

Volume XII - Issue 1

ALA MISSION

The Association of
Legal Administrators'
mission is to:

Promote and enhance
the competence and
professionalism of all
members of the legal
management team;

Improve the quality of
management in law firms
and other legal service
organizations; and

Represent professional
legal management and
managers to the legal
community and to the
community at large.

Q & A on QR Codes

By Bob Heiss, All-State Legal

Reprinted with permission from "To The Point," the newsletter published by the Pittsburgh Chapter of the Association of Legal Administrators, July / August / September 2011

What is a QR code?

Mobile tagging is the process of using a printed code to deliver data to a mobile device. A Quick Response - or QR code - is currently the most popular and widely used mobile tagging code, as it is the easiest to create, produce and read. A QR code is, basically, a two-dimensional barcode that can be read by a smart phone equipped with a camera.

What can it do for my firm?

Though originally created for inventory tracking, QR codes are gaining popularity for their ability to make printed materials interactive with dynamic online content. With one scan, your clients and potential clients can download your contact information, research more about your firm online, and connect and interact with your brand whenever and wherever they choose.

QR codes can be used to do any one of the following things:

- Launch the phone's web browser to a specific URL
- Push out a calendar event that can be saved to the phone's calendar
- Push out contact information that can be saved to the phone
- Push out an email address that can kick-start communication
- Launch an SMS (text) message that can be sent to Twitter, Facebook or contacts



How are law firms using QR codes?

QR codes allow you to connect. They can be personalized. They are viral. They can turn passive readers into interacting potential clients. And perhaps the most significant benefit of QR codes is that most can be tracked.



[Continued on page 8 >](#)

Table of Contents

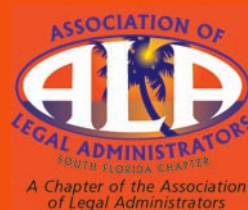
FEATURES

Q & A on QR Codes	1
Benefit Programs that Make You and Employer of Choice	6
Smart Growth: How to increase Profits Per Partner	12
Member Spotlight	15

IN EVERY ISSUE

President's Message	4
Broward Scene	9
Board and Committees	17
Calendar of Events	17

The Network is published to provide information for the education and benefit of legal administrators, law office managers, managing partners of law firms and others interested in law firm management. Any article or advertising published here or in any prior issue of this newsletter should not be considered to be an endorsement by the South Florida Chapter of the Association of Legal Administrators of the opinions expressed therein or any products(s) advertised. Contributing writers are asked to disclose interests and affiliations that may influence their writing position so that those facts may be obtained upon request.



**THE SOUTH FLORIDA CHAPTER THANKS
OUR 2012 BUSINESS PARTNERS
FOR THEIR CONTINUED SUPPORT**

[Acordis Intl](#)
[Aramark Refreshment Services](#)
[Attorney at Law Magazine](#)
[Burke Process Service](#)
[Cintas](#)
[CIT Leasing](#)
[Control Systems Copitrak](#)
[Cresa Partners](#)
[Daily Business Review](#)
[DLE Process Servers](#)
[Document Technologies \(DTI\)](#)
[EC Purchasing](#)
[The Gourmet Coffee Co.](#)
[Harvey Bilt Photography](#)
[International Data Depository](#)
[Iron Mountain Information Management](#)
[Kahn-Carlin & Co., Inc.](#)
[Kelly Law Registry](#)
[Kouwenhoven & Associates](#)
[Miami Express Courier](#)
[Mosaic Business Solutions](#)
[New Global Solutions, Inc.](#)
[Nuance Corporation](#)
[OTS Legal](#)
[Personnel Management Solutions, Inc.](#)
[Randomsource Office Supply](#)
[Ricoh-IKON Office Solutions, Inc.](#)
[Robert Half Legal](#)
[Royal Cup, Inc.](#)
[Sabadell Bank](#)
[Segue Search](#)
[Solomon-Mansure Group](#)
[Special Counsel](#)
[U.S. Legal Support](#)
[UPS](#)
[Zeno Office Solutions](#)



PRESIDENT'S MESSAGE:

Victoria L. Allen, CLM
Rogers, Morris & Ziegler, LLP
victoria@rmzlaw.com

Do you know who your fellow members are? Do they know you? If you were unemployed tomorrow, would you feel comfortable attending a chapter event? Effective networking is connecting with people before you need their help. If the first time you reach out to someone is to ask for help, chances are slim you'll get a response. Put yourself out there and get to know other chapter members and business partners. If you're shy about introducing yourself to strangers, consider joining a committee or volunteering to work on an event. You'll get to know plenty of people that way.

