



LAWYERS CONCERNED FOR LAWYERS

Confidential Support for Legal Professionals

Minnesota's Lawyer Assistance Program 2016-2017 Annual Report

HELP
and HOPE

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LAWYERS CONCERNED FOR LAWYERS

40 Years of Supporting Hope
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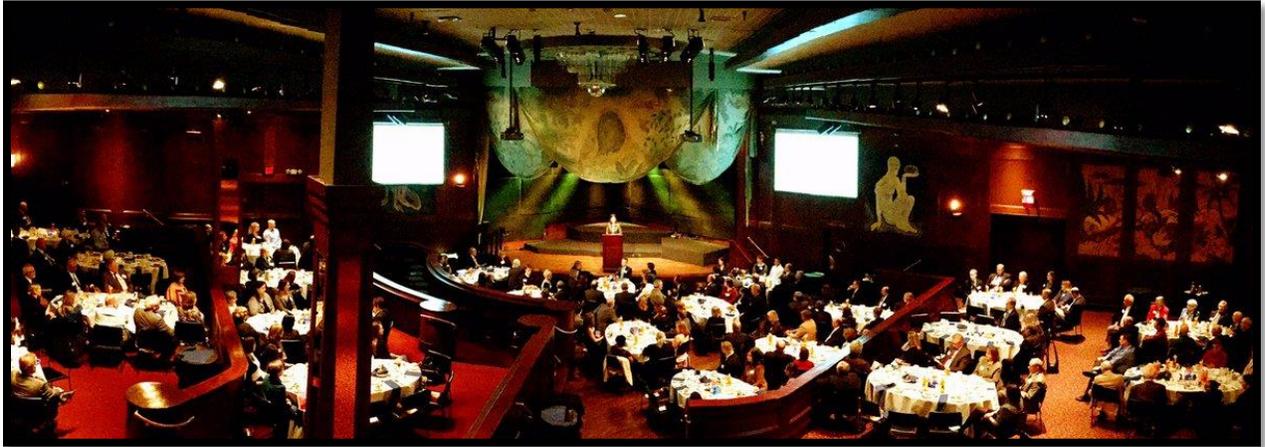
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**Minnesota's
Lawyer Assistance Program**

Celebrating 40 years of
Help & Hope

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LCL's 40th Anniversary Celebration, November 9, 2016

Executive Summary

In 2016 - 17, Lawyers Concerned for Lawyers served nearly 400 new clients. We reached out to lawyers, judges, law students and family members throughout Minnesota. LCL volunteers reported over 2000 hours including more than 1500 hours of direct service to others. Other volunteer work included CLE and other appearances, presentations, committee work and so much more. 2016 – 17 highlights include:

Education & Outreach: Much of LCL's programming focus in 2016-17 involved two new reports about impairment in lawyers and law students. LCL's educational efforts reached every facet of Minnesota's legal community. Volunteers and staff made over 175 appearances, including substantive programs, public service announcements, and law school orientations. In addition to taking part in presentations, our dedicated volunteers spent many hours at conferences and institutes and handed out brochures, LCL pens, and other educational materials. Over 5000 people attended an event or program where LCL's message was delivered and many others saw our exhibit tables.

Finances: LCL held a 40th Anniversary celebration, which helped to raise funds for critical services including LCL's Founders Fund. This fund provides support for treatment expenses that the client would otherwise be unable to afford. LCL underwent a financial review (LCL receives a full audit every three years) and no issues of any significance were found. Our accountant, Messerli & Schadow, gave us a positive report. LCL continues to explore new and innovative ways to increase the legal community's investment in LCL.

Board Governance & Leadership: LCL recruits and selects Board members for their diverse experience within and outside the profession. Board members were instrumental in the success of policy developments, governance and policy initiatives as well as educational and outreach efforts.

Clients/Services: Many of the nearly 400 new clients served by LCL were concerned with more than one issue. Issues include substance use, compulsive behaviors, mental health, stress and other personal and professional problems. Forty-three percent contacted us with a concern about alcohol, drug, or compulsive behavior issues. Fifty-three percent were concerned about mental health issues, primarily depression and anxiety. In addition, many people also listed general stress, financial, career, relationship or family problems as causing difficulties. LCL also continues to provide general and focused support groups and hosts 12-step meetings at the LCL office.

