

>>: All right. Welcome, everybody. So we'll be webcasting this online, and also, it's going to be recorded for forever in the future. If you guys have any questions, feel free to ask your questions while we're doing the program. I'll probably repeat your questions before we answer them, so that it's clear for the web audience. We'll also have a Q&A at the end, but usually people forget by the time, you know, the end comes along what their question was two hours ago. So this program will be approximately three hours long, probably a little bit shorter than that. We'll have a break at around 10:30 or so, just for some snacks, and get up and stretch a little bit. But other than that, let's head on into the program. So today, we're going to be talking about how to establish a thriving law practice from home. Everybody has sort of the hang your shingle book, which comes with this program, which is a basically the step-by-step guide on how to start your law practice. So today, we're not really going to be going into basically the whole book. We're not giving you a step-by-step tutorial as to how to start your law practice. That's another program that you can watch on the MCLE online pass or on demand. It was a two-day program that you guys can watch that delves more into the nuts and bolts. So today's program, what we really want to talk about is what the differences between just starting a practice and starting the practice from home, which has a lot of other sort of technical and maybe emotional and financial considerations that you don't have or you don't consider when you have a, you know, traditional sort of main street law office. So we'll start off with some introductions, and then we'll just go down the panel. I have some questions for everybody. And then, again, feel free don't ask any questions as we go along. So I'm going to introduce Danielle. She's going to tell us a little bit about herself, and then I'm going to go on to Travis, and then I'll go last. Danielle?

>>: Good morning. So my name is Danielle Van Ness, and I am an attorney in Hingham, Mass. I grew up in Massachusetts, went to law school at BU and was a nonprofit attorney for seven years. I had my first daughter with my law school classmate husband. She is about to turn 12, and I decided that it no longer made sense for me to be doing what I had been doing outside of the home. After working part time from home for a couple of years with my first two daughters, I decide - I have four now - I have four daughters now. So with the first two, I worked part time from home while they were napping, when they were asleep at night. I continued that for a while and then, I really wanted to get back to work. And the financial considerations of paying for daycare for two children, both under the age of two, both in diapers at the time made it not feasible, essentially. So I decided to start a law practice on my own and out of my house in a dedicated space out of my house. I did that for seven years. And just this past March, moved out of the house into outside office space.

>>: My name is attorney Travis Jacobs. I'm the managing partner of the Jacobs Law. We're a business law and business litigation firm in downtown Boston. I went to Suffolk University Law School, graduated about eight or nine years ago. I started a solo practice right out of law school. It's the first thing I did, and I started it out of my apartment. That was the - my office was my - it was essentially my living room for quite a while, but I gradually took the step into sharing a space, sharing another space, and then, finally, I leased a multi-office suite, which I rented out some of the spaces in. And now, I have a dedicated space in downtown Boston. I currently have three employees, and things are going pretty well at the moment.

>>: Cool. So my name is Gabriel Cheong. I own Infinity Law Group down in Quincy. Just like Travis, I started out my practice straight out of law school. We're actually both in this Bar Association called Starting Out Solo. It's a Bar Association of approximately 150 members or so, and we're all attorneys that basically started our practice straight out of law school. We never really worked for anybody before them. So when I first got started about nine years ago - I've been in practice for about nine or 10 years now. I just graduated law school, so I had no money. I was living in an apartment in Milton at the time, actually, and had started my law office from basically my kitchen, my dining room. And I had an attorney that I worked with when I was in law school, and so she gave me a little bit of conference room space at the time in Dorchester. I was there for maybe a couple of months just to meet clients. And then, eventually, I had - I got one of those virtual office conference room spaces in Quincy, and that's basically where I've been for the past nine or 10 years. And now, I have three - two other virtual office spaces that I meet clients in - one in Boston and one in Needham - just to cover the whole 128 corridor. But I still work from home. I've sort of built my life around that. I don't like to commute. So where I actually work and where I meet my clients are totally different spaces. And, mainly - we'll talk about that, too - mainly because of what I do for a living. I'm a divorce attorney. And, you know, I have one associate now, and I kind of love what I'm doing, you know. I don't really foresee me changing sort of my office structure as much, so whereas, Danielle and Travis I think they've sort of taken another step after doing the home office. I'm still where I am, and I'm happy with it, so we'll see. Maybe I'll take some advice from them throughout this. Maybe I'll go spend tons of money on a space.