This is my last president's message and I'd like to thank you for the opportunity to serve as president of our chapter. It's been quite an adventure.

At the beginning of my term I told you one of my goals was to increase awareness of our chapter and the profession of legal management. I believe we have made a good start on this but also feel there is still much more work that can be done.

We've made several changes to the chapter, the most significant being the format of our business partner program. We have added more value by giving our vendors more opportunities to connect with our members.

We're offering our members more opportunities to interact with each other as well. We now have two meetings a month, a webinar and a minimum of three social events. We're looking at adding more events all the time. Send the board your suggestions and ideas for fun activities.

We've also increased your chances of earning a scholarship to an ALA conference. This year's Region 2 conference is in Atlanta and I would love to take everyone that wants to go with us. The more you participate in the chapter, the more likely you are to receive a scholarship. Email or call me if you can't find the application and I'll resend it to you.

Part of me is tired and ready to hand over the gavel and part of me has a list a mile long of things I still want to get done. The great thing about our group is you can be as active as you want so I'll still be hanging around stirring things up for a while. Aloha.





Complimentary Network Health Assessment

Our complimentary network health assessment will provide an overview of the health status of your network. This assessment will cover a checklist of network fundamentals that should be in place for a sound network.

- Overall network architecture
- Review individual network components:
- Review malware protection (viruses, spyware, etc.)
- Backup strategy
- Overall business continuity

Call or visit us today!

(786) 888-TECH

www.ngstech.com

info@ngstech.com



Viki Allen, Mario Rumasuglia, and Edna Rosén at the March Happy Hour in Browrad

Benefits Programs that Make You an Employer of Choice

By Rachel Barden, Oasis Outsourcing

In today's job market, organizations are finding it difficult to attract and retain qualified talent for key organizational roles. Various studies are showing trends in grey- to white-collar industries indicating that the workforce is increasingly becoming more dissatisfied and disloyal, shifting jobs/careers as often as every two years, where historically five years have been the norm. The most compelling "wake-up call" from national surveys suggest one in three employees hope to be working for another organization within the next twelve months. While employers are focusing on their business environment challenges, they are mistakenly assuming high levels of employee job satisfaction translate to greater employee retention.

Employers Must Offer More than just Medical Insurance

Employers are not able to hang their hat on offering a decent major medical package to attract employees, especially as we are experiencing a generational shift in the job market. Today, employers must adjust their total compensation strategies to accommodate for employee choice, customization, and flexibility in their benefit portfolio to include a diverse offering of voluntary benefits.

A PEO, a Professional Employer Organization, can help you design an employee benefits package that will enable you to compete with Fortune

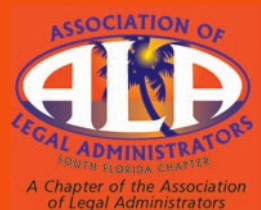
500 companies for the best employees while meeting your financial and business objectives. Certain PEO's offer voluntary benefits at no cost to their clients, and most worksite employees exhibit a high readiness to pay for personally relevant benefits that fit their family needs and lifestyles. Because the PEO administers these employee benefits programs, you and your employees can simply relax and reap the rewards while the details are taken care of for you.

Focus On Your Employees' Bottom Lines

No benefits package would be complete if employers just focused on the health of their employees; you also need to be cognizant of the connection between the physical/mental health and the financial wellness of your workforce. Programs that remedy financial "illness," such as 401(k) plans and EAP (Employee Assistance Plans) that cost pennies a day, can promise to improve productivity and reduce stress-related health issues. Ensuring a reliable income during your career and into retirement is what most Americans strive for, yet few do enough to protect it.

Offering Employee Benefits from a PEO will not only separate you as an Employer of Choice, but can reduce absenteeism and turnover. If you're not offering these benefits to your workforce, now is a good time to start!