Governance

A. Board

The LCL Board is comprised of 20 members. LCL strives to maintain a board that reflects the diversity of the profession we serve. Members have a broad base of skills, experience, and interests. The Board is responsible for financial oversight, fundraising, policy development, strategic planning and broadly overseeing LCL's various programs.

B. Staff

The employees of LCL are an executive director, two case managers, and an administrative assistant. The executive director oversees program operations, client services, volunteer development and activities, outreach, community relations, and fundraising. The case managers maintain regular contact with clients, volunteer mentors and service providers, outreach and perhaps most importantly, volunteer development-membership activities. The case managers are also engaged in special projects based on their interests as well as LCL needs. The administrative assistant handles initial client intake, administrative tasks including website updates and day-to-day and annual financial and compliance activities.

C. Board Committees

1. Education and Outreach Committee

The Education and Outreach committee is responsible for helping to develop curricula for continuing legal education (CLE) and general presentations to lawyers, judges and law students; developing and maintaining partnerships with legal education providers and other entities and providing training and development to the board and members. In an effort to meet the evolving needs of the legal profession, LCL's CLE curriculum can be adapted to the audience's needs. The committee also addresses promotion, publications, social media and community relations. A more detailed listing of outreach achievements is contained elsewhere in this report.

2. Nominations and Governance Committee

LCL's Nominations and Governance Committee identifies and recruits board members and promotes balance in the board's diversity. LCL believes that the organization's strength and vitality will be advanced by a regular infusion of new members who bring energy, diversity, new ideas, and interests. The LCL board includes practicing lawyers, mental health professionals, judges, law professors, and those with expertise in other areas. This Committee also considers governance issues as needed and appropriate.

3. Cases and Interventions Committee

The LCL Cases and Interventions committee performs two related functions: it serves as a resource to assist concerned persons in planning, coordinating and implementing mental health and substance use interventions and other outreach, and it oversees the coordination, organization, and training of LCL volunteers in these activities. As with all other aspects of LCL's work, the Committee maintains the highest standards of confidentiality in all of its activities.

4. Finance and Fundraising Committee

The Finance and Fundraising committee adheres to a clear and consistent statement of LCL's mission and goals to educate potential donors about the importance of their investment in the mission of LCL. The Committee follows a fund development strategic plan. LCL relays the positive impact of increased donations on the quality of LCL programs and services and the consequent impact on client quality of life to our financial stakeholders. This committee is also responsible for overseeing the LCL audit or financial review.

Lawyers Concerned for Lawyers: History and Mission

Lawyers Concerned for Lawyers was founded in 1976 by 14 lawyers and judges, "to confidentially aid and assist chemically addicted lawyers and judges in the state of Minnesota". LCL is the oldest continuing lawyer assistance program in the nation and nearly every state and Canadian province now has a similar organization. Initially, LCL volunteers and staff were mainly concerned with helping lawyers and judges with alcohol and drug issues; providing support, counsel, and often assisting with interventions.

With a growing awareness of the magnitude of depression in the profession, the Minnesota State Bar Association established a task force in 1999, including members of LCL, to study the incidence of lawyer depression and other mental illnesses. The study resulted in the unanimous adoption of a proposal to the Minnesota Supreme Court to establish a lawyer-funded Lawyers Assistance Program (LAP). The order establishing the LAP was issued in 2000.

LCL was awarded the contract to provide the LAP services to lawyers, judges, law students and their immediate family members in 2001. Since depression, other mental illnesses and substance misuse are commonly co-existing conditions, LCL staff and volunteers are uniquely positioned to be of great value in providing help and hope to members of our profession, their families, colleagues, and employers. We also receive calls from clients with concerns about gambling and other compulsive behaviors.

From its inception, LCL has maintained a strict policy and practice of confidentiality. We do not report to any disciplinary, ethics or licensing committees or entities. It is our longstanding, firm belief that we can only be of help to our colleagues who still suffer if they can reach out for help without fear, and know that confidentiality is absolute.