>>: [(LAUGHTER)]

>>: A mortgage payment.

>>: Yeah. All right, so let's talk about - I want to ask you guys about sort of the financial considerations of working in and out of your home. Sort of, why did you choose working from your home initially to start with versus, let's say, you know, some people get a whole office to themselves, or sometimes people just share office space with people or, you know, a virtual office or something like that. And then, how did you decide to get out of your home, and what the financial differences between those two things are? So, Danielle, did you want to start?

>>: Sure. For me, it was - financial considerations certainly played a part in the decision making of where to start my practice, but it was really my family situation that made it almost a necessity for me. I did not want to not be with my children, and I also really wanted to work. So I was fortunate that our house had dedicated office space that was enough removed from kind of the rest of the house that it was possible to create the situation. So the fact that I didn't have to pay overhead, that I was able to take the home office deduction, which is not as fabulous as we all would like it to be, but it was something. And, most importantly, that I didn't have to put my children into full-time daycare, which was the biggest financial consideration for me. I was able to have them in part-time preschool, part-time babysitters and be working around when they were napping and sleeping. So it was an unusual start, but it worked really well for me. I started my practice - my offices - DGVE Law. I started September 1, 2008 officially. And my third daughter was born September 1, 2009, so she's in the materials - pictures of her in the materials here. She just turned seven. So it was perfect. The first year that I was in practice, I was pregnant. And the second year, I had a newborn in a sling while I was working and meeting with clients and two other

children that were, you know, in and out of the office and around. And then my fourth daughter was born three years ago. So it was great. It was a good fit to be able to physically be present. I joke that I have a changing table in my office. My clients appreciated that, and whatever they needed for their children and when I just moved into outside office space, the first piece of furniture that I put into my new office was the changing table because it's still in use, and my clients still appreciate it. I do estate planning, principally, so I have a lot of clients with young families that appreciate the comforts of home. In terms of the financial considerations of moving into outside office space, that was a big leap. Essentially, my family, which is now six of us, was starting to bust out of the seams of our home. And the separation that I was able to have in the physical office when my children were younger to have them not traipsing all about and nosing into things started to become more and more of a challenge, and so I started to want to move out for that, but really

>>: it was to be able to hire employees. I didn't physically have space in my house to accommodate more than one employee onsite. And it was also against the zoning bylaws in my town, which is something to consider. So to be able to hire more employees I needed to have a larger physical space. So now I have three employees in my new offices. And it's fabulous. But it definitely increases the overhead for us.

>>: Did you move out. Or now did you just reclaim the space that was your office?

>>: I sort of reclaimed. Yes, so I had - originally I had started with the one dedicated office space in my home and my clients initially were coming through my kitchen, which was not ideal to get to the office. Lots of toddlers and crumbs and stress from that. I turned a window into a door and created an entry office where then I had my onsite assistant. So I create a separate entrance to the office and was able to separate it a little bit more. Since I've moved out, we've somewhat reclaimed what we had been calling the entry office. The home office is still a physical office space. And I do still work in there at night on the weekends, sometimes if a kid has a half-day and I need to be home earlier or something like that. But yeah.

>>: So your finances now, basically, in terms of your expenses from when you were at home versus now, would you say it's a lot more? Double, triple, quadruple? (Laughter).

>>: (Laughter) Yes.

>>: Yes, yes and yes (laughter).

>>: Absolutely it is a much higher overhead. Just the rent alone is significant. I had - my assistants had always been virtual. Except for one person onsite, the other people that I had working with me were remote. So switching from independent contractors remotely to physically on site employees and all of that all of the excitement that goes along with payroll for employees.

>>: Excuse me. Please. Look at me. I'm interrupting what is a remote employee?

>>: So the question is what is a remote employee? So talk about that.

>>: Sure. Do you want to jump in?

