

# Snohomish County Bar

MEMBERS NEWSLETTER

DECEMBER 2021

## Attorney Self Care

by Kristine Scott, Interim Executive Director

In our 11/12 CLE on family law, a group formed to discuss what tricks and tips people had to share on staying above the waves in a high-stress field like the practice of law. Some notable bits of wisdom:

**Attorney Relationships-** practicing law in COVID means collegial ties are stretched thin and the ways you used to interact limited. Don't self-isolate. Go out of your way to increase your social ties to other attorneys. This will do 3 things:

- Provide you a frame of reference, counter-act any temptation to blame yourself when things feel hard (rude clients, unfavorable ruling, etc)
- provide a safe place to explore the emotional highs and lows with someone who understands the unique demands of the legal practice
- humanize the person who may just be your opposing counsel someday

**Hobbies-** Find activities you enjoy that are not in any way related to law. People on the Zoom that day spoke of gardening, hiking, boating, crafting, etc, as places they restored their energy reserves.

**Boundaries** – Keep your work life from bleeding into your personal space. This includes not having your work emails ping your cell phone over the weekend, stipulating to your co-workers what situations you will and will not respond to (let them triage/ priori-

*continued on page 5*



Gregory Altringer, new Customer Service Coordinator

## New at SCBA

by SCBA President, Todd Hubbard

At our last meeting, the trustees approved a new mission statement:

**SCBA provides the information, opportunities, and support needed for the success of those practicing law in our county.**

This speaks to our commitment to you, our members, to improve the value that the Snohomish County Bar Association brings to its membership. As part of this ongoing effort, the SCBA created a new "Customer Service Coordinator" position. We are very pleased to announce the hiring of Gregory Altringer into this new role.

On a day-to-day basis Gregory will be responsible for opening the SCBA office at the courthouse, fielding calls from potential clients seeking counsel through the SCBA's Lawyer Referral Service, managing our social media presence, and keeping paper in the copy machine along with other general support functions. A veteran of the U.S. Navy with experience in cus-

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## BAR CALENDAR

SCBA BOARD MEETINGS, 5:15 PM

12/16 1/20 2/17 3/17

12/10/21 Judicial Evaluation deadline

12/24/21 Courthouse closed

12/31/21 Courthouse closed

1/18/21 Submission deadline for trustee applications, and award nominations

1/28/21 Annual Member meeting, 12pm

### About Bar News

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Ads, articles, announcements and changes of address all go to [executivedirector@sno-bar.org](mailto:executivedirector@sno-bar.org). Submissions are due by the 15th

"New" continued from front page

tomor service within both the non-profit and retail worlds, Gregory impressed our hiring committee with his calm, personable demeanor, task-focused attitude, and commitment to the goals of the organizations he has been connected with. Please join us in welcoming Gregory, and make it a point to drop-by the SCBA office on the second floor of the Snohomish County Courthouse sometime soon to get acquainted! For more about Gregory, see the insert to the right.

In the not-to-distant future we hope to announce another hire: Again working closely with Kristine Scott, the Board has revamped our director-level role to create a revised position entitled "Membership Director." More than just a re-naming, this new job description reflects a stronger emphasis on supporting the needs of our membership while maintaining the over-all administration of the SCBA. This new job will incorporate and replace the old role of "Executive Director." Kristine will continue to serve as Interim executive Director until this new position is filled and transitioned.

This has been a year (or two!) of many challenges and changes. I am happy to report that your Board of Trustees has not simply ridden the ups and downs, but worked past them towards the future of the SCBA. We encourage your feedback on how we're doing, and welcome the involvement of all our members in charting our path forward.

Enjoy a Happy and Safe Holiday Season!



Pako & Mushi

*Gregory, help our members know a bit more about you. What do you do in your free time?* I practice Jiu Jitsu, and read a lot of fantasy novels.

*What do you like about living here in SnoCo?* It is so lush and green. There is so much to do here

*Pets?* I have 2 Chihuahua-mixes called Pako and Mushi. They are my pride and joy.

*Favorite childhood memory?* I remember when I was 10 years old my mom took a week to make a werewolf costume for me. Needless to say, I felt it was a waste to wear it only for Halloween, so I spent another week wearing it around the house. Best costume ever!