A particular strength of LCL is the many committed lawyer volunteers who are eager to share their experience, strength and hope with other lawyers, judges and law students that they may

recover from mental health and addiction issues that are interfering with their lives and livelihood. In this way, we also serve the interests of the bar at large and the community.

While maintaining this confidentiality, LCL is accountable to the Minnesota Supreme Court. LCL provides statistical reports to the Legal Services Advisory Committee, which administers the grant agreement. From time to time, the Supreme Court issues a Request for Proposals (RFP) to provide a lawyer assistance program featuring a professional and peer support model. LCL responded to the most recent RFP (issued in 2017) and was again awarded the contract for lawyer assistance services beginning July 1, 2017. LCL was the only applicant.

Services

Lawyers Concerned for Lawyers services to lawyers, judges and law students, and their immediate family members, are:

Intake: When a lawyer, judge, law student or concerned person first contacts LCL, staff members discuss the concern and make appropriate referrals to peer and professional services. Sometimes an immediate connection is made with a treatment provider or to LCL's Employee Assistance Program (EAP) clinical subcontractor.

Assessment and Referral: Licensed professional counselors, through the EAP, perform various substance use, mental health and other assessments, making referrals to treatment centers or other community resources as needed and appropriate. With a release, EAP and LCL staff can collaborate on appropriate resources and connections, but the contents of client and counselor conversations are not shared.

Short-Term Counseling: Counselors may provide up to four free sessions to help the client resolve the problem. If extended therapy is deemed appropriate, the EAP will make a referral based upon individual needs. In individual cases, and on the recommendation of the counselor, up to two additional sessions may be provided. An individual with a new issue or concern may receive additional counseling sessions to deal with that issue.

Crisis Counseling: A 24-hour crisis telephone line is staffed by and licensed professional counselors to assist lawyers, judges, law students and immediate family members with urgent or emergent problems. The EAP can also provide Critical Incident Stress Debriefing services in the aftermath of a tragedy or traumatic event.

Peer Support: One-on-one peer support often supplements on-going treatment or therapy or can be of particular help while treatment is being arranged. A volunteer lawyer, judge, law student or family member may enhance the recovery and healing process by sharing his or her own story and providing support and guidance. LCL makes every effort to connect a client with a volunteer lawyer, judge or law student who has a similar profile including personal issues.

Interventions: Trained LCL volunteers work with concerned persons and licensed professionals, as appropriate, to plan, rehearse and facilitate an intervention to educate the affected person about his or her issues and motivate him/her to accept professional help. This process, while developed for individuals with addiction problems, can also be helpful for those with mental health issues. In addition, volunteers may initiate other, less formal methods of

reaching out to a lawyer, judge or law student in trouble. LCL also coaches employers and concerned others who wish to approach a colleague or family member about their concerns.

Case Management: LCL staff maintains contact with legal professionals receiving services to build an ongoing connection, to determine that the lawyer is getting his/her needs met and that he/she is supported in continuing to access appropriate services. These connections help identify new problems and provide immediate help to minimize their impact.

Support Groups: LCL hosts support groups to focus on mental health and recovery issues. A licensed mental health professional with addiction training leads these groups. LCL established a mindfulness group that addresses specific challenges in a supportive setting, also facilitated by mental health professionals. Each session includes an experiential mindfulness exercise. Other groups for family members, lawyers with AD/HD issues and lawyers in difficult job situations are offered throughout the year and are facilitated by LCL staff members.

LCL Founders Fund: LCL has established a Founders Memorial Fund, which assists with the expenses of treatment that a client may not otherwise be able to afford. LCL typically partners with a provider who will also offer a scholarship or discount.

Education and Prevention: LCL offers a robust educational program to address all of the issues for which LCL provides assistance, from a variety of perspectives. CLEs and other educational programs on mental health, stress, trauma, bias and other issues can help lawyers identify risk factors and learn new behaviors and attitudes to reduce their risk level. Through bar groups, law schools and private employers, LCL is reaching out to lawyers, judges and law students across the state.