>>: Sure, I'll jump in. So a remote employee is someone who's going to probably log in to your server. These days you can buy very small office servers pretty inexpensively. It's like having your own personal cloud. They're very secure. You can have clients or employees log in to an account remotely and access files. And then they'll just do work from their house or their remote locations instead of coming to your home.

>>: So their independent contractors?

>>: In my case they were.

>>: But they don't have to be.

>>: They don't have to be. They could be employees. Mine chose not to be. They didn't want to. They had their own businesses.

>>: They could be part-time, full-time employees. They could be - there's a lot of services that you can contract out different things like just maybe intake, client intake or answering the phones for you. They don't work for you. They work for a separate business and they field these calls for you so that you don't have to do your own intake, for example.

>>: Oh, yeah, there's great services out there customer call services where they're like a virtual secretary. They answer the calls, screen calls...

>>: Virtual receptionist.

>>: So the most popular one out there right now, you don't have to use them and I'm not endorsing them in any way. But the most popular one out there is called Rubie receptionist where there's somebody that answers your phones. And you tell them how to answer your phones you can give them a script. They can do intakes for you. You can have them fill out forms and just put it into your system. And so if you have some sort of law practice management system there are also things that you can give them so that when they do the intake it automatically feeds into your system so that you don't have to repopulate everything yourself. So there's a lot of services like that.

>>: Just a note, I mean, some of those more popular services they can get pretty expensive. And there is - there are non-branded, you know, smaller companies out there that will do similar stuff but they don't charge nearly as much.

>>: (Unintelligible).

>>: You can do - you can outsource whatever you want.

>>: Would you recommend it?

>>: It depends on you. The question is whether or not I would recommend outsourcing, you know, document preparation of work. I mean, I guess it depends on your practice area and how comfortable you are with it. I do family law divorce stuff. I don't because mine is very fact client specific work that I

can't really - for me it's if you don't know the clients it would be hard to do that. So I have employees actually work for me. So I don't know, in estate planning is that a little bit simpler, maybe?

>>: I don't think so. I know there are a lot of people who treat estate planning like it's always the same and just plug in the numbers and the names. I've never treated it that way. I treat it as very fact specific. It's always different. So I never outsourced any of the drafting myself. I outsourced other things like the intake was the number one. I had reception, virtual reception. I did use Call Ruby, or Ruby Receptionists for first different periods. But I had a paralegal and a legal assistant who was remote. It was actually somebody that I had gone to high school with and was friendly with. And it was just this fabulous, serendipitous meeting of the minds about let's try this and see how it works. And it ended up working really well for seven years. She's in North Carolina, and if I could have convinced her and her husband to move back to Massachusetts she would be with me in the new office space. But they didn't want any part of the cold. So...

>>: But I think for any - for a lot of practice areas you, if you really wanted to you could outsource if not the whole thing, bits and pieces of it. So you even in like, divorce and family law, right? I mean, you know, we draft separation agreements or settlement stuff. It's very, like, specific and you have to know. But then there are tons of other things that are not. You know? I mean, there are just initial complaint forms that are just the court needs a specific form. Anybody can fill it out. I mean, somebody from high school can fill it out. It's not rocket science, right? And then there are things, you know, other things like motion to withdraw - you know, notice of appearance, those things are usually very forum based. You just plug in the names. So if your time is so crunched at that point where you do want to outsource but you're not quite at that point where you want to incur the cost of payroll and hiring an employee, that might be the way to go to take on some of that burden. But yet still not raise your overhead significantly because, I mean, Travis you and - I do payroll too, but you and Danielle can talk about sort of payroll. How does it - how, you know, a lot, I guess, solo attorneys don't think about payroll because this is yourself, right? You you make money, you take it out. Or you make money and you leave it in the business. You kind of can do whatever you want. You have to pay your quarterly taxes and whatnot do all day accounting stuff, but it's your money. Whereas when you start having employees, whether contractors or part-time or full-time employees then you have to start doing payroll systems. So you guys want to talk about that? Like sort of the stresses of the first time doing that, and the cost.