# MEMBER NOTICES

## Board Membership:

Each January, we accept applications for our board of trustees. These three year terms come with monthly meetings, fiduciary responsibility, and many opportunities to serve the broader legal community. To submit your interest, please contact us at [executivedirector@snobar.org](mailto:executivedirector@snobar.org). You may include a statement about your interest (not exceeding 200 words) no later than 1/18/21.

## Attorney of the Year, Judge of the Year:

After a hiatus related to the pandemic, these awards return to honor a jurist and attorney well regarded by peers. Please submit the names of those you'd like to nominate no later than 1/18/21.

## Annual Meeting 1/28/22:

All members who have standing to vote and have paid their 2022 dues are warmly invited to join this one hour meeting from noon to 1pm. While location is yet to be determined, the hope is for a lunch gathering in Everett. Please prepare for this by providing:

1. your dues before 1/10/22
2. ideas of who you would like to hear speak (10 minutes)
3. award nominations (see above)



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tize via your standards). It may also include limiting how much of your personal life you share with co-workers, not accepting responsibility for your clients emotional well-being, and home-coming rituals to differentiate work-life from home life (for me, it's changing clothes).



Photo by Nikki Macaspac

**Support Circle** – Build and maintain a trusted group of confidants. Limit it to those you will disclose personal issues to, who believe in you and support your judgement. If part of this circle includes other people in the legal field, great. Don't let yourself feel isolated in the fight.

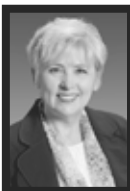
**Code of Conduct as a group agreement** – Being oath-bound doesn't mean attorneys always treat each other with the professionalism that oath details. It's okay to call a colleague out on tone/conduct that's hostile or destructive. One group member spoke of how it felt to be made aware of her actions that were not up to standard. While uncomfortable, this was really beneficial. It reminded her that how attorneys treat each other sets the standard. One handy phrase I've used in situations like this is "I have come to appreciate that you are normally very professional and kind. What I saw today was a departure from that, is there something going on?"

What attorneys do is difficult. Care and understanding for yourselves and peers is always a good practice. Thank you to those unnamed CLE attendees who contributed and agreed to turn it into an article. SCBA remains open to ideas for ways to help our members stay bouyant, connected, and supported.



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## BLUE OCEAN PART DEUX: CREATE VS. COMPETE

Marya C. Noyes, 123LLLT, MBA

Greetings, readers. As this year concludes, it has become evident the legal services industry has not escaped the effects of the pandemic economy. According to Thomson Reuters's 2021 Report on the State of the Legal Market, demand growth in all areas of practice has reduced.

In all firms, average daily demand per lawyer by market segment for 2020 is down 2.9% versus 2019.<sup>1</sup> As a result, in response to decreased demand and general economic uncertainty, law firms have rapidly reduced their overhead expenses. In fact, the Law Firm Business Leaders Report showed that over 81 percent of firms stopped or significantly reduced all discretionary spending.

Strangely enough, these findings fit nicely into the topic I promised to review in the article. As you may or may not remember, last month I suggested I would follow up with a few examples of



companies in the legal services industry that appear to be utilizing Kim and Mauborgne's Four Actions Framework to create a Blue Ocean. In case it has escaped your mind, the Four Action Framework consists of the following four questions to increase demand while simultaneously decrease costs:

- 1) Which of the factors the industry takes for granted should be eliminated?
- 2) Which factors should be reduced well below the industry's standard?

3) Which factors should be raised well above the industry's standard?

4) Which factors should be created the industry has never offered?<sup>2</sup>

As previously mentioned, the first two questions give a business insight into how to drop their cost structure. The second two questions provide insight into how a business can lift buyer value and create new demand.

If your firm is reviewing ways of cutting expenses and/or increasing demand, it may be worth considering a few of the following novel strategies. Please note, as

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the amount of room for this article is limited, I will not be taking time to review the more common flat fee services and collaborative law.

## Subscription Services

Nowadays it seems as if everyone has a subscription to some service or another. Many of us are members of Amazon Prime, Netflix, or the Jelly of the month club. Quite honestly, I am sure there are few subscriptions I could stand to cancel without even noticing the loss. Surprisingly enough, subscriptions have also entered the field of law.

While this model may not work for every field of law, a variety of different firms have figured out how to charge their subscribers a monthly fee for a limited line of services. Instead of paying a one-time advanced fee deposit when an issue arises, these companies charge their clients a lower rate on a month-to-month basis. For example, Nimbus Legal ([nimbuslegal.co](http://nimbuslegal.co)) has developed a flat fee, month to month legal services model for small businesses. JustAnswer Law ([justanswer.com](http://justanswer.com)) allows clients to chat with an "Board Certified Attorney" 24/7 about a variety of different issues. They prepare some legal documents and assist with small claims court for \$60 per month.