"Employers are not able to hang their hat on offering a decent major medical package to attract employees"





January 30, 2012

Grace C. Lopez
Charity Committee Chair
South Florida Chapter ALA
1395 Brickell Avenue, Suite 1200
Miami, FL 33131

Grace C. Lopez
President

Elaine Greksa
Vice-President

Jennifer Jarema
Secretary

Felicity Fang
Treasurer

Bobbi Meyers
Executive Director

Board Members
Monica Cepero
Sue Cleveland
Kim Heard
Leslie Monreal-Feil
Sharon Philip
Odalys Smith
Patricia Thomson

Linda Burrowes
"A Buddie For You"
Administrator

Dear Grace:

Thank you and everyone associated with the South Florida Chapter ALA for your generous donation of \$15,777.60 to Susan G. Komen for the Cure®. It is through your contributions that you bring us closer to a cure and closer to our vision: *a world without breast cancer.*

Our goal is to save lives and end breast cancer forever by empowering people, ensuring quality care for all and energizing science to find the cure. Since 1982, not a single advancement in breast cancer treatment and research has been done without Komen funding. Susan G. Komen for the Cure® Miami/Ft. Lauderdale provides community grants for breast health education, screening, and treatment.

Because 10 million women around the world could die from breast cancer in the next 25 years without the cure, Susan G. Komen for the Cure® is fighting every minute of every day to save every life.

Again, thank you so much for your support of Susan G. Komen for the Cure® Miami/Ft. Lauderdale. It is with help like yours that we have been able to achieve so much, and it has helped us become more efficient in working towards our vision: *a world without breast cancer.*

Sincerely,

Bobbi Meyers
Executive Director

To comply with the IRS requirements regarding charitable donations, we affirm that no goods or services have been provided to you, in whole or in part, in consideration for your contribution. This letter will serve as confirmation of your donation for income tax purposes.

Our Vision:
a world without breast cancer

8 INTEGRATING KNOWLEDGE AND CONNECTIONS

Continued from page 1 >

Below are the top ten ways law firms incorporate QR codes in their marketing:

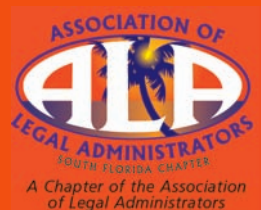
1. **Business Cards** - Use the QR code to link the reader to your contact information, to your on-line bio page or to your blog.
2. **Stationery/ Marketing Materials/Firm Brochures** - Create a QR code that links to the "News & Events" section of your website to allow clients, potential clients and colleagues to keep up on your firm's recent wins. Or, link to your website's About Us, Attorney Listing or Practice Areas page to cross-sell all your services.
3. **Announcements** - Add a QR code to link these to your online announcement for additional information regarding the announcement (e.g., a new partner, a new practice area, a recent win, your firm move or whatever you are heralding!)
4. **Invitations** - Make invitations to seminars, parties, meetings, networking events and more interactive by creating an event code that can be saved right to the phone's calendar.
5. **Invoices** - Reinforce the firm's commitment to the environment by linking invoice QR codes to web pages that provide information on how to set up electronic billing or payment.
6. **Website/Attorney Bio Pages** - QR codes can be read right from computer screens, so be sure to include QR codes on pages listing the firm's general contact

information, as well as specific attorneys' contact information, on bio pages and on Contact Us pages.

7. **Social Networking** - Include your contact QR code in all your social networking - blogs, LinkedIn, Facebook, Twitter, etc. You can even create QR codes that will provide the reader with a pre-written post/tweet about your firm or a specific firm event.
8. **RFP Responses** - Embed QR codes in proposals to direct potential clients to your website for more information, such as attorneys' bios, additional practice areas or recent applicable news headlines.
9. **Recruiting** - Bolster your firm's recruitment efforts by including QR codes on recruiting materials to attract the more technologically savvy pool of potential hires.
10. **Seminar Name Tags** - Enhance networking by including a QR code on all participants' name tags. Simply creating a QR code and putting it on your materials is not enough. As with all marketing endeavors, you should have a strategic plan in place and build codes that will add relevant value to your audience. Remember, QR codes that point to URLs allow you to track results. Build this device into your plan, and analyze results closely to ensure that the codes are having the desired effect.

For more on QR codes - what they are, how they are used and production guidelines - please visit www.aslegal.com/qr

Bob Heiss is a sales representative for All-State Legal. All-State Legal provides complete law office systems that maximize a firm's efficiency and profitability, providing a comprehensive offering of design services, graphic communications products, legal specialties and general office supplies.