>>: Yeah. I mean, I was very personally had a lot of fear associated with this whole payroll thing because I've had so many clients in the past who've been sued under the Massachusetts Wage Act for not paying, you know, the smallest amounts of wages or paying incorrectly or not paying overtime or classifying people incorrectly. So but it's also it's a very time consuming process. My advice is to go with a third party. And there's there's some out there that are very inexpensive. You know PayChex, for example, even PayChex has like a low cost alternative. So you can you can basically outsource your entire payroll process to an online service provider. And every week or every couple of weeks, whatever your payroll period is, you enter in the hours or you enter in the commission, you know, whatever it is. You can tailor it to your specific employees, it's very inexpensive. They do all of the, you know, they calculate the withholding. They put it into a segregated account. Part of the reason why it's so inexpensive is because they're making interest off of the payroll taxes that they take from you. And they

put that into a segregated account. You have to pay quarterly and they just hang onto it and pay for it. So it can get very cheap and it's worth it. I mean, I...

>>: You use PayChex?

>>: I use SurePayRoll, which is a subsidiary of PayChex...

>>: What is it?

>>: SurePayRoll. Very, very good.

>>: What do you use?

>>: I use Gusto.

>>: I use Gusto.

>>: Love it. Formerly known as ZenPayroll, which I think is how I found it, Googling, how can I make this better. And I use it in conjunction with when I work for hourly employees, which took away the stress of the handwritten or typed up hours that I then had to go and enter and go back and forth with them. So between the two of those it's definitely streamlined the process and is worth every penny of both of those services, which are very nominal.

>>: I'm sorry?

>>: (Unintelligible).

>>: So the question is, what do we do for IOLTA accounts. So I just use my local bank for my IOLTA and operating account for that - same for you guys, I'm guessing?

>>: Yes.

>>: (Unintelligible).

>>: For IOLTA and operating accounts, I would go local. I mean, local by if - if the nearest bank is a Bank of America, that's sort of local for me, in terms of, I wouldn't do it all online because sometimes you do need to go and cash checks. I know, for IOLTA accounts...

>>: They also have to be approved by the state.

>>: ..Yeah, it's - there's a list of pre-approved IOLTA banks. Not all banks are - can open IOLTA accounts, too. So go with - take a look at the IOLTA committee sheet online. There's actually a sheet of which banks are IOLTA approved. Yeah, but I use Gusto, too, for payroll. I recently changed to Gusto from Paychex just because it'll be cheaper, and they have an app, and you can do it online, and they keep track of, like, your employees' vacation, sick time. And the good thing is that they can take a look at it, too. So it's not just you, the employer, who keeps track of everything. They can log into their own accounts, they can see what their sick time, vacation days are and, you know, they can take a look at all their payroll online...

>>: They can do their own onboarding. That's fabulous, too. All of the paperwork for a new hire, they can just do it themselves via link...

>>: ...And then, if you have independent contractors, they can also log their own hours via their own app. So if they're an hourly employee, for example, they'll input in their own time every single week or every other week - whatever it is. And then you, as the employer, would go in just to approve the times, but you don't have to - it's not like the old days where you have to use punch cards or anything like that, you know, so the system is a lot better now. And there is a lot cheaper and faster and better options for payroll, so there's a lot of options. I have - yeah.

>>: Just to follow up, too. I think you were - when you were asking about the IOLTA - you can also outsource your bookkeeping, too. I mean, so if you're looking to, you know, have someone keep track of debits, credits to your IOLTA, your operating account, there's companies that will, you know, as long as you use - what is it, QuickBooks or Quicken? You know, they'll log in remotely, and they'll enter all your receipts. You're can just scan them and send them to them. It's very, very inexpensive.

>>: So we have a question online. Did you have another question, ma'am?

>>: Oh, no, thanks.

>>: So we have our first question online, and we might as well tackle it now, which is, any thoughts on having your own server, as compared to using a cloud service? So Travis talked about it a little bit. I don't have my own server. I use - I'm on the cloud. So you have your own server.

>>: Yeah, so we use what's called the network-attached storage device, which is, essentially, like your own cloud, your own server. I personally love it, but you do need a higher level of technological understanding or technological skill because it's not the easiest piece of equipment to use.

>>: So do you do it yourself?

>>: Yeah, we do it ourselves.