There are also some local firms that offer subscription services such as Smol Law ([www.smol-law.com](http://www.smol-law.com)) which charges a range of monthly fees for a variety of levels of service. The monthly fee ranges from \$5 to \$50 per month and allows the client to determine an additional "tip" to the firm based on the client's determination of value for any extra work done on their behalf.

While I have not seen the backend numbers for any of these firms, I can only imagine the basic profit model works the same as most health clubs. The club makes money on the members that don't utilize their services, not the ones that do. Here, a firm would obviously need to have a substantial marketing capacity to develop a subscription base sufficient for profitability.

## Automation

Some legal services that utilize technology to expedite and make legal services more efficient also implement a pricing tier model. One of the larger firms utilizing this model is Hello Divorce ([Hellodivorce.com](http://Hellodivorce.com)), currently available to California, Colorado, Texas, and Utah. Potential clients can choose between plans that range from \$20 per month to a onetime fee of \$4,500. The most basic plan allows the client to use the site's automation to autofill the required form for their le-

continued on page 8

		
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gal issue. The higher priced option includes 5 hours of mediation and the drafting of the documents.

Companies like Legal Zoom (legalzoom.com) offer the subscription model for legal advice and some combination of automation to fill out forms that apply to the client's concern. Their coverage includes business formations, intellectual property, estate planning, dissolutions, nonprofits, and real estate. Rocket Lawyer (rocketlawyer.com) has much the same business model.

There are also many companies on the internet that will draft legal documents without providing any "legal" advice to the client, like US Legal Forms (uslegal-forms.com), Law Depot (lawdepot.com) just to name a few. Many of these automation companies charge a subscription for their service, while others offer the document drafting for free, using these up-front free services as sale funnels to gain loyalty of people who will inevitably require more help. SCBA's own Lawyer Referral Service sees this effect in that 59% of the potential clients who make their phone consultation later hire the same attorney.

## Alternative Legal Service Providers

You may have noticed that even though I am a LLLT, I did not review the Limited License Legal Technician Model in this article. While employing a legal technician lowers expenses, there are changes to the recognition of this group at the state level that jeopardizes the sustainability of this model. While many other states in the United States are in the process of growing their LLLT use, Washington's small number of legal technicians means that most firms will be barred from exploring this avenue.

Regardless, change will eventually come to the legal field. The next evolution in legal services should be extremely exciting and profitable to those willing to embrace Blue Ocean strategies in this industry. A quick review of the companies I have listed in this article should prove to the reader the future of legal services is most likely closer than any of us realize.

1 Thomson Reuters Institute. (2021) Report on the State of the Legal Market

2 Kim. W. C., & Mauborgne, R. (2005) Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant. Harvard Business School Press.

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## Part-time Membership Director, page 1

The Snohomish County Bar Association seeks a motivated, goal-driven leader as our new Membership Director. This part-time position has great potential for growth in responsibilities and income. As the Membership Director, you will provide both exceptional membership support and organizational oversight.

The Director will work closely with the Customer Service Coordinator, board of directors and other volunteers to assure SCBA provides the information, opportunities, and support our members need to have successful careers in the practice of law. This position is responsible for expanding and retaining our membership, assuring programming quality, and representing the organization in the broader community.

Responsibilities are focused on member services plus the equivalent to that of an executive director (board liaison, operations management, financial leadership, organizational development, and staff supervision).

### Member Services & Staff Supervision: 40%

- Fosters a positive, inclusive working environment; provides both support and growth opportunities for our Customer Service Coordinator
- Provides weekly one on one coaching sessions with Customer Service Coordinator
- Assures excellence in program delivery both as supervisor and person serving members directly.
- Oversees Lawyer Referral Service, monitors data for positive outcomes including but not limited to retain ratio, response time, and failed referral rates
- Evaluates program data and operational processes for opportunities for improvement, keeping program offerings relevant to potential clients and members
- Maintains positive relationships with all members, prioritizes among their diverse set of needs, uses this to inform programming and marketing
- Identifies unmet needs among our members, assess and implements program expansions and alterations in these areas. This includes but is not limited to CLE, resources, topic-related work groups and networking, information shared in our newsletter and broadcasts, and special events
- Develops and manages retention goals to ensure achievement of revenue and membership goals. Reaches out to existing, lapsed and future members
- Coordinates and develops new events and Continued Legal Education offerings to increase member engagement and value

