

## 2024 ANNUAL BUSINESS MEETING

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October 23-25, 2024 | Westin New York at Times Square | New York, New York

### PROGRAM OUTLINE

#### TUESDAY, OCTOBER 22

7:00 P.M. – 10:00 P.M.

#### BOARD OF DIRECTORS DINNER

Oceana - 120 West 49<sup>th</sup> Street

7:00 p.m. – 8:00 p.m. Cocktail Reception

8:00 p.m. – 10:00 p.m. Dinner

This dinner is for members of the ALFA International Board of Directors and spouses. Attendees will enjoy a cocktail reception followed by a plated dinner.

*Oceana is a 12-minute walk from the hotel, 10 blocks (.5 mi or .8 km).*

#### WEDNESDAY, OCTOBER 23

8:30 A.M. – 12:00 P.M.

#### BOARD OF DIRECTORS MEETING

Westin – Imperial, 4<sup>th</sup> Floor

8:30 a.m. – 9:00 a.m. Breakfast

9:00 a.m. – 12:00 p.m. Meeting

2:00 P.M. – 5:00 P.M.

#### EARLY REGISTRATION & BADGE PICK-UP

Westin – Gershwin Ballroom Foyer, 4<sup>th</sup> Floor

### WOMEN'S INITIATIVE ACTIVITIES

9:30 A.M. – 11:00 A.M.

#### DANCING ON BROADWAY WITH A PROFESSIONAL BROADWAY PERFORMER

Based on the & Juliet Broadway Musical, this group dance class will be taught by a Broadway performer in a Broadway rehearsal studio, including 60 minutes of warm-up and dance material and 30 minutes of Q&A. No prior dance experience is needed, making it a unique bonding event for our attending female attorneys!

*Separate registration required. Meet in the hotel lobby at 9:15 a.m. to walk to the venue with the group. Attendees will return to the hotel by 11:15 a.m.*

12:30 P.M. – 6:15 P.M.

#### WOMEN'S INITIATIVE PROGRAM

Westin – Majestic Ballroom, 5<sup>th</sup> Floor

Please see the Women's Initiative Program Outline for full program details. Male attorneys are ENCOURAGED to attend. A brief overview of the agenda is below:

12:30 p.m. – 1:30 p.m. Buffet Lunch

1:30 p.m. – 5:15 p.m. Afternoon Sessions

5:15 p.m. – 6:15 p.m. Networking Reception

## OPENING DINNER – ALL MEMBER NETWORKING RECEPTION

6:30 P.M. – 9:30 P.M.

### ABM REGISTRATION & WELCOME RECEPTION WITH DINNER

Butter – 70 West 45<sup>th</sup> Street

6:30 p.m. – 7:30 p.m. Cocktail Hour

7:30 p.m. – 9:30 p.m. Dinner Stations Open

Embark on a culinary journey at Butter in the heart of midtown NYC, as we kick off the ALFAI 2024 Annual Business Meeting with an exquisite welcome reception including a cocktail hour and a variety of dinner stations! Indulge in the innovative fusion of flavors curated by renowned chef Alex Guarnaschelli, where each dish is a masterpiece blending seasonal ingredients with culinary artistry. Amidst the elegant ambiance of Butter, you will savor not just a meal, but an unforgettable experience during this private buyout!

*Butter is a 12-minute walk from the hotel, 10 blocks (.5 mi or .8 km).*



## THURSDAY, OCTOBER 24

8:00 A.M. – 9:00 A.M.

### BREAKFAST

Westin – Majestic Ballroom, 5<sup>th</sup> Floor

8:00 A.M. – 9:00 A.M.

### FIRST TIME ATTENDEE BREAKFAST

Westin – Imperial, 4<sup>th</sup> Floor

All first-time attendees are encouraged to attend this breakfast to connect and get their questions answered about ALFAI and the events to come.

## OFFICIAL START OF THE ANNUAL BUSINESS MEETING

9:00 A.M. – 2:45 P.M.

### ANNUAL BUSINESS MEETING SESSIONS

Westin – Gershwin Ballroom, 4<sup>th</sup> Floor

9:00 A.M. – 9:10 A.M.

### WELCOME

The 2024 ABM will begin with a brief welcome that will discuss the new ABM format. Then we will delve into two unique keynote presentation roundtables. Both will include a presentation by a knowledgeable consultant, an opportunity for Q&A with this industry expert and roundtable sessions to discuss the presented concepts with your ALFAI colleagues.

9:10 A.M. – 10:25 A.M.

### KEYNOTE SPEAKER & ROUNDTABLE DISCUSSION #1: INCREASING LAW FIRM PROFITABILITY

This session will take a deep dive into how profit (a.k.a. partner compensation) is generated doing legal work. We will walk through each of the levers to build a solid foundation. We will then explore how partners can impact each lever in a positive way, adding to the partner profit pie. We will also explore some scenarios, to give practical guidance and how to approach this. Finally, we will examine how Gen AI may impact profit and the broader economic market for legal services.