>>: So if something - if it broke, then what happens?

>>: Well, we also backup. We use a separate service to backup regularly.

>>: What do you use?

>>: Amazon Web Services - very good, inexpensive - pennies - I'm talking pennies for gigabytes. You can set your own schedule. It backs up, you know, whenever you set it to. And the reason why - one of the reasons why I like the server, too is because, you know, it's something physical, you control it, you know, but it does require a little bit of extra technological understanding.

>>: What are you using?

>>: I'm in the cloud as well with multiple backups for my comfort level.

>>: What service do you use specifically?

>>: I use SugarSync, principally for the cloud.

>>: That's a pretty popular one.

>>: What is it?

>>: It's called SugarSync. It's similar to Dropbox if you're familiar with the idea of Dropbox. It's similar to that. When I started using SugarSync Dropbox did not have as good a reputation for security, which is what led me to look for an alternative. Now I think Dropbox has...

>>: Dropbox is significantly improve now. So my office uses Dropbox for the cloud. And then we do backup locally. So I have an Apple device - the AirPort I think it's called - that backs up everything physically and then you can also do a separate on the cloud backup if you're - if you so choose. I recommend either Mozy or Carbonite for a separate on-the-cloud backup, separate from your physical backup. And you should always do backups no matter what. I mean, I don't care if you have a server or just using your own laptop and don't do servers. You should always do backups - preferably two, at least one. But it should - you should have something off-site as well because, you know, there's - if you're - if you have your laptop and you're backing up to a disk that is also at your office if somebody breaks in and steals everything or if you have a fire or, you know, if you're in Springfield and there's a tornado or something like that and you've lost everything. So you can't keep your back up and wherever your main thing is all at the same place. There has to be something that is separate and apart.

>>: Physical backups in different places is good. So I have a physical hard drive for backup in my home office. And then a separate one in my office.

>>: And you want to test it every once in a while too to make sure that it's actually there. So if you're depending on a cloud service for a backup like Mozy or Carbonite go in and take a look just to make sure that it's actually there and your files are syncing. You know, I know people who think that it's syncing and then probably, maybe they forgot to pay it or they didn't authorize a new computer on it or something and it doesn't sync. And then they don't realize this until they actually need to use it. And they realize that their files are, like, maybe six months out of date and that's not really helpful to you at that point, you know. So there's a lot on-the-cloud backups, too. I think more and more people are doing the cloud stuff now because then they can work remotely. They don't have to have the cost of a server. But I think there are there is considerations for having servers when you have a physical office with multiple employees there. It is somewhat safer.

>>: It's faster, too.

>>: Yeah. So all right, any other questions on that part? OK. Anything else from you guys about financial considerations of in and out of the office? So we talk about my experience with the finance parts. So when I first got started, like I said, I did it out of - I was - I had a two bedroom when I rented an office - rented my first apartment in Milton and I was in my dining room and that was cheap. And then I thought I really made it when I moved to a three bedroom apartment. And I had a whole bedroom to myself that was my office. And I set it up and it actually looked like a little office. It was like one of those half bedrooms, you know, and there was, like, three windows in front and I could look out onto the street. It

was actually pretty nice. I still think about that office space. But sort of, in the 10 years that I've been working, I've sort of slowly transformed my own home into my office space so that basically now, you know, when I bought my own house. I bought like a two family home so that the entire first family is my office and I live on another family. And so I have my employees coming in to work for me there. And they have, you know, their own office spaces and everything like that. And I have my own separate office. So it's sort of like, you know, having an office space. I just never meet clients there, specifically due to what I do for a living. I don't want to. And I think it's easier in some ways to have that separate office space, you know, where somebody else is always there to get your mail, sign packages for you and stuff like that. So my virtual office spaces now - I have three of them - each one - I would say all three of them combined base, every month, cost me maybe around 400 bucks.

>>: May I ask you, is that Regus?