### Board Liaison, Annual Meetings: 5%

- Prepares agendas for the monthly Board meetings and prepare meeting programs and related meeting materials
- Prepares for and creates the Annual Membership Meeting, including building the agenda in conjunction with the officers of the board
- Supports board in meeting its self-governance, board member recruiting, and officer operations standards

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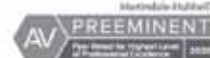
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Operations & Financial Leadership: 20%

- Oversees the corporate responsibilities of the association (taxes, non-profit applications, by-laws, etc.)
- Oversees bookkeeping service contract, track accounts payable and receivable
- Works with treasurer on bank balances, expense trends, financial reports, and preparing for expense authorizations and annual budget
- Assures organization meets regulatory standards and operates within generally accepted accounting principles
- Monitors expenses, assure organization's solvency with goal to maintain and increase an operating reserve
- Conducts and ensures the completion of performance reviews.
- Recruits, screens and hires Customer Service Coordinator
- Assures SCBA has good workplace standards and policies, exceeding goals in providing a quality employee experience.
- Monitors operational statistics, reports trends, variances, and issues, and takes appropriate action
- Accountable for the performance and results of overall budget and program budgets
- Proactively identifies and resolves issues that may impair the team's ability to meet strategic, financial, and program goals
- Creates an annual work plan detailing key initiatives that come from the strategic plan; creates proposal to full board, reflects this plan in the annual budget

Organizational Development and Marketing: 15%

- Prepares an annual strategic planning session with officers of the board
- Participates in working groups and committees
- Articulates a clear message based on the mission of the organization that fosters synergy through all the organization's written, on-line, in-office, and public events
- Oversees content and assures timely distribution of all public and member materials (web-site, email broadcasts, monthly newsletter, and social media)
- Liaises with other bar association directors and colleagues from the American Society of Association Executives to stay aware of trends impacting SCBA

Minimum Requirements

- University degree in business, marketing or related field.
- Ability to develop professional relationships in all aspects of the position that result in stable, consistent, reliable, and courteous communication when dealing with other organizations and board leadership
- Ability to problem solve and work independently in changing and multi-tasking environment with numerous deadlines
- Excellent organizational, planning and project management skills
- Demonstrated ability to effectively manage expenses.
- Ability to present ideas effectively to management, boards and committees.
- Excellent written and verbal communication skills
- Demonstrated ability for accuracy and thoroughness

### Part-time Membership Director, page 3

- Strong computer skills, especially Microsoft Office (Outlook, Word, Excel, PowerPoint, Association Management Software, and other tools needed to support association operations)
- Strong time management, organizational and leadership skills
- Ability to travel locally
- Experience with day-to-day services and supervision
- Broad knowledge of membership acquisition and retention best practices.
- Champions the organization and advocates strategic thinking and problem solving in the organization's best interest
- Have high ownership and strong work ethic
- Truly enjoy being of service to people
- Like being part of a team that cares about one another as people and enjoy working together

### Additional Qualifications Appreciated

- Four+ years customer service experience
- Prior experience in association management, either as an executive director or leading a significant program for an association or association management company.
- Experience working with volunteers
- Capacity to manage books
- Understanding of the practice of law
- 2+ years marketing and promotions experience

### Please note

- Per Governor Jay Inslee's proclamation, it is now a condition of employment for our employees to be fully vaccinated against COVID-19.
- Prior to a new hire, a background check including criminal record history will be conducted. Information from the background check will not necessarily preclude employment but will be considered in determining the applicant's suitability and competence to perform in the position

### What we offer

- Flexible schedule, outcomes focused position
- Free secure parking

### Equal employment opportunity/affirmative action:

SCBA is an equal opportunity/affirmative action employer. We seek to attract and retain the most qualified individuals without regard to race, color, religion, sex, national origin, age, disability, marital status, veteran status, gender or gender identity, sexual orientation, genetic information or any other protected characteristic under applicable law.

To apply, please submit your cover letter and resume to [executivedirector@snobar.org](mailto:executivedirector@snobar.org)

# 2021 JUDICIAL EVALUATION SURVEY

**Your input is needed and appreciated**

## EVALUATION RESULTS

In order to ensure statistical reliability in the results, a particular judge's results will not be published unless 30 evaluations are cast for that particular judge. Membership participation is essential for a fair and meaningful evaluation. Further, membership participation in this evaluation will determine if future Judicial Evaluations are taken.