Finance

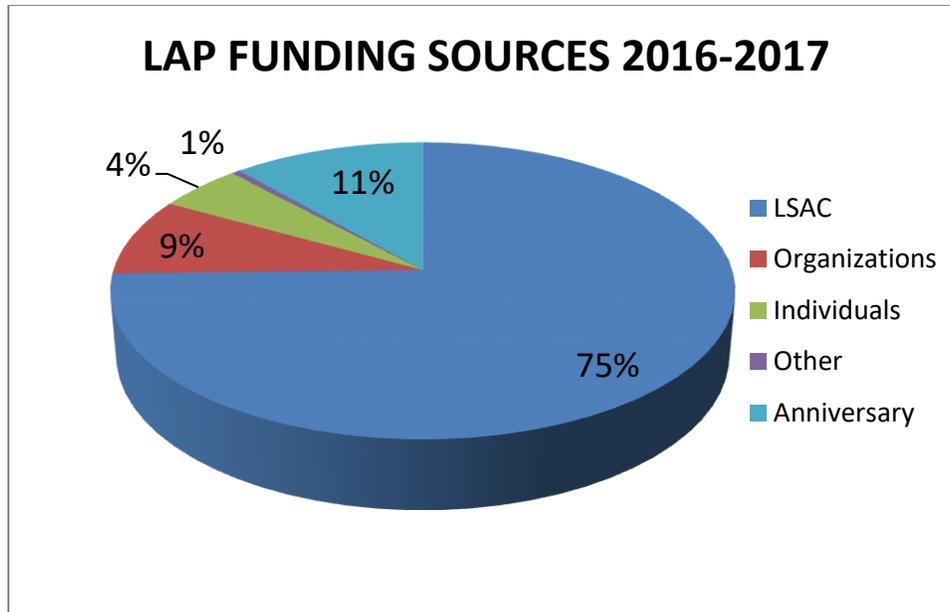
A. Overview

LCL received a one-year extension of our grant agreement with the Minnesota Supreme Court Legal Services Advisory Committee. The terms of the contract extension include a stepped-up level in the grant total, \$443,050 for 2016-17.

The funding from the Supreme Court was supplemented by financial support from individuals, law firms, bar associations, and foundations, many of whom were contacted by volunteer lawyers who were assisting with fundraising. LCL finished the year within budget. This allows LCL to maintain its emergency cash reserve with which it began the LAP in 2001.

B. Source of Funds

The Minnesota Supreme Court grant administered by the Legal Services Advisory Committee (LSAC) provides the largest share of LCL's funding. The chart below presents the proportionate shares from all sources.



2016-17 Financial Summary

Total income from all sources was \$520,471. This included LCL's 40th Anniversary celebration, an event held every five years. Donations from individuals and organizations that might be made on an annual basis were sometimes designated for the Anniversary event. LCL's 2016-17 Financial Statements are Appendix B.

Education & Awareness

A. Overview

LCL makes numerous CLE and other presentations throughout the year. Many LCL programs are approved for Elimination of Bias credit. Here are some highlights from the past year:

1. Programs (* indicates new program or significant added content)
 - Mental Health and Addiction in the Legal Profession
 - Chronic Stress, Trauma, Mental Health and Addiction
 - The Prevalence of Substance Use and other Mental Health Concerns among American Attorneys
 - Implicit Bias and Lawyer Assistance*
 - Dealing with Client Suicidality*
 - Help for Attorneys in Crisis
 - When Your Client is Impaired
 - Problem Gambling
 - Holiday Stress Management
 - Addiction and Mental Health: An Ethical Perspective
 - Vicarious Trauma, Compassion Fatigue and Self-Care in the Legal Profession
 - Mental Health and Addiction in Older Adults
 - Addiction and Family Systems
 - Professional Responsibility Implications of Stress, Mental Illness and Addiction

- Suicide Prevention
- Strategies for Trauma Awareness and Resilience for Attorneys
- One Year Since the ABA/Hazelden Betty Ford Study on Substance Use and Mental Health; The Future of Our Legal Culture*
- The Surgeon General's Report on Addiction: A Call to Action*
- Trauma, Compassion Fatigue, and Resiliency for Judges*

2. Exhibit Tables

LCL provides information and outreach through exhibit tables at a variety of conferences and workshops. The exhibit tables are staffed by LCL volunteers or staff members to answer questions and outreach. The tables include LCL brochures and a variety of resources on mental health, substance use, stress and other issues. The LCL exhibit tables were present at:

