

TwinCities BUSINESS

RISK TAKERS

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9 others became 2014's
**ENTREPRENEURS
OF THE YEAR**



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frozen pizza business?

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TwinCities BUSINESS

AUGUST 2014



Amy Nelson, founder and CEO of Accurate Home Care

Photography by
Travis Anderson



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TWIN CITIES BUSINESS MAGAZINE STAFF

Editor In Chief **Dale Kurschner** dkurschner@tcbmag.com, 612-336-9299

Publisher **Shelly Elmore** selmore@tcbmag.com, 612-336-9212

Executive Editor **Adam Platt**
aplatt@tcbmag.com, 612-336-9275

Senior Editor **Adam Wahlberg**
awahlberg@tcbmag.com, 612-336-9298

Trending Editor **Liz Fedor**
lfedor@tcbmag.com, 612-336-9293

Senior Writer **Burl Gilyard**
bgilyard@tcbmag.com, 612-313-1765

Online and E-Newsletter Editor
Jake Anderson
janderson@tcbmag.com, 612-373-9576

Northern Minnesota
Correspondent **Gene Rebeck**
grebeck@tcbmag.com, 612-655-8658

Assistant Editor, Web
Kevin Mahoney
kmahoney@tcbmag.com, 612-313-1793

Copy Editor **Judy Arginteanu**
judarg@gmail.com

Editorial Intern **Christie Washam**
cwasham@tcbmag.com,
612-336-9294

Design Director **Chris Winn** cwinn@tcbmag.com

Senior Account Executive
Traci Auger
tauger@tcbmag.com, 612-336-9214

Senior Account Executive
Kylie Engle
kengle@tcbmag.com, 612-336-9215

Account Executive **Theo Johnson**
tjohnson@tcbmag.com, 612-336-9211

Marketing, Events Coordinator
Caitlin French
cfrench@tcbmag.com, 612-336-9288

Sales, Marketing, and Events Intern
Hailey Johnson
hjohnson@tcbmag.com,
612-373-9580

Digital Sales and Marketing Intern
Hilary Gibney
hgibney@tcbmag.com, 612-336-9253

Contributing Writers

David Burda, Chris Clayton, Don Jacobson, Sarah Lutman, Roshini Rajkumar, Tad Simons, Mark Sheffert, Megan Wiley

> CONTACT US

To subscribe • tcbmag.com/subscribe • tcbsevice@tcbmag.com • 612-339-7571

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To submit a press release • edit@tcbmag.com

To pitch a story • see editorial staff listings or contact dkurschner@tcbmag.com • 612-336-9299

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HIGHLIGHTS

- › Roundup of the most recent news on the homepage
- › Ranked lists and directories of Minnesota companies
- › Previous issues and TCB's digital editions

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“This is one of the few banks that understands manufacturing.”

– John Ness and Kimberly Arrigoni
Haberman Machine Inc. Oakdale, MN

At Haberman Machine, business is a family affair. John and his children, including daughter and CFO Kimberly Arrigoni, all pitch in. John says, “We’re a precision machining company. We make parts for a wide variety of other manufacturers.” They work with Cindy Carlson, VP of Commercial Banking at Western Bank in St. Paul. “Cindy really gets it – the process of manufacturing. It’s really refreshing.”

At Western Bank, bankers like Cindy have a nuts-and-bolts understanding of how businesses work. John tells it best, “When I first bought this business, Western Bank was willing to work with me. Cindy knew the SBA loan process and really helped me through it – all the forms, all the regulations. We’ve been together now for 30 years.”

Western Bank has a special commitment to helping our customers achieve their financial goals. As John explains, “Any business has good days and bad days. Cindy is a good listener, and she always brings a positive attitude and fresh perspective to the table. I look at the bank as being a big part of our business.”

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Amy Nelson
Founder and CEO, Accurate
Home Care

Provider of choice for home care services.



Zach Halmstad & Chip Pearson
Co-CEOs, JAMF Software

Creator of comprehensive enterprise management software for the Apple® platform.

Celebrate Success!



At Anchor Bank, nothing makes us happier than celebrating the success of our customers. We gauge our greatest accomplishments by what our customers achieve, and we love to see them win. Congratulations to **Amy Nelson** and to **Zach Halmstad and Chip Pearson** for being named the Ernst and Young Entrepreneurs of the Year.

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Private demand
vs. government subsidies

How much of the “industrial-strength rebound for commercial real estate” [“Commercial Real Estate Roars Back in the Twin Cities,” June *TCB*] is driven by actual market demand, private investment and value creation? How much is propped up by government policies and public tax dollars?

Jeff Pesek

Not so brilliant

How stupid of the city to do this. An inspired film company would have been brilliant [“Mpls. Rejects Both Development Plans for Northeast Site,” July, *tcbmag.com*]. I hope they stay and try to find a better location.

Terence Sommer

Missed opportunity in Northeast Minneapolis

As a resident of Northeast, it is really disappointing to hear that the city of Minneapolis won’t develop a vacant site at 1401 Central Ave. NE [“Mpls. Rejects Both Development Plans for Northeast Site,” July, *tcbmag.com*].

That empty lot isn’t doing anything for the community. It seems like a waste of the developers’ time and resources to go through the significant cost of drawing plans and finding investors, only to decide later that the city really isn’t interested in developing the land.

Loren Schirber

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Drive.

[drahyv]

verb, drove or (Archaic) drave, driv-en, driving,
noun, adjective

verb (used with object) ME driven, fr. OE drifan

1. The will or impetus to accomplish a task, such as starting and/or running a successful business.

2. to cause and guide the movement of: the bank's financial solutions helped drive our business plan.

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editor's note

Dale Kurschner > DKurschner@tcbmag.com

Dodging Taxes or Smart Business?

I finally figured out a way to save a boatload on my taxes, thanks to accountants I came to know through a friend of mine in Golden Valley who did something similar about two years ago.