>>: So I have some Regus spaces, some not. So I have three separate ones. I try to go local whenever I can. But then Regus bought out one of my local spaces. So I can't help that and I'm not moving. So they have Regus spaces, HQ spaces and I try to find, actually, locally owned businesses whenever I can. So my Needham office is a locally owned business. So if I don't use the office space at all it cost me about 400 bucks. If I do use the office spaces then it kind of depends on what I'm using, like, a conference room would cost me somewhere from, like, \$25 an hour to - if I'm out in Boston - will probably cost me, like, 50, \$60 an hour or something like that. But, you know, if I don't use it - if maybe - if I don't have clients coming in that month or something like that then I pay less. If I do use it, I'm charge my clients anyways, right? So my use will always cover that office space basically. So you had a question?

>>: (Unintelligible).

>>: Yeah and there's a lot of other options, too. I know people who have - do shared office spaces with other attorneys so that - it's like an office suite. You just get one office space desk or whatever and then everybody shares the conference room. Everybody chips in to pay for the postage and copier and receptionist and stuff like that.

>>: That's also another option, you know? So it kind of depends on what you want to do. I like to have the low-cost option 'cause quite frankly, I don't see a need for myself to have a big giant office. I've, you know, over the years I've had anywhere from three employees. Now I have one. So I'm not running a giant law office. You know, usually family law firms tend to be pretty small. So I don't really need a giant space, you know? And especially with what I'm doing with clients, I meet them maybe in the office once. That's it. They come in maybe the first time to meet with me and that's it. They never come see me again at my office because every other time, we're probably meeting in court for something or another, you know? At most, maybe twice when they come in to sign the agreement at the end. But a lot of the times, we do that in court, as well. So that's a lot of overhead just to meet the client once. And nowadays, I don't know about you guys, but I've had more and more clients that I've just never met, period, where, you know, I do a lot of prenups with people and other agreements or international or interstate stuff where I don't even meet my clients at all. So we Skype, we Google Chat and stuff like that. And I've never met them. Like, I wouldn't know them if I ran into them on the street. Have you guys seen an uptick in people that you've never met?

>>: Oh, yeah. Absolutely. I mean, for quite a while, too. People just don't want to bother to come into the city. Even for my type of clients, they just prefer to video conference, email, phone. Maybe once in a blue moon somebody will come in to the actual office. But I think that's also a consideration, too, in deciding where you can work and where, you know, what you're comfortable having as an office, you know, the type of clients you have and, you know, what your eventual aspirations are.

>>: I think it goes into a little bit more about the culture of what you want your firm to be as well because I know other offices where it's not so much about finances as it is about culture where, you know, maybe the owner originally likes that sort of feel good, work from home, telecommuting kind of thing. And so they've set up a system where even though they have employees their employees can work from home. You know, because, for me, personally, I mean, it would really matter whether or not my employees work from home or not because it's not like we have to go to any of our offices. She can go to the office to meet clients when she has to. You know the only reason why she always comes to me is because we like to chitchat about our cases and stuff like that. But, you know, I go on vacation a lot. When I'm on vacation I don't see her. She usually works from home. You know, so do I need a big office if I hire more people? They can all work from home quite frankly. It doesn't really matter to me as long as people get the work done I guess. Or as long as you have a system where work can be done and there is this cross communication, you know. And with technology nowadays I find it a lot easier to do that than it was in the old days so...

>>: My - oh, sorry.

>>: Are there any particular video conferencing software that you've found to be better than others?

>>: I defer my clients, you know, because I'm not going to tell my clients to install something new. So I'm usually like if you have Google, we can Google Hangout. If not, we can Skype. The thing I don't do - I never do - is I never FaceTime with my clients because I don't give them my cell phone number (laughter). So I will not FaceTime with them. But, you know, Google Hangout or Skype usually one of those two things people have.

>>: Skype - I think Skype's very good. If I had a choice I would do Skype.

>>: So I have a totally different take on this.

>>: (Laughter).