- The MSBA Convention – LCL hosted a table and delivered a public service announcement.
- Annual Solo Small Conference
- Family Law Institute
- Criminal Justice Institute
- Real Estate Institute
- Probate and Trust Institute
- Bankruptcy Institute
- Employment Law Institute
- New Lawyer Institutes
- Law Schools
- New Lawyers Admission Ceremony in May and October
- Annual Conference of Judges
- Minnesota District Judges Association State Conference

3. Sponsoring Organizations

Many organizations hosted CLEs or law school informational programs in which LCL staff and volunteers played a part. Others provided an opportunity to make short announcements. Many of these provided more than one opportunity.

- Minnesota State Bar Association
- Minnesota CLE (live and webcast programs)
- ABA CoLAP
- Hennepin and Ramsey County Bar Associations
- Minnesota Justice Foundation
- Minnesota Law Schools – Professional Responsibility classes, orientation, student organization programs and ABA Mental Health Day initiatives
- Minnesota Supreme Court Judicial Education office
- Minnesota District Judges Foundation
- Minnesota Women Lawyers
- District Bar Associations
- Affinity Bar Associations
- Minnesota Office of Lawyers Professional Responsibility
- National Alliance for the Mentally Ill (NAMI)
- Hazelden Betty Ford
- Minnesota Lawyers Mutual

- Washington and Dakota County Law Libraries
- Minnesota County Attorneys' Association
- Private law firms
- Minnesota Association for Justice
- Minnesota Defense Lawyers Association
- Minnesota Matrimonial Lawyers Association
- Individual legal aid, public defender and county attorney offices
- Bar sections
- Bench meetings

4. Program and Outreach Initiatives

- All Minnesota lawyers and judges received an LCL brochure and additional information by mail.
- LCL partnered with Jeena Cho, national speaker and author of *The Anxious Lawyer* for several CLE programs, a meditation session and the keynote address at LCL's 40th Anniversary celebration.
- LCL created a new CLE program on implicit bias and mental health. This was in response to numerous implicit bias programs that only discuss physical and sensory disability issues in the context of diversity and inclusion. LCL staff also wrote several articles for Minnesota and national publications on this topic.
- LCL volunteers received training on mentoring, visiting treatment and recovery centers, listening skills, effective outreach and suicide prevention.
- LCL helped to promote AA/12 step and alternative abstinence-based support groups for lawyers and law students.

Client Services

A. Client Service Overview

Clients initially contact LCL primarily by phone and email. Whether the call came from a concerned person or the lawyer/judge/law student who is suffering, the issues identified as the cause for concern will typically include substance use (primarily alcohol), or other mental health disorders (mainly depression and anxiety) with considerable overlap. A trend showing a significant increase in stress, job and financial issues continues. A small number of lawyers prefer to call LCL's EAP clinical subcontractor directly to arrange an assessment and when possible are then referred back to LCL for ongoing support.

Nearly every presentation LCL makes produces at least one call. The situations are often complex and require significant exploration with the caller to determine the presenting issue, the details of the situation, and what services may be most helpful. While it is not always the case that a caller is ready for all of the services, he or she may be heartened by the knowledge that such services exist and, when the time is right, can take advantage of them. Occasionally, the lawyer is distressed to the point that immediate action must be taken and procedures are in place for that. Follow-up is important to assure that the lawyer has acted on the referral and the referral has been helpful. Follow-up calls also serve to assist in identifying other services that are appropriate and provide the opportunity to answer questions.

B. Support Groups

LCL offers several support groups. Some groups are ongoing and others have a set schedule, convening when there is sufficient interest. Electronic participation is available for those outside of the metro area

Common Experiences

In an effort to reduce stigma, LCL created a group focused on well-being. Each month, the group offers information and discussion on a new topic in a supportive environment.

General Support Group

A general support group is facilitated by counselors from LCL's Employee Assistance Program provider. Discussion may be general or may revolve around issues identified by the facilitator or requested by a participant.

Lawyers in Transition Group

This six-session group convenes several times a year and provides support, resources, and connections to lawyers facing a career transition.