First, I bought a tiny, cheap houseboat off Latsch Island in Winona and established it as my primary residence and mailing address. Then, behind my house, I built a small “church” (one of those larger sheds Menards sells, with some refinements including a steeple, pulpit, pews, etc.); only fits 10 people, but it still qualifies as a church. Meanwhile, what was my primary residence is now described as a “church-related guest lodging and retreat facility.” I also parceled off my backyard woods as a cemetery, though it won’t probably be used as such for decades. The result: I’m still living in my house as a “caretaker,” but I don’t have to pay any property taxes.

My neighbors found out, and, well, some of them aren’t too happy. If they have to pay property taxes, I should too, they say. But I look at this as a fiduciary duty to my family and good for the community: More money in my pocket means more money I might eventually give to my kids and certain community causes—after I buy all the things I want first.

Hopefully by now you’re realizing this is fiction—though Article X, Section 1, of the Minnesota Constitution designates church properties as exempt from property taxes, and it used to be that some people did buy houseboats on the river to avoid paying property taxes. I couldn’t resist. It’s just ... well, if Medtronic can do it, can’t I find a way to skirt taxes, too?

I heard a lot of comments like the above after Medtronic announced in June that as part of buying medical-device maker Covidien for \$43 billion, it would move its corporate headquarters to Ireland to save on taxes it otherwise would have to pay to bring foreign-generated cash back to the United States. The related news created a great backdrop for the batting back and forth of what it means to be a good corpo-

rate citizen. Besides some good articles and opinion pieces that appeared in the *Star Tribune*, *Twin Cities Business* discussed the issue on KARE-11 on June 16, and several times on WCCO Radio, including in a “Fair Fight” on John William’s afternoon drive-time show July 1 (cbsloc.al/1ooY3Jr).

In prepping for “Fair Fight,” I thought of a phrase to keep me on track. Looking back, I still think it sums things up best: bad tax, good acquisition, great company.

➤ At issue is the U.S. corporate tax rate of 35 percent, which also applies to income earned outside the United States and brought back into this country. Every other country in the G-8, and 26 of 34 member countries of the Organization for Economic Cooperation and Development, have switched to a territorial tax system, where they only tax income earned within their borders. As a result, more than 20 U.S. corporations have done what Medtronic is doing, and many more are gearing up to do so as well. Far more, however, are

opting to leave their cash overseas and expand there instead of here. On the flip side, the tax makes it more attractive for foreign companies to buy those here, move their headquarters overseas, and realize an instant savings because they no longer have to pay this one tax. And don’t forget that most nations we compete with have reduced corporate tax rates over the past 20 years while we have not.

➤ The acquisition adds 50 percent more customers, bringing to 15 million the number of people Medtronic will serve each year. It increases Medtronic’s headcount to 87,000, including an additional 1,000 in Minnesota. Combined, the two companies’ research and development budgets will be \$2 billion a year, which can be spent on developing additional medical breakthroughs. And the company’s stock is rising.

➤ In terms of being a good company, here’s how those 8,000 good-paying



jobs (with solid benefits in a healthy working environment) help Minnesota's economy (in part). Based on industry averages and public data, I'm estimating Medtronic's Minnesota employees pay about \$38 million a year in state income taxes; the company provides roughly \$84 million in health care benefits to those employees; and it pays about \$42 million toward their FICA taxes (the employer portion of Medicare and Social Security funding). That's \$164 million a year—before corporate, property and other taxes, as well as \$450 million paid to 80 local vendors each year. Then there is the portion of Medtronic's approximately \$60 million a year in charitable giving that occurs within our borders.

Medtronic does a lot for our state and is hoping to do more by bringing back overseas dollars without losing nearly one-third of them. It's smart tax policy.

And before one accuses another of tax dodging, it's good to remember that Minnesota proudly markets a business that thrives on people skirting retail clothing taxes in their home states, and most of us buy things online—and in so doing, avoid paying taxes that would be due in brick-and-mortar stores.

The bottom line is that Congress needs to reform the tax in question to bring it more in line with our global competition. If you agree, give a shout-out to your elected officials and let them know. If you disagree, I'd appreciate hearing your point of view.

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edited by Adam Platt

OBESITY ATTACK BITES SCHWAN, KLOBUCHAR

The Katie Couric documentary **Fed Up** points a gluten-free finger at two Minnesota icons.

Congress says pizza is a vegetable.



➤ Here's an unlikely scene for you. A crowd of about 50 people, mostly young, some tattooed, all earnest, at the Lagoon Cinema in Uptown, booing Sen. Amy Klobuchar. That was the tableau during a recent showing of the documentary *Fed Up*, produced and narrated by Katie Couric, about obesity in America.

The film indicts the country's privatized school-lunch program, where pizza has become the predominant meal. Schwan Food Co., which provides 70 percent of pizzas to schools, takes a hit for lobbying on behalf of nutrition standards that define tomato paste as a vegetable. As does Sen. Klobuchar, who wrote a 2011 letter to ag secretary Tom Vilsack defending the definition. She wrote that tomato paste contributes "dietary fiber, potassium—a nutrient of concern for children—as well as vitamins A and C."

All true, but when those words were shown on screen, the crowd seemed eager to throw tomatoes. A spokesperson for Klobuchar says the office hasn't heard much from constituents about the film, and her position remains the same.

"Senator Klobuchar sent the letter in 2011 because she doesn't believe pizza should be banned from schools, and was concerned that it would impact jobs and

dairy in our state," says communications director Brigit Helgen, noting that the senator opposes new efforts in Congress to curtail school nutrition rules. (There is legislation in the U.S. House that would allow schools to seek a waiver from nutrition standards.)

Schwan, which reported more than \$3 billion in revenue in 2013, took a defensive posture when approached by Couric. "We declined to participate in the film, as it was clear that its narrative had already been decided and that it would not accurately represent our food or strong commitment to schools," says Mike Smith, senior director of PR.