BROWARD SCENE

By: Judith Pawloski, CLM
Peterson Bernard



The Chapter's monthly luncheon was held at Viki Allen's office on Thursday 12/8/11. It was a year end wrap up. Approx. 10 administrators attended. We recapped all the Broward events this year and noted that 4 of them had been sponsored by a vendor.

Our January meeting was held on the 12th. We announced to the group that the Broward meetings will now be counted towards the Chapter's Scholarship award

to attend conferences. We had our first vendor in attendance, JB Bock of Burke Investigations. The group discussed the touchy subject of performance reviews and personnel manuals.

Our first Broward Happy Hour took place on Thursday, January 19th at Morton's. It was well attended by approx. 20 vendors and ALA members non-members. The event was a terrific success and everyone seemed to enjoy themselves.

February 9th was our monthly luncheon at Timpanos for a roundtable discussion with approx. 16 attendees.

The Broward Happy Hour on February 16th was hosted by JB Bock of Burke Investigations at Timpanos on Las Olas. A mixture of 20 members and vendors attended.



ALA Management EncyclopediaSM Included with Your Membership

More value for your dues dollar — the *Encyclopedia*, formerly a \$395 subscription, is now a members-only benefit.



With carefully researched articles, written by recognized legal industry experts, the *Encyclopedia* offers concrete, practical information on the legal management challenges you face on a daily basis. Answering the tough questions, the *Encyclopedia* integrates many useful features including:

- links to key websites
- forms and checklists
- functional spreadsheets
- charts and graphs

Your connection
to knowledge, resources and networking

The Knowledge You Need — When You Need It
Learn more at www.alaencyclopedia.org



**SOUTH FLORIDA
LEGAL EXPO
HEADS BACK TO THE '70s**





If you didn't make it to the expo, you missed such a fun time! It's surprising how dressing in a costume can change the feel of an event. Our business partners were awesome and many of them dressed up and decorated their booths in the theme.



Smart Growth: How to Increase Profits per Partner

Michael Moore, Moores Law

Reprinted with permission from "Class Action," the newsletter published by the Wisconsin Chapter of the Association of Legal Administrators, Fall 2011

Lawyers can make more profits even in this challenging economic climate. Unfortunately, law firms frequently cut what is required to get the kind of clients and work that would improve profits. A 2009 Altman Weil survey of law firms found that 46% had reduced support staff; 33% cut paralegals; 32% thinned their associate ranks, and 24% cut non-equity partners. Lawyers also absorb administrative and management tasks they could inexpensively outsource. This takes them away from billing time and getting clients, two activities that increase profitability.



Many firms also eliminate training programs and hold back on key technology investments. These actions only create a temporary windfall and fail to address the real issues contributing to lower profits.

Measuring Profitability

The starting point to improvement is always measurement. The standard formula for measuring law firm profitability was created by David Maister, noted expert on law firm management, where Net Income Per Partner = (1 + Leverage) x (Blended Hourly Rate) x (Utilization) x (Realization) x (Margin). These factors, expressed as ratios, are interdependent, meaning one of them cannot be changed without affecting the others. For example,

if you doubled your billing rate, profitability would also double, by definition. Of course, if you doubled your billing rate, realization would suffer as clients objected to the higher cost by not paying bills timely and utilization would suffer as clients switched to cheaper competitors. Therefore, understanding each factor is key to executing the right steps to increase profitability.

Leverage

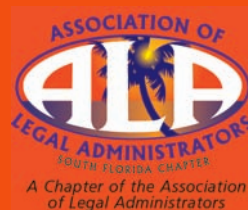
Leverage is the ratio of non-equity fee earners to equity partners. The most profitable firms in a 2007

LexisNexis survey had

the highest billable hour leverage. The goal is to increase leverage once partners reach or exceed the target billable hour threshold. Since there are only so many hours an individual can work, once the threshold is reached, it is imperative that work be passed to another fee earner if you want to increase profitability. Delegation is one lawyer behavior that needs to be rewarded by compensation committees.