>>: My clients I see a lot of. I spend a lot of time face to face with my clients, an incredible amount of time. I'm talking logging, you know, six to eight hours face time with each of my clients on average over the course of the representation. So a comfortable physical office space was paramount. And in terms of my employees working from home or not I agree and feel very strongly that we can all get our work done wherever we can get it done. We have the tools. We have the technology. But having people physically present was something that was missing before it was part of the main reason that I moved into outside office space was the nature of what we're discussing is so intimate and so personal. We're talking about death and dying and distributing all of your assets and sharing all of the fine details of one's finances in that way. It was important to me to have the people discuss in that be face to face with

the people that were looking at that information and make them feel comfortable and be able to see them regularly. So I actually flipped it when I moved into this outside office space. I have a dedicated room in my office for children and so when my employees children are sick. My assistant, her daughter had a double ear infection the other day. She hung out in the office all day while we had meetings and clients coming in and out. When my children have a half day, they're there. It's just a natural part of what goes on all the time. So having my employees be able to work from home if they can't come in is something that I'm working on. We're still kind of new at this. But I definitely did choose to equip them with laptops rather than desktops to provide that flexibility for them. But it's - I'm laughing as I'm hearing you say you don't need the big office space. I'm only a few months into this myself - I'm six months into this huge office space that...

>>: ...And you're like, I love it.

>>: ...And I think it's fabulous. And we'll see how it goes long term. But the very large conference room that I have is now going to enable me. I've started doing workshops regularly. And I don't have to go looking for a place to ask permission to host a workshop. I just schedule it and it's there and they can come to me. I can provide that level of comfort for my employees, for myself but also for the clients coming in.

>>: I feel like if I ever become not cheap then I'll, like, get an office. I'm sure I'll love it, too, you know. I'm too cheap.

>>: Well, and that's a really important part of what you just said because I thought - I appreciate clients being busy, not wanting to commute. I don't like to commute. I feel like my life is fairly full. So I was trying to reach clients in that way and do an online only option so that clients would have the choice whether they wanted to come and sit with me face to face or whether they wanted to just talk on the phone and do everything remotely. And my very limited experience with that - my experiment with it - was not a good one. I felt like people that were pursuing that option were looking for the lowest possible cost alternative. And I wasn't able to provide the service, the degree of service that I wanted to provide, at the fraction of the price that they wanted to pay. And so I had to make the choice. Did I want to just give them what they want at a very low cost and do it basically the way that they were requesting or did I want to provide the service that I think everybody should have and let them figure out how to pay for it.

>>: So did you - now that you have an out of home office space did you raise your rates to compensate for that or do you feel like it was it was fine the way it was?

>>: Very minimally in some areas - I'm always going back to that and looking at it. I had started to build in to be able to do that. Looking forward to moving out into the outside office space, I had kind of taken that into my budgeting equations. But I tried very hard to keep the cost down. I try not to pass it on to the clients too much. So it's always a work in progress, I think.

>>: Yeah, I would just add that it depends on the type of law that you're doing, too - law, clients, aspirations 'cause with the - in my circumstance, we do so many depositions on the litigation side of our

practice that there's - if I had to rent a conference room every time we had a deposition I would just be paying rent.

>>: So you do depositions straight from your office all the time?

>>: All the time, yeah.

>>: So in my practice I don't do depositions that often. You know, I - recently I have. I don't know why. But generally speaking I don't, you know, I don't really have, like I said, I don't have clients coming in. I don't do tons of depositions. So I don't really have a need for it. But I think we're sort of segueing into this, like, work-life balance thing. And another one of these things is, you know, my associate and myself we sort of have this same sort of philosophy about how lazy we are, about not commuting and not dressing up for work. So this is the most dressed up I'm probably going to be this week. Usually when I'm in my office and I don't want to see clients I am literally dressed in shorts and a t-shirt all day long, you know. I'm in, like, flip flops and barefoot during the summer. I have my dog there. And sometimes my associate brings her dog there and stuff like that so pretty pet-friendly. I don't have kids. So pretty pet-friendly and chill kind of office. When we do need to meet with clients then we change and we go meet with our clients. But how often does that happen, you know what I mean? So - a couple of times a week kind of thing - so I think she also appreciates that she doesn't have to get all dolled up in the morning to go look like a lawyer, you know, but we still do the work as a lawyer. I don't care what I look like, you know. But when I go to the office and meet clients I usually do put on pants...

>>: (LAUGHTER)

>>: ...And shirts.

>>: Thank goodness.

>>: Yeah, (laughter).