## WHO CAN PARTICIPATE

All SCBA members who are licensed to practice law in Washington State and are members in good standing (i.e., pay their dues) with SCBA and WSBA.

## HOW TO PARTICIPATE

Please provide ratings for **only those jurists** whom you have professionally appeared before.

## ENVELOPE PROCESS

The survey shall be filled out by the member but there shall not be any identification of the member on the survey itself; the survey shall then be placed in a sealed envelope marked "Survey" that contains no identification from the member; the "Survey" envelope shall be placed in another envelope on which the member must identify himself or herself by their printed name and their personal signature. The completed surveys shall be returned as specified in this notice. An impartial person selected by the Bar Association officers shall remove the "Survey" envelopes from the outer envelopes.

The identifying envelope containing the survey envelope shall be sent to the Snohomish County Bar Association, PO Box 5429, Everett, WA 98206. It can also be dropped off at the SCBA office located on the 2nd floor of the courthouse, Room #2-204.

**All surveys, whether mailed or delivered, must be received by the SCBA office on or before Friday, December 10, 2021, 5:00 p.m.**



## 2021 JUDICIAL EVALUATION SURVEY INSTRUCTIONS

Please evaluate the judges you have professionally appeared before on these five dimensions:

Decision Making  
Efficiency  
Demeanor  
Impartiality  
Overall Performance

The following factors should go into evaluating each dimension.

When evaluating DECISION MAKING, consider whether the judge

- Is appropriately prepared for court.
- Capably identifies and analyzes factual and legal issues.
- Capably applies rules of evidence and procedure.
- Articulates a ruling and grounds for it in a clear and concise manner.

When evaluating EFFICIENCY, consider whether the judge

- Efficiently uses court time.
- Enforces court rules and deadlines fairly.
- Controls the courtroom appropriately.
- Renders timely decision.

In evaluating DEMEANOR, consider whether the judge

- Treats all participants courteously and respectfully.
- Acted with patience and self control
- Used clear oral communications while in Court

In evaluating IMPARTIALITY, consider whether the judge

- Performs without bias or prejudice.
- Avoids behavior that creates an appearance of bias or prejudice (e.g., inappropriate contacts with parties/counsel).

### OVERALL PERFORMANCE

- The overall performance of this individual considering all of the attributes above.

Scale: (1) Unsatisfactory (2) Less than satisfactory (3) Satisfactory (4) More than satisfactory  
(5) Excellent

## Snohomish County Superior Court

	Decision Making	Efficiency	Demeanor	Impartiality	Overall Performance
Judge A. Alexander					
Judge G. Appel					
Judge M. Dingledy					
Judge J. Ellis					
Judge A. Farris					
Judge M. Judge					
Judge J. Langbehn					
Judge C. Larsen					
Judge C. Lopez-Shaw					
Judge K. Moore					
Judge E. Okoloko					
Judge R. Okrent					
Judge P. Thompson					
Judge B. Weiss					
Judge J. Wilson					
Comm. S. Harness					
Comm. P. Nelson					
Comm. L. Micheli					
Comm. P. Moriarty					
Comm. T. Waggoner					

Scale: (1) Unsatisfactory (2) Less than satisfactory (3) Satisfactory (4) More than satisfactory (5) Excellent

## Snohomish County District Courts

	Decision Making	Efficiency	Demeanor	Impartiality	Overall Performance
Judge T. Bui					
Judge S. Clough					
Judge D. Fair					
Judge B. Fraser					
Judge J. Goodwin					
Judge A. Howard					
Judge P. Lyon					
Judge J. Rancourt					
Comm. R. Leo					

Scale: (1) Unsatisfactory (2) Less than satisfactory (3) Satisfactory (4) More than satisfactory (5) Excellent

## Municipal Courts of Snohomish County

	Location	Decision Making	Efficiency	Demeanor	Impartiality	Overall Performance
Judge L. Coburn	Edmonds					
Judge F. Gillings	Marysville					
Judge A. Kaestner	Everett					
Judge S. Moore	Lynnwood					
Judge J. Ness	Monroe					
Judge W. Rivera	Edmonds					
Judge M. Rozzano	Bothell					
Judge L. Van Slyck	Everett					