Paul W. Kim has joined Cole Schotz P.C. as member and leader of the firm's new healthcare group in Baltimore... **Rhonda D. Bond-Collins** has been named shareholder at Bryant Miller Olive... **Rick Claxton** has joined Paley Rothman as principal... **Derek H. Teslik** has joined Wilkinson Barker Knauer LLP as of counsel... **Robert L. Clayton** has joined Goldstein & McClintock LLP as partner... **Veleka R. Peeples-Dyer** and **Vernessa T. Pollard** have been named co-leaders of the newly expanded

Food and Drug Administration practice at McDermott Will & Emery LLP... **Cecilia Y. Oh** and **Adam J. Rosser** have been promoted to partner at Hunton & Williams LLP. **Michael D. Klaus** has been promoted to counsel... **Alice T. Valder Curran** has been named director of the government regulatory practice group at Hogan Lovells. **Agnes Dover** will complete her term as government regulatory practice group leader. **Eve N. Howard** has become regional managing partner, leading the firm's Washington, D.C., Baltimore, Northern Virginia, and Philadelphia offices... **James "Jimmy" Germano** has joined Williams Mullen as associate in its construction practice... **David S. Jonas** and **Randy E. Miller** have joined Fluet Huber + Hoang PLLC as partner... **Trevor J. Chaplick** has joined Greenberg Traurig, LLP as shareholder... **Sara Beiro Farabow**, a partner at Seyfarth Shaw LLP, has been appointed national cochair of the firm's construction practice. **Tonya Esposito Oliver** has joined the firm's litigation department as partner and its consumer financial services litigation practice group and white collar, internal investigations, and false claims team as member. **Andrew J. Sherman** has joined the firm's corporate department as partner... **Stephanie L. Brooker** has joined Gibson, Dunn & Crutcher LLP as partner... **Michael Stein** has joined DLA Piper's corporate practice as partner in the firm's Baltimore office... **Bart Kempf** has joined the Washington, D.C., office of Bradley Arant Boult Cummings LLP as counsel on the firm's environmental and life sciences teams... **Sarah Deutsch** has joined Mayer Brown LLP as counsel in the firm's global intellectual property practice.

Company Changes

Catherine M. Reese has relocated her firm, **Reese Law Office**, to 3050 Chain Bridge Road, suite 510, in Fairfax, Virginia... Courtney L. Weiner has opened



Robert A. Burton has joined Crowell & Moring LLP as partner in the firm's government contracts group.



James F. Gehrke, shareholder and vice president of Butzel Long, has been elected to serve on the firm's board of directors.



Eric Snyder has joined the investigations and white collar defense practice at Jones Day as partner, dividing his time between the firm's São Paulo and Washington, D.C., offices.

the **Law Office of Courtney Weiner PLLC** at 1629 K Street NW, suite 300... Sonja N. Aoun has formed the new family law firm **Aoun & Boone, PC**, located at 3927 Old Lee Highway, suite 102C, in Fairfax, Virginia.

Author! Author!

Chris Edelson, assistant professor in the School of Public Affairs at American University, has written *Power Without Constraint: The Post-9/11 Presidency and National Security*, published by the University of Wisconsin Press... University of Alabama School of Law professor **Ronald Krotoszynski Jr.** has written *Privacy Revisited: A Global Perspective on the Right to Be Left Alone*, published by Oxford University Press.

D.C. Bar members in good standing are welcome to submit announcements for this column. When making a submission, please include name, position, organization, and address. Please e-mail submissions to attorneybriefs@dcbar.org.

I Am The D.C. Bar

Monty Cooper
Sedgwick LLP

Complex Civil Litigation,
10 Years

Small Town Roots

"I'm from Hemingway, South Carolina, which is a small town of about 700 people. I grew up on my grandparents' old farm. My wife's from Cincinnati, Ohio, and when I first took her there, she often commented on how different the landscape was from an urban area. That said, I enjoyed growing up there and the experience has helped me become a better professional and lawyer."

Changing Landscape of Law

"There are all sorts of new and interesting areas that are on the horizon. Cybersecurity is an example. There's a focus now on STEM in grade schools. If you're in that sphere as a student, and you decide you don't want to be a doctor or an engineer, there are many opportunities for you as a lawyer."

Revitalizing Communities

"I'm chair of the Redevelopment Authority of Prince George's County [in] Maryland, and we've been in the process of redeveloping an old low-income housing complex in Glenarden. I often think about what the area will look like 20 years from now—a whole community and a new generation of people will live and thrive there. It's an exhilarating experience."

Raising Twins

"My wife and I have twin four-and-a-half-year-old girls. They're really my passion. Being a dad is a cool thing. It can be sometimes frustrating, but I enjoy it. I'm waiting for when they get old enough so that I can teach them how to play golf!"

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disciplinary counsel summaries

Disciplinary Actions Taken by the District of Columbia Court of Appeals

Original Matters

IN RE KENNETH H. ROSENAU. Bar No. 342733. March 3, 2016. The D.C. Court of Appeals accepted Rosenau's petition for negotiated discipline and suspended him for 30 days. The violations stem from Rosenau's failure to disclose during mediation that his client had died. Rules 8.4(c) and 8.4(d).