Blended Hourly Rate

Blended Hourly Rate is the ratio of total fees earned divided by the total hours charged. In the Altman Weil survey, no firms planned on reducing their billing rates in 2009. Instead, most firms made "smaller than normal" increases. While it is



important to increase billing rates annually to avoid devaluing your rates due to inflation, the real secret to beating inflation actually isn't rate—it's productivity. High productivity creates the gap (margin) between cost (which includes inflation) and revenue. The higher your margin, the less inflation hurts you.

Utilization

Utilization is the percentage of available capacity that is chargeable. For a law firm to be highly profitable, all fee earners must be fully utilized. Increasing the headcount of non-equity fee earners to handle accretive work (as opposed to absorbing work that could be handled by others) increases partner income. Attaining maximum productivity means getting the most output from your fee earners. The top performing firms had both associates and paralegals with productivity numbers closer to their partners. The best way to increase productivity is through incentives to partners to share work with associates.

Realization

Realization is the percentage of chargeable time actually billed and not written-off. How efficient are you at converting your work to cash? Each percentage point lost represents money out of the pocket of the firm. If you can get control over pre-bill adjustments, your revenue will increase. Your work product is your inventory, and it loses value every day that it sits on your desk. Send out bills in a timely fashion. Stay on top of receivables. Be efficient in how you work, how you bill and how you collect. Tracking realization at every step in the process will help

your firm become more efficient and, thus, more profitable.

Margin

Margin is the firm's net income, expressed as a percentage. It is the partners' profits divided by firm revenues. A common mistake is to assume that better profits come simply by reducing costs, increasing hourly rates and increasing billable hours. Often, these tactics fail to achieve the desired results, while resulting in client dissatisfaction and problems with lawyer and staff morale. Increasing revenue, while maintaining the same expense structure, is the most direct approach to improving the firm's bottom line.

Get the right people on the bus

Many lawyers make less money because they either don't have the right people or they don't help them maximize their potential. They struggle with frequent turnover and spend time hiring, supervising, training and, eventually, firing people who just aren't the right fit. Getting a new hire through the door is only the beginning. Substantive training also provides a powerful incentive for people to stay with the firm. Firms where people learn to work together effectively and develop complimentary skills have an advantage over their competitors.

Do the Math

Managing, recruiting, hiring and training both staff and other lawyers is called "lost time." A lawyer with an average hourly rate of \$200 who loses 1 hour each day, 5 days per week, 50 weeks per year loses \$50,000 annually. If a committee of 5 lawyers gets involved, their firm loses not

only \$250,000 each year, but 1,250 hours when they could have been billing time and getting more clients. In addition, the failure to outsource effective recruiting and development creates turnover, which can cost a firm in excess of \$100,000 per occurrence. Lawyers make money by doing what they do best – practicing law. They should turn to other professionals to do what they do best, thereby maximizing available resources.

Lawyers can make more profits even in a recessionary economy. This goal requires leadership from partners and a willingness to invest in people and technology. In many firms, the majority of the lost profit potential lies in the high level of reinvention among the lawyers. Lawyers should strive to increase their firm's collective knowledge base, leverage their time, and strategically move beyond temporary solutions.

As Will Rogers correctly observed, "Even if you're on the right track, you'll get run over if you just sit there."

Michael Moore, J.D., is a professional coach for lawyers and the founder of Moore's Law, Milwaukee. He specializes in marketing, client development and leadership coaching for attorneys at all levels of experience. Moore also advises law firms on growth initiatives, strategic planning and resource optimization. He has more than 25 years' experience in private practice as a general counsel, in law firm management and in legal recruiting.

2012-2013 BOARD OF DIRECTORS TAKE OFFICE APRIL 11, 2012



The 2012 Nominating Committee (pictured at left: Susan Butler, Michelle McLaren, Tracy Hess, Edna Barbosa, and Marlon Mendez) presented the slate of officers for the 2012-2013 Board of Directors:

President – Lisa Dasher, CLM
President Elect – Paula Lawson, CLM
Vice-President Membership – Jackie Fleites
Secretary – Edna Rosen, CLM
Treasurer – Mario Rumasuglia
Past President – Victoria L. Allen, CLM
Director – Marlon Mendez



Stay Connected with ALA!

facebook

LinkedIn

twitter

Facebook:
www.alanet.org/facebook

LinkedIn:
www.alanet.org/linkedin

Twitter:
www.alanet.org/twitter

www.alanet.org

Your connection
to knowledge, resources and networking

Member Spotlight

Meet Randy Moreau, CFO

Bilzin Sumberg



Firm Size: Over 240 employees

Years in Field: Over 15 years of finance experience with six years of CFO experience

What do you enjoy most about your job: No one day is the same as another. There is constant variety.