**Toby Brown**

CEO

DV8 LEGAL STRATEGIES

Houston, Texas

Toby Brown is the CEO of DV8 Legal Strategies. DV8 provides high-level strategic consulting to law firms, legal providers and corporate legal departments. He is also CEO of NextGenLPM which provides executive LPM coaching for LPM professionals and lawyers. Toby previously served as Chief Practice Management Officer for Perkins Coie. In this role, Toby worked with firm partners and clients in developing pricing arrangements and service delivery models that drive successful relationships. The role included practice management, pricing, legal project management, lateral partner acquisition, practice innovation and client relationship management. Before Perkins, Toby served as the Chief Practice Officer for Akin Gump, served in pricing roles for both Vinson & Elkins and Fulbright & Jaworski and served as a Director for the Utah State Bar. Toby presents nationally on legal pricing, practice innovation, lateral partner acquisition, marketing, technology and law firm management for associations, law firms, legal departments and law schools. He is the founder of the P3 Conference and the Legal Value Network, which is building a community of pricing, LPM and innovation people. Toby is also the founding President of the Board for SALI, the standards body for the legal industry. He has published numerous articles, along with the book, *Law Firm Pricing: Strategies, Roles, and Responsibilities* and maintains the ABA award winning *3 Geeks and a Law Blog*.

10:25 A.M. – 10:45 A.M.

**BREAK**

10:45 A.M. – 12:00 P.M.

**KEYNOTE SPEAKER & ROUNDTABLE DISCUSSION #2:  
RECRUITING WITH A PURPOSE – STRATEGIC GROWTH WHILE REDUCING RISK**

In an increasingly competitive landscape, the need for specific talent acquisition strategies and bespoke strategic use of data is not just an advantage; it's a necessity. Much like gene therapy creates drugs attuned to your personal genetics, firms are seeing the value of building talent identification and assessment systems that are attuned directly to their strategies and performance metrics. During this program, we will delve into the role of data in identifying, evaluating, and assessing talent effectively. We will explore advanced talent models that integrate data analytics and benchmarking to enhance prediction accuracy and decision-making in recruitment processes. We will discuss how leveraging data can aid in building an attractive talent "brand", gap analysis, vetting, assessment and validating rates and books of business, as well as measuring market demand and talent availability. We will also cover the creation of risk profiles by market, enabling firms to better understand and mitigate potential recruitment red flags.



**Michael Ellenhorn**  
*Founder & CEO*  
DECIPHER INVESTIGATIVE INTELLIGENCE  
St. Louis, Missouri

Michael Ellenhorn is the Founder and CEO of Decipher Investigate Intelligence. Recognized globally as a leader in the risk management market space, Decipher helps law firms grow more purposefully and profitably and is a comprehensive solution to the pitfalls associated with strategic hires. After spending two decades as a trial lawyer turned international legal recruiter and consultant, Michael took everything he learned and founded Decipher to help clients create safer, more productive and more profitable workplaces through reliable investigative intelligence. Michael counsels clients on mitigating risks associated with the hiring process and is a frequent speaker on the topic of lateral hiring, integration, and talent acquisition strategy at law firm retreats and industry conferences. Under his leadership, Decipher has been recognized among the St. Louis Business Journal's "Best Places to Work" and honored for innovation in corporate philanthropy.

12:00 P.M. – 1:00 P.M.

**LUNCH**

Westin – Majestic Ballroom, 5<sup>th</sup> Floor

1:00 P.M. – 1:20 P.M.

**STATE OF ASSOCIATION**



**Eddy Hayes**  
*ALFAI Chair*  
LEAKE & ANDERSSON, L.L.P.  
New Orleans, Louisiana



**Jessica Zaroski Bauer**  
*Chief Executive Officer*  
ALFA INTERNATIONAL  
Chicago, Illinois

1:20 P.M. – 2:05 P.M.

**UPDATE ON MAJOR ALFAI INITIATIVES**

Jessica will moderate this session which will inform members of major initiatives that ALFAI has focused on the past year. The current marketing emphasis of the network will be presented, including recent projects. Data from the ALFAI referral survey and work survey will be analyzed and insights given. The reason for the Policy Statement #7 updates made by the BOD will be examined and ALFAI’s new Performance & Governance Committee will detail their purpose and goals.



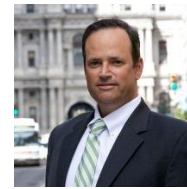
**P. Douglas Barr**  
*ALFAI Marketing Chair*  
STOLL KEENON  
OGDEN PLLC  
Lexington, Kentucky



**Katie McCormack**  
*Chief Marketing Officer*  
ALFA INTERNATIONAL  
Chicago, Illinois



**Cam Beck**  
*ALFAI Board Member*  
MCCANDLISH  
HOLTON, PC  
Richmond, Virginia

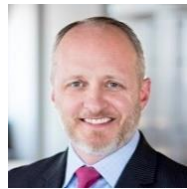


**Jeff Laudenschlager**  
*ALFAI Performance & Governance Chair*  
GERMAN, GALLAGHER & MURTAGH, P.C.  
Philadelphia, Pennsylvania

2:05 P.M. – 2:45 P.M.

