



OUR BUSINESS GOALS

- The highest level of ethics and professional standards.
- First class legal product and client service.
- Being a congenial place to work where our team cares for our work and for each other.
- Service to the profession.
- Charitable service.
- Service to the public.
- Diversity being more than an aspiration.
- Empowering women in the workplace.
- Good and active management.
- Having team members with integrity, humor, diligence, honesty, and strong communication skills.
- Operating as a team; as one firm; where client's and the firm's interests are more important than an individual's interests.
- Operating profitably and in a businesslike manner.
- Not making profitability value judgments based solely on rate or type of work, but instead looking at all factors, including realization, timely payments, overhead, staffing models, and volume.
- Providing good income for team members by compensating fairly and well.
- Entrepreneurial spirit.
- Expecting a reasonable contribution of 2,400 total hours to the firm per year from each full-time lawyer (total for billable and non-billable).
- Continuous improvement.
- Return on investment, increased firm profile, productivity and profitability.
- Accountability to our clients through responsible budgets, reducing extraneous costs, adding value, and using the right outside experts and vendors judiciously.
- Transparent, ethical and proactive conflict identification, management and resolution.
- Transparency, information dissemination, and data sharing – everyone should have appropriate information to understand our business.
- Continuity planning to create a future for those behind us.
- Ease of process in file opening, new client intake, rate setting, IT, HR, accounting and marketing.
- Meeting internal and external deadlines.
- Remaining organizationally flat and avoiding bureaucracy.
- An open and timely feedback loop.
- Being proactive and not reactive.
- Empowerment of leaders, managers and employees.

- Mutual respect and understanding of how we present issues to one another.
- Capturing comprehensive data as part of disciplined workflow process, then using data for reporting, future analysis, and business insight.
- Adopting reward-based systems.
- Avoiding, to the extent possible, systems that attempt to impose negative consequences to influence behavior.
- Not leaving people behind as we grow.
- Only growing at a pace that ensures our Mission Statement, Core Values, Business Goals, and Promises to Each Other are maintained.
- Reporting to each other on, and coordination of, all marketing endeavors that use Firm resources.