What do you dislike most about your job: Nothing yet, as everything is still exciting.

What impact has ALA had in your job performance? Hope that it will bring practical knowledge through networking, meetings and materials.

In the office I try to set an example by: Being accessible. You can't add value unless you can be reached.

If I weren't in the legal field would like to be: University Accounting Professor

Favorite Musical Artist: At the moment, Adele.

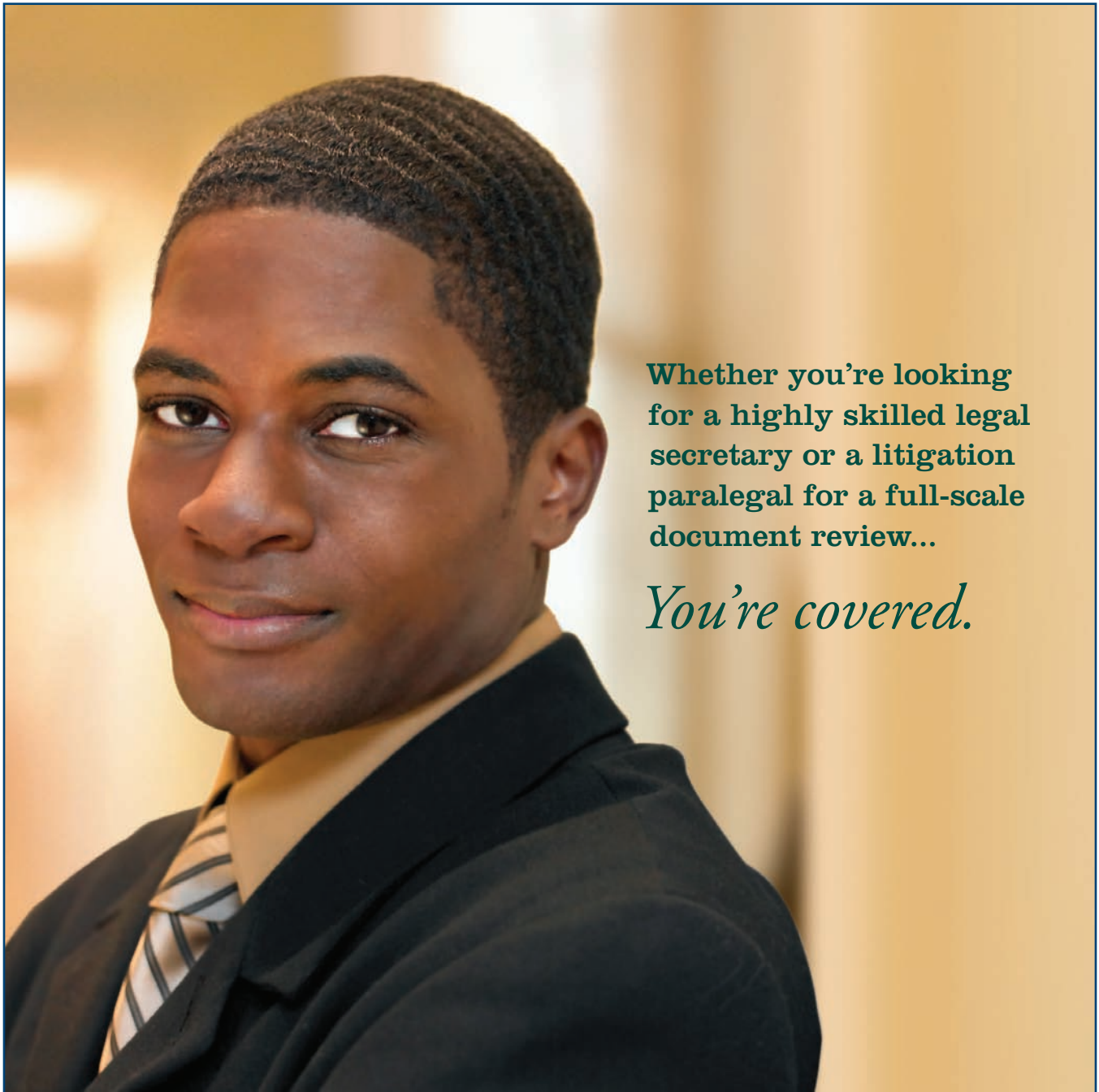
Last Book Read: The New Articulate Executive by Granville Toogood

Hobbies: Yoga, Beach, and International Travel

FEBRUARY LUNCHEON

Tami Cooper of Control Systems – Copitrak presented “PDF’s and the New Court Rules – Everything you need to know about E-filing and Scan Work flow Efficiencies in Today’s Law Office.”