**FORMAL BUSINESS MEETING**

**Report of ALFA International Financials & Presentation of the Budget**



**Ian Frank**  
*ALFAI Treasurer*  
FRANTZ WARD LLP  
Cleveland, Ohio



**Bob Reiland**  
*Chief Financial Officer*  
ALFA INTERNATIONAL  
Chicago, Illinois



**Jessica Zaroski Bauer**  
*Chief Executive Officer*  
ALFA INTERNATIONAL  
Chicago, Illinois



Recognition of Departing Directors, Election of New Directors and Brief Introduction of All Board Members



**Eddy Hayes**  
*ALFAI Chair*  
LEAKE & ANDERSSON, L.L.P.  
New Orleans, Louisiana

New Business and Closing Remarks from the New ALFA International Board Chair



**Grace Garcia**  
*ALFAI Chair*  
MORRISON MAHONEY LLP  
Boston, Massachusetts

2:45 P.M.

**SESSIONS CONCLUDE**

3:30 P.M. – 5:30 P.M.

**AFTERNOON NETWORKING EVENT**

SPIN New York – 1626 Broadway

SPIN is the original ping pong social club that doesn't require membership. The location encourages human connections through a game that transcends age, gender and boundaries. Embrace the unconventional and enjoy an unparalleled experience while networking and competing with your ALFAI colleagues.



*SPIN is a 12-minute walk from the hotel, 10 blocks (.5 mi or .8 km).*

6:30 P.M. – 9:30 P.M.

**COCKTAIL RECEPTION AND AWARDS DINNER**

Westin – Gershwin Ballroom, 4<sup>th</sup> Floor

6:30 p.m. – 7:30 p.m.   Cocktail Reception

7:30 p.m. – 9:30 p.m.   Buffet Dinner & Awards Ceremony

Celebrate a successful year with ALFAI during this cocktail hour and dinner, followed by an awards ceremony where the ALFAI Firm and Attorney of the Year will be presented.

### FRIDAY, OCTOBER 25

8:00 A.M. – 10:00 A.M.

#### FAREWELL BRUNCH

Westin – Majestic Ballroom, 5<sup>th</sup> Floor

Join your ALFAI colleagues for a farewell brunch before traveling home or enjoying some free time in New York City. You won't want to miss the omelet station! Also, intriguing trivia about ALFAI member firms and our host city, New York City will be available for those who enjoy Friday morning brain teasers.

## END OF ANNUAL BUSINESS MEETING SESSIONS

### CORPORATE TRANSACTIONS MEETING

*Separate registration is required for these post-seminar activities focused on networking for the Corporate Transactions Practice Group. ALFAI attorneys do not need to attend the ABM to register for these sessions.*

12:00 P.M. – 1:00 P.M.

#### LUNCH

Westin – Palace, 9<sup>th</sup> Floor

1:00 P.M. – 4:00 P.M.

#### CORPORATE TRANSACTIONS PG FACE-TO-FACE MEETING

This strategic session will endeavor to continue strengthening the connections and understanding the strengths of ALFAI Corporate Transactions members. What should be the focus of the PG in the next 12-24 months? What specific initiatives should be undertaken? How should the newly created CAB be utilized and when should the group host their first client event? Roundtable discussions that allow attendees to compare notes on hot topics will keep this event interactive and informative. A formal agenda will be sent prior to the meeting.

5:00 P.M. – 6:30 P.M.

#### OPTIONAL BEHIND BROADWAY TOUR

Embark on an enchanting Broadway outdoor walking tour, where the bustling streets of New York City transform into stages of theatrical history. Led by a knowledgeable guide, participants weave through the iconic theater district, learning captivating tales of legendary performances and historic venues. Along the way, the tour offers delightful surprises as cast members emerge at their respective stage doors (from shows of the group's choice), eager to greet fans and share insights. It's an enchanting journey where the magic of Broadway comes alive amidst the vibrant pulse of the city, creating unforgettable memories for theater enthusiasts and curious explorers alike.

*The tour will begin at the hotel and end at Bond 45 for dinner. Be sure to wear comfortable walking shoes!*

6:30 P.M. – 9:30 P.M.

**CORPORATE TRANSACTIONS GROUP DINNER**



**Bond 45 - 221 West 46<sup>th</sup> Street**

We hope you will join us for dinner this evening in the Villa and Patio rooms at Bond 45, New York Italian Kitchen and Bar. Immerse yourself in the legacy of Bond 45, which gets its name from its original location in the historic Bond Clothing Store. The restaurant takes pride in its antipasto with market-fresh vegetables and its expansive menu showcasing specialty veal chops, seafood and house-made pasta.

6:30 p.m. – 7:30 p.m.      Cocktail Reception on the Patio  
7:30 p.m. – 9:30 p.m.      Plated Dinner in the Villa

*Bond 45 is a 14-minute walk from the hotel, 12 blocks (.6 mi or .96 km).*