David Jacobs, a professor in the School of Public Health at the University of Minnesota, splits the pie down the middle. "It's true that a little bit of highly salted tomato paste on a piece of refined grain—forget about whether the cheese is good or bad—is not a good meal," he says. But he suggests the best approach is still education. "The best thing would be for us is to train our children to eat a high plant-nutrient diet." —Adam Wahlberg

LINKEDIN: YOU'RE PROBABLY DOING IT WRONG

A Twin Cities marketer insists LinkedIn isn't about networking, it's about money.

➤ When LinkedIn first hit the Internet in 2003, jobseekers and HR professionals were the primary, if not the only, users. It was a place to stick a digital resume and not much more. A lot has changed since then—but users haven't kept pace, says marketer John Nemo, who uses LinkedIn as a publishing platform and a personal

branding machine.

"Your content is now your sales pitch," says Nemo, who is based in Woodbury. "LinkedIn has now enabled you to be pitching all the time to people you don't even know."

Nemo runs a marketing agency, Nemo Media Group, for debt collection agencies, of all things. He started



REVENUE CYCLE

Braking even at Nice Ride.

Nice Ride Minnesota started on training wheels in 2010. Now in its fifth year, the green bikes seem to be everywhere. But how is the nonprofit operation doing financially?

“About 60 percent of our operating costs have been covered by revenue from the system,” says Bill Dossett, executive director of Nice Ride Minnesota, referring to subscription and rental fees from Nice Riders.

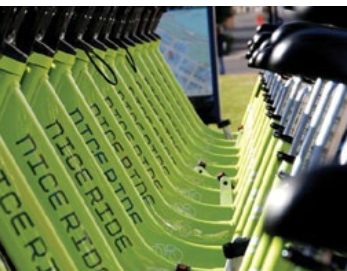
Dossett says that for 2014, Nice Ride’s metro operations budget is \$1.46 million. He’s expecting \$870,000 in rider fees and \$590,000 from sponsorships and grants. The nonprofit is effectively a break-even operation, he notes. The Twin Cities system now includes 170 stations and 1,500 bikes. (This year Nice Ride launched a pilot program in Bemidji, which has a separate budget.)

Dossett points out that sponsors such as Target Corp., Dorsey & Whitney and the Birchwood Café have backed the program since the beginning. Through 2013, primary sponsor Blue Cross and Blue Shield of Minnesota had kicked in \$3.73 million, most of which has helped pay for bikes and stations. It cost \$7.7 million, including some public money, to build the Nice Ride system. (Taxpayer dollars are only used to purchase bikes.)

Public Bike System Co., Nice Ride’s Canadian supplier, filed for bankruptcy this year. Dossett says that meant that Nice Ride could not add 17 new stations as planned. Nonetheless, other cities are embracing bike-sharing. Chicago launched the Divvy system, owned by the city, in summer 2013. The Chicago program has 300 station and 3,000 bikes.

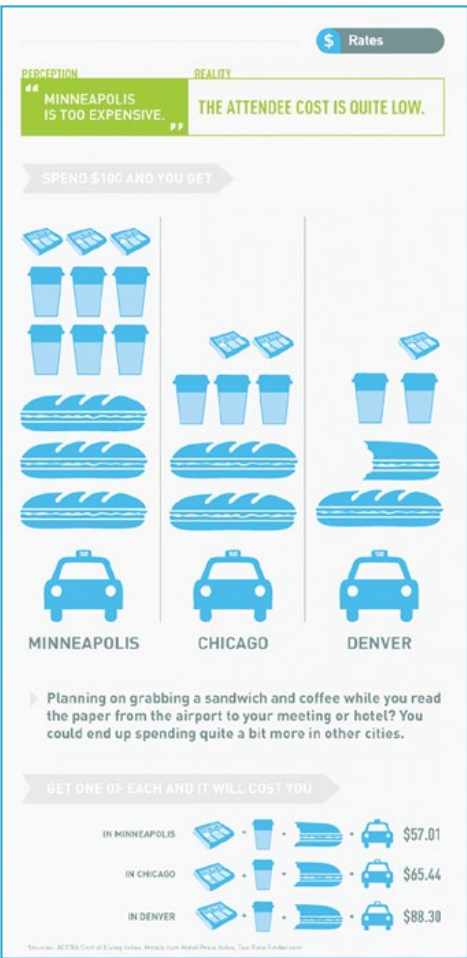
“We’re actually forecasting a profit for this year,” says Sean Wiedel, assistant commissioner with the Chicago Department of Transportation.

New to Nice Ride this year is a “pay-as-you-go” plan to entice riders wary of the annual subscription. Dossett says it is bringing more riders, noting, “You can have the best product in the world, but you really have to figure out how people want to use it.” —Burl Gilyard



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Cost of living may end up as the region’s ace in the hole, not sports, culture or nature.



To calculate how much mileage residents get out of their paychecks in various cities, Bureau of Economic Analysis data factors in differing costs of goods and services.

City	Median Income	Spends Like
Rochester, MN	\$35,844	\$36,279
Mpls./St. Paul	\$36,358	\$33,479
Chicago	\$32,491	\$28,907
Portland, OR	\$31,460	\$29,707
NYC	\$37,064	\$28,799

SOURCE: NPR

As companies scouted locations amid the recession, “quality of life sort of fell off the radar,” trumped by a focus on sheer survival, says David Griggs, Greater MSP’s vice president of business investment. But as the economy rebounds, “there’s more conversation around” cost of living, a stat where the Twin Cities fares very well. But are those who market the Twin Cities to prospective tourists, residents and businesses leveraging the status?

Meet Minneapolis recently created an infographic that depicts how much more \$100 buys in Minneapolis than in Chicago or Denver. Right out of the gate, it spurred one meeting planner to narrow its list to Minneapolis and Denver for a 2015 event with an estimated economic impact of half a million dollars, according to a Meet Minneapolis official.