Interim Suspensions Issued by the District of Columbia Court of Appeals

IN RE RICHARD M. GUMMERE. Bar No. 421206. March 16, 2016. Gummere was suspended on an interim basis based upon discipline imposed in Maryland.

IN RE RICHARD J. KWASNY. Bar No. 370779. March 16, 2016. Kwasny was suspended on an interim basis based upon discipline imposed in Pennsylvania.

IN RE DONALD MCCLURE. Bar No. 955575. March 24, 2016. McClure was suspended on an interim basis pursuant to D.C. Bar R. XI, § 9(g), pending final action on the Board on Professional Responsibility's December 31, 2015, recommendation of disbarment.

IN RE GARRETT V. WILLIAMS. Bar No. 452128. March 16, 2016. Williams was suspended on an interim basis based upon discipline imposed in Maryland.

The Office of Disciplinary Counsel compiled the foregoing summaries of disciplinary actions. Informal Admonitions issued by Disciplinary Counsel and Reports and Recommendations issued by the Board on Professional Responsibility are posted at www.dccourtneydiscipline.org. Most board recommendations as to discipline are not final until considered by the court. Court opinions are printed in the Atlantic Reporter and also are available online for decisions issued since August 1998. To obtain a copy of a recent slip opinion, visit www.dccourts.gov/internet/opinionlocator.jsf.

Legal Beat

continued from page 16

Weiss, Rifkind, Wharton & Garrison LLP; and Ropes & Gray LLP—obtained 60 percent attorney participation. A full list of law firms can be found at www.dcd.uscourts.gov.

Among those who spoke at the recognition breakfast were Chief Judge Merrick Garland of the U.S. Court of Appeals for the District of Columbia Circuit, Chief Judge Beryl A. Howell of the U.S. District Court for the District of Columbia, Judge Amy Jackson of the U.S. District Court for the District of Columbia, and Legal Services Corporation president Jim Sandman.—J.L.

In Listening Project, D.C.'s Poor Identify Barriers Out of Poverty

Much has been written and discussed about the unmet legal needs of the District of Columbia's poor and disadvantaged residents, but what do people living in poverty actually need the most help with and what other problems do they constantly worry about?

The DC Consortium of Legal Services Providers, which includes the D.C. Bar Pro Bono Center, actively sought input from low-income people themselves about the struggles they face, speaking directly to 590 residents. Among the findings: almost two-thirds of respondents said loss of housing or homelessness was a constant fear. Of those who needed legal help in the past two years, only 11.3 percent tried to find a lawyer.

On April 7 the Consortium discussed in depth the results of its Community Listening Project, a three-and-a-half-year effort, at the D.C. Bar Pro Bono Center's Annual PARTnership Luncheon at Covington & Burling LLP.

Faith Mullen, assistant clinical professor at The Catholic University of America Columbus School of Law who served as project manager for the Listening Project, said the findings were both "humbling and sobering." Mullen said the project is crucial in helping the legal community to understand "why people don't come to [lawyers]" for help.

"We wanted to hear about what makes life difficult, or unfair, or thwarts people from reaching their goals, particularly those problems that do not readily fall into traditional legal categories," wrote Mullen and Enrique Pumar, chair of the Sociology Department at Catholic

CANDIDATES' PLATFORM



At a forum on April 27, president-elect candidates Guy Collier of McDermott Will & Emery LLP (left) and Patrick McGlone of Ullico, Inc. discussed their plans for the Bar's presidency, if elected. Their ideas included seeking sustainable funding for the D.C. Bar Pro Bono Center and enhancing access to justice. For a full list of their initiatives, visit www.dcbar.org, keywords: Candidates' Forum.—J.L.

University who served as principal investigator for the Listening Project, in the Consortium's report released on April 4.

The report is based on data collected through 20 focus groups with member of the community as well as face-to-face survey responses.

Access to and being able to continue to afford adequate housing was a pervasive concern among respondents, with close to 60 percent of them saying they were worried about not having housing at all and 36 percent not feeling safe at their current place. Thirty percent of the respondents were homeless.

Access to legal assistance also was identified as a major barrier for low-income D.C. residents. The majority of those who tried to seek legal help for their problems said cost kept them from finding a lawyer. Approximately 80 percent of respondents said lawyers are not affordable, and only 5 percent identified legal advice as the kind of help that low-income people need most.

The PARTnership Luncheon panel also included Patty Mullahy Fugere, executive director of the Washington Legal Clinic for the Homeless; Aja Taylor, advocacy director of Bread for the City; David Steib, language access director at Ayuda; and Chinh Q. Le, legal director of the Legal Aid Society of the District of Columbia and cochair of the Consortium.—J.L.

Reach Jeffery Leon at jleon@dcbar.org. You can also follow Jeffery on Twitter at @JLeonDCBar.

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