Family Support Group

This group offers support for family members of those with addiction and/or mental health concerns. Participants may be lawyers, judges or law students, or their family members. Topics include self-care and stress reduction as well as sharing of resources and experiences.

ADHD Support Group

This support group for lawyers, judges and law students is the first in the country. Some of the topics for discussion include anxiety reduction, practice-management tools and strategies, life and organizational management tools, and challenging negative assumptions about yourself.

12 Step and other Support Meetings

LCL maintains a list of AA, other 12 step, and other community support meetings and resources that have been recommended by LCL volunteers. AA and Al-Anon meetings take place at the LCL office, and telephone participation is available for the AA meeting.

C. Confidentiality

The promise and provision of confidentiality is the backbone of everything at LCL. To this end, LCL has instituted policies to limit information gathered and retained and to limit access to any client data.

Confidentiality is emphasized to every audience to whom LCL speaks and to every person who inquires about services for him or herself; or for another lawyer, judge, law student or family member. Sometimes a caller wishes to remain anonymous and LCL will provide whatever services we can in those circumstances.

D. Selected Case Statistics

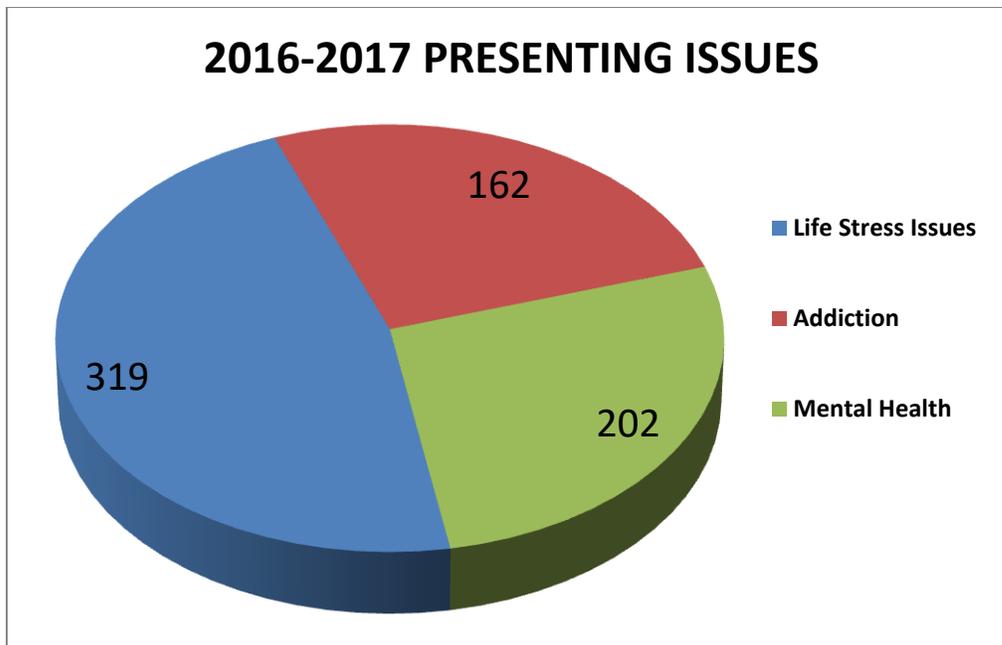
LCL Client Issues*

July 1, 2016 to June 30, 2017

380 Clients

Self-referred	71%
Referred by others	29%
Lawyer	75%
Judge	4%
Law Student	10%
Family Member/Other	11%
Primary Presenting Issue	
Alcohol	33%
Drugs	8%
Depression	21%
Anxiety	21%
Other Mental Health	11%
Other Substance/Behaviors	2%
Financial/Legal Issues	14%
Grief and Loss Issues	5%
Relationship/Family	18%
Job/Employment	19%
Stress	27%

*Presenting issues add up to more than 100% because most people request help for more than one concern.