Greater MSP’s website features a calculator that shows how prices for goods—itemized down to individual household items—differ among cities. A Manhattan transplant, for example, would spend 73 percent less on housing and 16 percent less on groceries in the Twin Cities. Moving from Seattle? Expect an uptick in food costs but a decline in transportation, housing and health care expenditures.

Such data not only encourages individuals to consider the Twin Cities, but Griggs says that companies, once convinced a city meets their fundamental business needs, are consulting the tool, asking: “For the price that we need to pay our workforce, will they be happy in Minneapolis-St. Paul?”

While he believes low cost of living is instrumental in retaining the Twin Cities’ disproportionate concentration of Fortune 500s, Minneapolis Downtown Council CEO Steve Cramer warns against focusing solely on cost of living. “It can translate into: Our schools aren’t very good, the public realm is deteriorating, and on and on. But that’s not what we have here—we have a unique balance” of low costs and high quality of life, including vibrant cultural offerings, so more nuanced messaging is imperative.

The City of St. Paul is integrating cost-of-living messaging, says economic development manager Ellen Muller, who acknowledges there’s more work to be done as the region increasingly competes on a global scale.

“We can do better about promoting that,” particularly when targeting millennials, she posits. —Jake Anderson

using LinkedIn to generate business in 2013 and brought in \$288,000 in revenue that year. Six months into 2014, revenue is already at \$301,000—almost all of it from clients met through LinkedIn.

So what’s the secret? Is he gaming the system? No. The key, he says, is to use all the features the social network

has to offer. Instead of treating LinkedIn as a virtual resume, users should modify their profiles so they are client-facing and full of personality. Members can upload articles and videos and share them with 300 million other professionals on the site.

Nemo suggests businesses looking for leads address questions such

as: What can you do to help a client’s business? Do you mesh well with the company culture? What do you have in common on a personal level that can help break the ice?

Making a meaningful personal question is “how business has always been done—since we were in caves,” Nemo explains. “Do you have personality? Do

you have a pulse? Are you a diva? You couldn’t do that electronically. You had to meet someone in person.”

Taking the time to interact within the network allows potential business partners to get an idea of who you are and what you can do, Nemo says. It’s like Facebook in a suit and tie.

—Christie Washam

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{ COMPETITIVE EDGE }

MIA STORE

The Minneapolis Institute of Arts' store becomes a standalone retail destination in and of itself.



➤ Last year, the Minneapolis Institute of Arts renovated its first-floor lobby to include a dining space and retooled museum shop. The concept: to give visitors a reason to stick around longer or to visit more often. And “to continue to generate profit to further the mission of the museum,” says chief retail strategist Maria Hemsley.

The store (no longer deemed a “museum gift shop”) now operates more like a standalone boutique, offering a selection of home and gift items that changes monthly.

“We want it to be a destination for people who are coming to the museum to view the items in the galleries,” says Hemsley, “but also to be a destination for people who

aren’t coming to the museum to see the art, and are just coming to use the store as a store.”

10%
Locally made products
\$0.50–\$600
Price range of goods

\$40–\$50
Average price point

2,900
Square feet

While Hemsley says the old store did “quite well,” she admits it needed refreshing. Out went clothing, much of the MIA-branded merchandise and a hefty chunk of kids’ items and stationery. In came artisan jewelry, glass and handbags, making it more akin to Patina or Bibelot than another museum gift shop.

Key to it all was refocusing on products that aren’t available elsewhere in the Twin Cities. This included scaling back children’s merchandise. “Creative Kid-stuff and Target and Toys ‘R’ Us now carry a very wide selection of great toys for kids,” says Hemsley, “and we didn’t want to have the same things they do.”

While there are still books that coincide with current exhibitions, the rest of the assortment doesn’t necessarily tie in directly to what’s on display. “What we want to provide visitors with,” says Hemsley, “are memory-provoking items that reminded them of the galleries” but aren’t necessarily obviously linked to the exhibitions.

The MIA store upped its customer-service game by hiring staff with extensive retail experience. This has enabled more of a personal-shopping experience, with each salesperson versed in the stories behind the artisan-made goods. So far, the changes have paid off.

In the short time since the store opened, Hemsley says the Matisse exhibition drove 60 percent more in sales volume than 2012’s Rembrandt exhibition, on nearly identical attendance. Art in Bloom retail sales in the museum store were 166 percent of 2013, and the average transaction in this year is up 12 percent over last year. “Given the transition was only made nine months ago,” says Hemsley, “we are thrilled about the outcome and proud to contribute to the mission of the museum through the profitability that is coming out of retail.” —Megan Wiley

Merchandise assortment

25%	home
15%	jewelry
15%	handbags and scarves
20%	paper products
25%	books



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INDEPENDENT MEDICINE

Since our 2013 story, the pressures on independent doctors have only intensified.

➤ Minnesota health care giant Allina Health got a bit more gigantic last year when it absorbed the oldest incorporated internal medicine practice in the Twin Cities—Metropolitan Internists, one of the subjects of our March 2013 feature on independent medicine in the state. Three physicians from Metropolitan shuttered their long-time quarters near downtown Minneapolis last summer and resettled at Allina's clinic in Plymouth, joining a long list of independent practices in Minnesota that have bitten the dust in recent years.

Four years ago, the Minnesota Medical Association (MMA), which views such practices as “an essential and valuable component of a pluralistic health care delivery system,” convened a task force to study the situation. In March 2013, *Twin Cities Business* found only about 30 percent of the state's physicians at independent practices compared about 60 percent nationally.

Metropolitan was then still independent, but facing an uphill battle to stay that way. The sale came as no surprise. Interviewed for our report, Dr. Ronald Kaufman, who practiced there for 36 years, told us that the high expense of digitizing the clinic's paper medical records and the difficulty of recruiting doctors might soon force Metropolitan to merge with a larger concern. Kaufman wouldn't discuss the transaction, explaining that Allina's policies prevent him from talking to the media about the transition.