Whether you're looking
for a highly skilled legal
secretary or a litigation
paralegal for a full-scale
document review...

You're covered.

Robert Half Legal has over 215,000 skilled legal professionals available on a full-time, temporary or project basis. We've earned a reputation for outstanding customer service and professionalism. Find out more at roberthalflegal.com/testimonials.



Robert Half® Legal

Our company ranked #1 in our industry in both service quality and innovation on FORTUNE® magazine's "World's Most Admired Companies" list.

Miami · 305.374.2936

Source: FORTUNE, March 21, 2011. © 2012 Robert Half Legal. A Robert Half Company. An Equal Opportunity Employer. 0310-5008a

SOUTH FLORIDA CHAPTER, ALA

2011-2012 BOARD OF DIRECTORS:

PRESIDENT

[Victoria Allen, CLM](#); Rogers, Morris & Ziegler, LLP 954-462-1431

PRESIDENT-ELECT

[Lisa Dasher, CPA, CLM](#); Wicker, Smith, O'Hara, McCoy & Ford..... 305-448-3939

VICE PRESIDENT - MEMBERSHIP

[Jackie Fleites](#), Bilzin Sumberg..... 305-350-2382

SECRETARY

[Edna Rosén, CLM](#); Rice, Rice Pugatch Robinson & Schiller, P.A.954-462-8000

TREASURER

[Mario Rumasuglia](#), Berger Singerman..... 954-627-9919

DIRECTORS

[Marlon Mendez](#), Holland & Knight LLP..... 305-789-7571

[Mario Rumasuglia](#), Berger Singerman..... 954-627-9919

COMMITTEES:

AWARDS

[Victoria Allen, CLM](#)
Rogers, Morris & Ziegler, LLP

BROWARD

[Judi Pawloski, CLM](#)
Peterson Bernard

BUSINESS PARTNER RELATIONS

[Bernadette Peters, CLM](#)
Horr, Novak & Skipp, P.A.

CHARITY

[Grace Lopez](#)
Weil, Gotshal & Manges LLP

EDUCATION

[Gigi Gonzalez](#)
Holland & Knight LLP

NEWSLETTER

[Gary Smith](#)
Richard & Richard

PAST PRESIDENTS/HOSPITALITY

[Marlon Mendez](#)
Holland & Knight LLP

PHOTOGRAPHER/HISTORIAN

[Paula Lawson, CLM](#)
Genovese Joblove & Battista

PLACEMENT-ADMINISTRATORS

[Marlon Mendez](#)
Holland & Knight LLP

PROGRAMS

[Gigi Gonzalez](#)
Holland & Knight LLP

PUBLIC RELATIONS

[Nadean Stone CLM, MBA](#)
Ratzan Law Group

REGIONAL COUNCIL

[Lisa Dasher, CPA, CLM](#)
Wicker, Smith, O'Hara, McCoy & Ford

SCHOLARSHIP

[Arlene Drexler](#)
Akerman Senterfitt

Calendar

April 4, 2012

HR Group Lunch Meeting
Akerman Senterfitt

April 4, 2012

5-6 pm
DT Miami Happy Hour

April 11, 2012

12-1:30 pm
Monthly Member Lunch

April 12, 2012

Broward Lunch Meeting
Timpano's

April 16, 2012

5-6 pm
Broward Happy Hour

April 28, 2012

ALA Webinar: The Role
of Legal Administrators in
Legal Project Management
– Unprecedented
Opportunities & Current
Challenges (CM)
Miami: Bilzin Sumberg
Broward: Broward
County Bar

April 22-26, 2012

ALA Annual
Conference & Expo
Honolulu, Hawaii

April 23, 2012

5-6 pm
South Miami Happy Hour