Volunteers & Members

Volunteer lawyers, judges, and law students are the core of Lawyers Concerned for Lawyers and the majority of other LAPs in the United States and Canada. A group of dedicated colleagues founded LCL in 1976 with a focus on lawyers impaired by alcoholism. That commitment to reach out to those in need in the legal profession continued when LCL expanded to a broader mission in 2001. LCL has helped thousands of lawyers, judges, and law students, many of whom successfully began a recovery process. Many of these individuals, with the experience of substance use problems, depression, or other issues and their effects on their personal and professional lives, have become active volunteers. They are ready to confidentially help others and the organization that creates such opportunities. Their unique experiences as lawyers-in-distress who received help from LCL make them particularly qualified to carry the message of help and hope to other lawyers. They do this through presentations and CLEs, by individual conversations with their peers, through mentoring others newly in recovery, by facilitating interventions, by leading support groups, and through their own examples of lives reclaimed. Indeed, when lawyers present relevant information and personal stories to other lawyers, those who hear the message sometimes become volunteers in their own right, reaching out to others, passing on what they have learned, and asking for advice from LCL in dealing with troubled colleagues. Some LCL volunteers are not in recovery but rather wish to support others in stressful situations or help with activities and outreach that focus on well-being.

The dedication of the volunteer lawyers and judges is exemplified through education as well as organizational tasks like committee meetings, board meetings, research, recruiting, and fundraising and office work. While some volunteers are retired, the majority make the time out of work and personal life to assist LCL and their colleagues. Over 2500 volunteer hours were reported this past year in supporting colleagues, performing the business of LCL and other activities. Many more go uncounted.

FRED ALLEN DISTINGUISHED SERVICE AWARD

The Distinguished Service Award, established in 1980 and later renamed after Mr. Allen, recognizes one individual whose exemplary service has made a real difference for LCL and its members. The 201 recipient was Jennifer Anderson. Prior recipients include:

1980 Warren Eustis	1999 Gerald R. Freeman
1981 Dave O'Connor	2000 Gerald R. Freeman
1982 David Nord	2001 George Widseth
1983 Warren Eustis	2002 Charles Steffey
1983 James Noonan	2003 Wayne Johnson
1984 Patricia Ann Burke	2004 Judith Rush
1985 Thom Gmeinder	2005 Justice James A. Gilbert
1986 William Orme	2006 Andrew H. Mohring
1987 Gerald R. Freeman	2007 Howard Carp
1988 Fred Allen and Paul Van Valkenburg	2008 Theodore Collins
1989 Roger Sax	2009 David R. Brink
1990 Bill Milota	2010 Richard A. Williams, Jr.
1991 Tom Healy and Kevin Green	2011 Jerry Fitzgerald
1992 Jack Burke	2012 Greg Kryzer
1993 Ralph Stenseth	2013 Dan Ganter
1994 Don Lamm	2014 Judge Donovan Frank
1995 Charlie Spring	2015 John D. Culbert
1996 Paul Van Valkenburg	2016 Sandra Grove
1997 Gerald R. Freeman	2017 Jennifer Anderson
1998 Emil Jalonen	

Additional awards are given on an annual basis to recognize volunteers for outstanding service to LCL.

External Relations

A. Minnesota State Bar Association

1. *Life and the Law Committee*

The Lawyer Assistance Program developed from the joint efforts of the Minnesota State Bar Association Life and the Law Committee and LCL as a result of the MSBA Depression Task Force. This close cooperation continues to this day. The Life and the Law Committee has as its mission "to stimulate discussion and provide resources to the legal community regarding job satisfaction, mental and chemical health, balance and other quality of life issues". While LCL maintains its independence from the MSBA and other organizations, enhanced programming around stress and balance has arisen through the Life and the Law Committee. The Committee and LCL have worked together on programs and on a successful effort to expand Minnesota's CLE rules regarding professional development. The Committee's Law Student Working Group

is a collaboration between LCL and the Minnesota law schools concerning wellness issues. The committee has assisted LCL with enhanced outreach to law students and the law school staff who encounter problems in the areas of stress and mental health, including substance use and compulsive behaviors.

2. Diversity Efforts

In order to build and maintain awareness of issues related to disability within the legal profession, LCL is involved in diversity efforts on the district, state, and national bar level.

LCL also maintains ties with state and district bar associations as well as specialty bars through educational and other efforts. Many of these organizations also provide critical financial support to the program. LCL is committed to diversity and inclusion in all aspects of its service and operations.