The trend toward consolidation continues, says Dr. Bob Meiches, CEO of the MMA. Some independents, often large specialty practices or clinics that receive direct payments from patients instead of reimbursements from insurers, are still doing well, he adds. But many small stand-alone clinics continue to struggle to find the resources to invest in data analytics and record-keeping, and cope with more restrictive insurance policies. It's getting more difficult to survive, Meiches says.

We also revisited Dr. Lyle Swenson, whose East Metro Cardiology practice in Maplewood is also in a battle to compete. Today the challenges have intensified. Pressures driving down reimbursement to independent physicians, from both government and private insurers, keep pushing stand-alone clinics out of business, he says, adding that as hospital-clinic systems, insurers, pharmaceutical companies and equipment makers have grown stronger, physicians' organizations have weakened.

Concludes Swenson: “The plight of independent physicians continues to look more bleak with each passing day.”

—Dave Beal

BIG NEWS



SAKS INC. announced plans to vacate its Nicollet Mall Off 5th store when its lease expires in 2015, though the company maintained it was looking for another downtown location for the outlet concept.

MEDTRONIC struck a deal to acquire Ireland-based med-tech firm Covidien for \$42.9 billion and relocate its legal headquarters to Ireland, creating substantial tax advantages for the company. Medtronic would move Covidien's domestic operations from Boston to the Twin Cities, increasing local employment by roughly 1,000.

VALUEVISION, OPERATOR OF THE SHOPHQ BRAND, appointed Mark Bozek its new CEO after activist investor Clinton Group won several board seats in a proxy battle.

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YOUR IMMORTAL DIGITAL IDENTITY COULD HAUNT YOU

Minnesota lacks laws governing how your digital assets are handled when you're history.

When a person dies, their will or a court governs how their property is handled. In the digital realm, though, passwords and encrypted data often make it impossible, says Jim Lamm, an estate planning and tax attorney at Minneapolis-based Gray Plant Mooty.

Lamm says the issue is becoming a problem. Currently, Minnesota has no legislation on digital assets after death—only seven states have passed laws on the subject, and Lamm says they have all fallen short.

This can be a big problem for small and medium-sized businesses, especially sole proprietorships. "If a small business runs their sales and accounts through a free email system like Gmail and they haven't planned ahead, no one else may be able to access it if the user dies," Lamm warns. "I've talked to some business owners that had an employee die who used a Yahoo email account for business. The business couldn't get into his account, so they couldn't track sales or orders—it was a nightmare."

There are four issues that distinguish estate planning in the digital world: passwords, encryption, data privacy laws and criminal statutes on unauthorized computer access.

Because of these barriers, "extremely valuable digital property can be lost, such as expensive domain names, web-page or blog control, or virtual currency like Bitcoin," Lamm says. "Not to mention 'emotional property' like photos or personal correspondence. These things can be trapped behind passwords, or fiduciaries can be denied access due to terms of use mandated by Google, Facebook or Apple."

So Lamm pitched a new law to the Chicago-based Uniform Law Commission that would treat computer, smartphone and online accounts as it does traditional property, such as real estate and bank accounts. As of press time, Lamm says he was almost certain the commission would approve the law at its annual meeting in July, after which Lamm says he will work to have Minnesota to adopt it.

—Kevin Mahoney



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by Melinda Nelson



Stone Arch Bridge, Minneapolis



Hyland Lake Park Reserve trail

Walk the Walk

Show your out-of-town clients another side of the Twin Cities with a memorable summer evening stroll.

Indian Mounds Park, St. Paul

Clients with an interest in American Indian history will be fascinated by Indian Mounds Park, one of the oldest parks in the region. Situated along Dayton's Bluff with views of St. Paul and Minneapolis, the park contains six ancient burial mounds, each between four and 18 feet high. The mounds, which once numbered more than 30, are believed to have been built by the Hopewell tribe nearly 2,000 years ago, with later additions by the Dakota and other Indian nations. Afterward, head to the nearby Strip Club, one of St. Paul's most atmospheric restaurants, with tremendous takes on meat and fish. *Indian Mounds Park, 10 Mounds Blvd., St. Paul, 651-632-5111, stpaul.gov; the Strip Club Meat and Fish, 378 Maria Ave., St. Paul, 651-793-6247, domeats.com*



Indian Mounds Park, St. Paul

Lake of the Isles, Minneapolis

After a long day of intense meetings, a stroll around Lake of the Isles is a lovely tonic. The stateliest of the three jewels in the

Minneapolis Chain of Lakes, Lake of the Isles, its namesake islands and the surrounding parkland were created from wetlands dredged between 1899 and 1911. Park your car on the west side near 21st Street so that when you're finished admiring the imposing homes, you can walk directly to the Kenwood, where locals admire the locally sourced meats, fresh fish, produce, and desserts. *The Kenwood, 2115 W. 21 St., Minneapolis, 612-377-3695, thekenwoodrestaurant.com*



Stone Arch Bridge, Minneapolis

Clients who love railroads will get a kick out of walking across the Mississippi River on the Stone Arch Bridge, a National Civil Engineering Landmark. Constructed between 1882 and 1883 for what became

James J. Hill's Great Northern Railway, the granite and limestone bridge was converted to a pedestrian and bike trail in 1994. Park at Father Hennepin Bluffs Park on the east bank of the river or near Mill Ruins Park on the west side. Take in pan-

oramic views of St. Anthony Falls and afterward, make tracks to the Freehouse in the North Loop to savor a pint of its house-brewed No. 6 American wheat ale and its signature steak and pierogies. *The Freehouse, 701 N. Washington Ave., Minneapolis, 612-339-7011, freehousempls.com*

Hyland Lake, Bloomington

First-time visitors are often surprised to learn that Minneapolis has nearly 770 square feet of parkland for every resident. After spending the day in an office tower, Hyland Lake Park Reserve offers a welcome change of scenery, plus boating, fishing and other Minnesota-style summer pleasures. After strolling the two-mile path around Hyland Lake, it's an equally short drive to Kincaid's in the 8400 Tower, where the salmon is wild, the wine cellar is well-stocked, and the patrons are well-heeled. *Hyland Lake Park Reserve, 10145 Bush Lake Rd., Bloomington, 763-694-7687, threeriversparks.org; Kincaid's, 8400 Normandale Lake Blvd., Bloomington, 952-921-2255, kincaids.com*



Summit Avenue, St. Paul

Summit Avenue, St. Paul

Summit Avenue, St. Paul

Clients with an entrepreneurial spirit will be intrigued by the history of St. Paul, often called "the last city of the East," where turn-of-the-century real estate barons, bankers, attorneys, dry goods titans and other captains of industry staked their claim. Then they commissioned top architects to build monuments to their success on Summit Avenue. Start your tour at 312 Summit, the oldest surviving home on the avenue, and continue west, admiring the work of Clarence Johnston, William Wilcox, Cass Gilbert and other noted architects. When you've had your fill of Victorian eye-candy, repair to the patio at W.A. Frost for a glass of vignoles from nearby St. Croix Vineyards, and a fresh summer salad. *W.A. Frost, 374 Selby Ave., St. Paul, 651-224-5715, wafrost.com*

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3 KC 5:05	4 KC 7:05	5 KC 7:05	6 KC 7:05	7 SC 12:05	8 SC 7:05	9 SC 7:05
10 SC 1:05	11	12 WPG 7:00	13 WPG 7:00	14 WPG 7:00	15 NJ 7:05	16 NJ 7:05
17 NJ 1:05	18 GAR 7:10	19 GAR 7:10	20 GAR 7:10	21 LIN 7:05	22 LIN 7:05	23 LIN 7:05
24 LIN 2:05	25	26 WPG 7:05	27 WPG 7:05	28 WPG 7:05	29 KC 7:05	30 KC 7:05
31 KC 7:05	1 KC 1:05	2	3	4	5	6
7 14	8	9	10	11	12	13
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plugged In

the best opportunities for **networking** in August

by Christie Washam



2 SATURDAY Guinness International Champions Cup

English Premier League champions Manchester City FC take on Greek champions Olympiacos in this match, part of an international soccer tournament. Expected to draw a sell-out crowd, this is a one-of-a-kind way to connect with international business partners. The main event starts at 2 p.m., but stick around, because the Twin Cities professional soccer team, MN United FC, takes on Ottawa Fury FC in a second match as part of the North American Soccer League season.

2 p.m., \$40-\$130, TCF Bank Stadium, internationalchampionscup.com

2-5 SATURDAY-TUESDAY MPI World Education Congress

Presented by Meeting Professionals International, this conference will be jam-packed with event planners, sales directors and program managers from the United States and Canada. Breakout sessions feature topics ranging from navigating A/V systems to cross-cultural etiquette to managing employees. Keynote speaker Dr. Deepak Chopra leads a lecture on environmental wellness. Times vary, \$245-\$1,099, Minneapolis Convention Center, 972-702-3053, mpiweb.org/events/wec2014



3 SUNDAY 25th Annual Polo Classic

With corporate and VIP tents (which includes activities such as wine tasting), the Polo Classic is a unique setting for a company afternoon. Events such as a fancy hat competition and a classic car show continue throughout the day. The main match bowls in at 2 p.m. A portion of the proceeds benefits the University of Minnesota equine center. Gates open at 11 a.m., \$25, Twin Cities Polo Club Field, Maple Plain, 651-283-9930, thepoloclassic.com



4 MONDAY Raise the Roof Golf Tourney

The Twin Cities Habitat for Humanity hosts this annual benefit golf tournament. Join leaders from firms including Merchant & Gould, Egan Co. and General Mills for the shotgun start at 11 a.m., with lunch and dinner to socialize off the links. 11 a.m., foursome: \$3,000, Minneapolis Golf Club, 612-305-7108, give.tchabitat.org/st-louis-park/events/raise-roof-2014/e31040



8-10 FRIDAY-SUNDAY The Irish Fair of Minnesota

Billed as the largest free Irish fair in the United States, this annual event attracts tens of thousands of visitors. Live music, sport exhibitions, lectures, markets and, of course, lots of food and drink make the fair a must for the weekend warrior. With a hospitality tent available throughout the fair, it's a great

venue for a company outing, whether you're from the Ould Sod or not. Free admission; hospitality tent \$75-\$200; various ticketed events. Harriet Island Regional Park, St. Paul, 651-645-0221, irishfair.com

11 MONDAY 4Cast 4 Fun Paul Douglas Golf Classic

One of the top charity golf tournaments in town, the Paul Douglas Golf Classic shines a light on suicide awareness, with all proceeds going to SAVE (Suicide Awareness Voices of Education). The day kicks off with demos and PGA instructional tips; TPC pros will be on hand throughout the course to help golfers. Presented by Popp Communications.

Registration 10 a.m., shotgun start 12:15 p.m., \$300 individual golfer (includes lunch and dinner), TPC Twin Cities golf club, Blaine, 952-946-7998, save.org, click on "News and Events."



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life style

by Tad Simons



JOAN MARCUS

TOP TICKETS >

Paul McCartney's "Out There" Tour

In his first concert here since 2005, Sir Paul will guide thousands of fans through 50 years of rock 'n' roll history—much of which he wrote. Time will eventually catch up with him, of course, but the reviews from earlier stops on this tour indicate that the 72-year-old McCartney is still in fine voice, still rocking, and performing with the youthful gusto of a man who once defined it. *Aug. 2, Target Field, Mpls.*

The Book of Mormon

Returning for a four-week run, the most sacrilegious musical ever created will once again challenge Twin Citians' tolerance for satirical songwriting. Make no mistake: This show is a relentlessly sharp takedown of religion in all its forms and a pitiless evisceration of Mormonism in particular. Yes, it's hilarious—but be forewarned: People whose spiritual skin is a wee bit thin tend to walk out at intermission. *Aug. 20-Sept. 14, the Orpheum, Mpls., 800-982-2787, hennepintheatretrust.org,*