B. Judges

LCL reaches out to the judiciary through programs and exhibits at conferences and at bench meetings. This outreach is enhanced through our cooperation with the Minnesota District Judges Foundation to institute additional services and outreach. Judges on LCL's board assist with judicial communications and outreach and advise staff on opportunities.

C. Law Schools

LCL works to initiate awareness beginning with orientation and throughout a law student's career. Staff and volunteers host tables and speak about law school stress and other issues whenever the opportunity arises. This includes courses in professional responsibility, malpractice and starting a practice. LCL is also invited to speak by student organizations. LCL established monthly office hours at two law schools. The ABA recognizes a law student mental health awareness day and LCL participates in a number of ways. LCL's Facebook page includes focused posts for law students on stress management during exams and other issues.

D. Legal Services Advisory Committee

Lawyers Concerned for Lawyers' grant to serve as Minnesota's Lawyer Assistance Program is administered by the Legal Services Advisory Committee, under the auspices of the Minnesota Supreme Court. LCL provides monthly financial, statistical and narrative reports to LSAC, which then reimburses LCL for program expenditures under the grant agreement.

E. ABA Commission on Lawyers Assistance Programs

LCL is an active member of the ABA's Commission on Lawyer Assistance Programs (CoLAP). LCL staff members serve on various committees of the Commission including the Law Student and Annual Conference Committees.

F. Charities Review Council

Minnesota's Charities Review Council recognizes nonprofit organizations that meet all standards for public disclosure, governance, financial activity, and fundraising. LCL has continually met all standards for four three-year terms and has adopted new policies when developed and recommended by the Council. The Council recertified LCL as meeting all standards in 2017. LCL is also designated as a Silver Level Guidestar participant.

Recognition



Minnesota Lawyer recognized LCL with an *Outstanding Service to the Profession Award* at its 2016 Attorneys of the Year celebration.

2017 and Beyond

LCL's core purpose will continue to be to assist those with substance use issues, compulsive behavior problems, and mental health challenges. There are many opportunities along this road to provide assistance, not just at the point of crisis or disability. LCL's focus for 2017-2018 will feature outreach and training on the eagerly anticipated report "The Path to Lawyer Well-Being: Practical Recommendations for Positive Change." LCL will also work to continue to build financial capacity. Our members and other volunteers, our most valuable resource, are the key to being able to provide an ear, mentoring, information, and sometimes a lifeline. We will continue to give our members additional training and opportunities to serve the organization and their local legal communities.

As we continue to look for effective ways to meaningfully connect with and serve all of our constituencies, we will undergo significant technology upgrades. This will include web site redesign, increased use of social media, greater electronic access (live and on-demand) to our educational offerings and a review of all data and electronic security. As more and more have seen our core educational offerings, we are adding content and developing new programs so that we continue to have these outreach opportunities. We are examining and revising strategies for fund development that will encourage investment by the profession to ensure a vibrant lawyer assistance program into the future. We are continuing to build and develop relationships with core and specialty bar associations, judicial and law student organizations. Regardless of their age or experience, when asked what they would do about a colleague who seems to be impaired or struggling or who is seeking resources for enhanced well-being, we want every lawyer, judge and law student in Minnesota to be able to say, "I would call LCL."

Appendix A

Lawyers Concerned for Lawyers Minnesota Lawyer Assistance Program

Board of Directors 2016-17

Daniel Payne, Chair
Thomas Beimers, Chair-Elect
Warren Maas, Treasurer
Howard Bolter, Secretary
Andrew Mohring, Past Chair

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Hon. Shawn Bartsh
Hon. Michael Baxter
Hon. Gail Chang Bohr
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Hon. Lyonel Norris
Chuck Ramsay
Jon Tynjala
Christine Wojdyla

Executive Director

Joan Bibelhausen

Staff

Chase Andersen
Annette Erbst
Diane Markel

Appendix B

Lawyers Concerned for Lawyers

Minnesota Lawyer Assistance Program

Financial Statement 2016-17

<http://www2.guidestar.org/organizations/41-1289825/lawyers-concerned-lawyers.aspx>

or on LCL's website:

<http://www.mnlcl.org/about/about-lcl/annual-reports/>