Two Gardens

ARTS PICKS >

"Two Gardens"

St. Paul artist Joyce Lyon has created an interesting visual meditation on two different gardens: One is a series of Roman frescoes from 40-20 BC called Livia's Garden Room and the other is in her backyard. By juxtaposing paintings inspired by gardens that existed 2,000 years apart, Lyon considers the meaning of gardens and how artistic approaches to rendering them have change over millennia. *Aug. 21-Sept. 20, Form + Content Gallery, Mpls., 612-436-1151, formandcontent.org*

DakhaBrakha

If you like the antics of Gogol Bordello, the mercurial Ukrainian folk troupe DakhaBrakha might be just your cup of chai. Their music has been described as "punk-folk-circus-rock," involving as it does wild harmonies, frenetic percussion and a high degree of acrobatic theatricality—so high, in fact, that the folks in Gogol Bordello have been called "slow, lazy slugs" in comparison. *Aug. 26-27, the Dakota, Mpls., 612-332-1010, dakotacooks.com*



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Do I Really Need Help?

A skeptic's Q&A on the value of communication coaching.

To me, it's obvious that communications coaching can benefit almost any executive. But *TCB* editor Dale Kurschner suggested to me that it may not be so obvious to many professionals, who already think of themselves as reasonably put-together. So he turned the tables on me one beautiful summer day on the patio of Crave West End and asked me to explain the relevance of what I do. It's off the record whether vodka tonics were involved.

DK: I'm going to play the skeptical CEO. Why should busy businesspeople take time out of their packed schedules to improve how they come across to people? I mean, they've gotten where they are by doing something right.

RR: When I was a TV reporter, there were people who were good spokespeople for their organizations and those who hurt their brands with every word they spoke. I just wasn't in a position to help them improve their sound bites. Professional athletes look to their coaches to help them move to the next level. In sports, it could mean the difference between a huge title or an early start to the off-season. In business, getting some coaching to fine-tune how you communicate could mean the difference between keeping customers and losing them. I've coached CEOs whose very words could change their stock price. Do you really want to take that risk when speaking to external audiences, either through the media or at various events?

Communicating to insiders

DK: Perhaps there's a case for some fine-tuning when I speak to the outside world, but I've done pretty well with my employees and other inside players. I don't see a need for coaching when it comes to communicating internally.

RR: We've got a highly competitive job market when it comes to talent. If you want to hire and keep great employees, how you communicate within the company really does matter; I think of some of our companies that often get cited as best workplaces—Sálo, Dale Carnegie, Goff Public.

What is it about those companies? Executives and management are communicating effectively in order to get people on board during changing times and tides. When the entire team enjoys good morale, there's a greater chance they'll stay. You cannot just snap fingers and get good morale. You grow it by using powerful messaging and then staying consistent. I urge clients to showcase winning results by communicating them within the company and to the outside world. Part of that intentional strategy comes from a coach reminding you to both celebrate and publicize victories.

Return on investment

DK: There are so many things competing for my budget. How can I know coaching has a true return on investment?

RR: You see a lot of polls out of Gallup relating employee engagement with loyalty and productivity. Studies about trust actually measure how much more profitable companies are when employees trust their leaders. Those results are all various facets of powerful communication at play. According to Manchester Cos., a performance improvement, board governance, and litigation advisory firm, miscommunication bleeds corporations of as much as 25 to 40 percent of their annual budget. Do you really have that kind of moolah to waste?

Individual presence

DK: Sometimes speaking in front of people or even on-camera can be awkward. I will admit, there's a lot to keep track of between my hair, what I'm wearing, what I'm going to say.

RR: A coach knows the various technical issues involved with any communication setting. Leaving that to her can allow you and your team to focus on the message. You've seen my previous columns about audience analysis. I go through all data points with clients about target audiences before advising them on what to wear—what will offend versus what's powerful in any given setting. Vocal-behavior coaching might include helping people not shout or to speak up, depending on the setting and

their tendencies. Part of having a coach is letting that person's expertise take over so you can focus.

'No comment'

DK: Speaking of the media, my CFO and legal advisors prefer that I say "No comment" to reporters. Not giving details prevents missteps. Isn't that accepted practice by now?

RR: That's one way to look at it. But the subtextual message of a "No comment" is that you have something to hide. Or worse, you don't really care what your customers need to know when something newsworthy happens to your brand.

Some local examples include Target ex-CEO Gregg Steinhafel's national interview, when he seemed rigid. He may not have said "No comment" exactly, but he certainly

did not help his brand. We've seen good examples come out of GM with CEO Mary Barra, but she's also had some missteps.

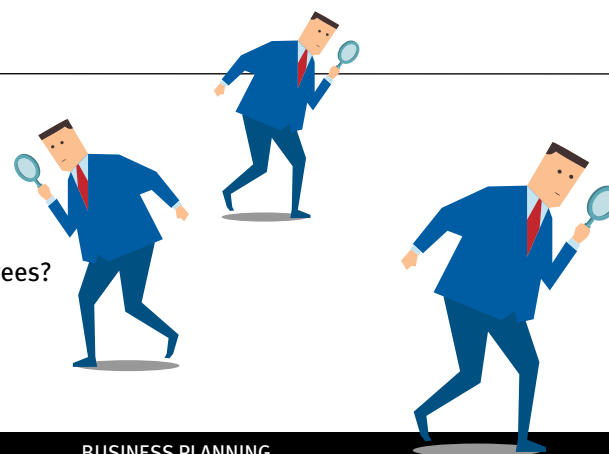
The bigger point is that if you say something besides "No comment," you are more apt to be given a pass when you're not as articulate as you'd like to be. When you continue to evade questions, you will hurt your image, even if you and your company are completely in the right. I had a great example a few years ago of a company who hired me to prep them a year ahead of some big layoffs. They didn't want any media attention, but in the event they got any, they wanted to be absolutely golden with their response. **TCB**

Roshini Rajkumar is a communication coach, host of News & Views on WCCO Radio, and author of Communicate That! For additional communication tips, visit CommunicateThatBook.com.



Help Wanted!

Minnesota's businesses are hiring like mad. But where will they find employees?



The good news: Business leaders statewide are looking to increase headcount at a rate not seen in more than two years.

The bad news: They say it's gotten even harder to find good talent, while Minnesota's unemployment rate dropped to 4.6 percent and the Twin Cities rate dropped to 4 percent—the lowest of any major metropolitan area in the nation.

Some 38 percent of business leaders from around the state plan to hire, while only 6 percent plan to cut jobs in the three months ending Sept. 30, according to *Twin Cities Business'* late-June quarterly polling of more than 11,000 businesses. Compared with a year earlier, hiring is up 10 percent, while layoffs are down by 14 percent. Overall, it's the best hiring outlook in Minnesota since the second quarter of 2012.

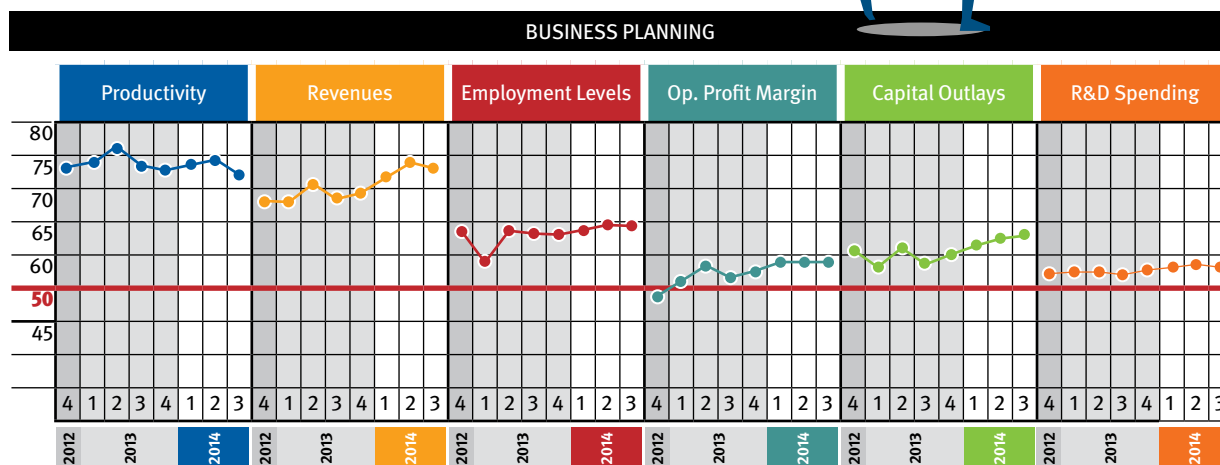
But when asked about finding qualified labor, 41 percent of the 467 business leaders who responded to the survey said they expect it to become harder this summer—the highest percentage of “more difficult” recorded in the 13 quarters in which *Twin Cities Business* has conducted this survey.

Meanwhile, employee productivity growth is showing signs of slowing. Only 46 percent of leaders say they expect it to increase this quarter—the lowest percentage in more than three years. More expect to maintain productivity levels, while only 2 percent expect decreases.

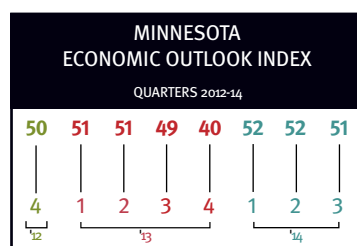
Survey results are used to compile TCB's Minnesota Economic Outlook Index, which for the current quarter decreased slightly to 50.8. That's still on par with the trailing 12-quarter average and down slightly from 51.8 for the second quarter. An index above 50 indicates economic expansion; below signals contraction. The most recent index would be higher if it were not for difficulties in finding talent and obtaining financing—though the latter continues to show improvement.

Only 13 percent of respondents say they think obtaining financing will become more difficult this quarter, down 25 percent from a year ago, while 12 percent expect it to become easier—up 22 percent from the third quarter of 2013 and the highest level of optimism expressed on this front since the third quarter of 2011.

Meanwhile, revenues and operating profit margins are expected to remain



QUARTERS 2012-14

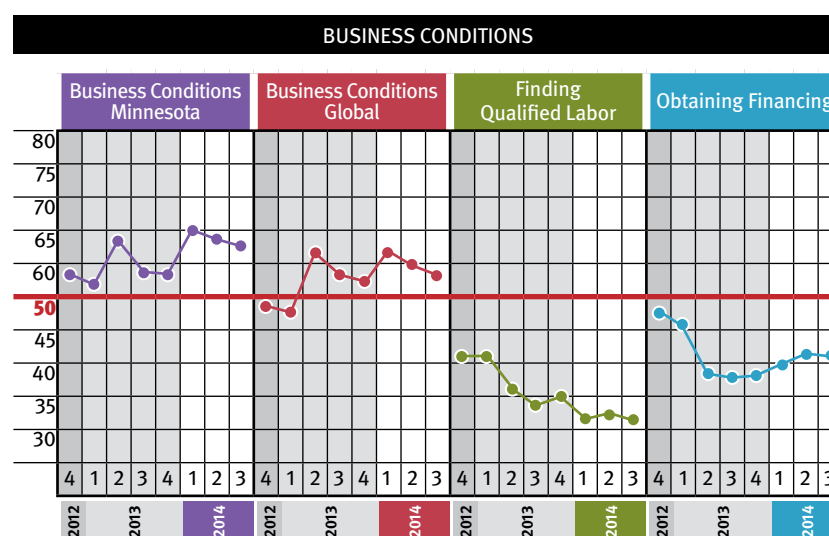


Percentage of respondents anticipating increases (Business Planning) or improvements (Business Conditions) in these areas during the third quarter of 2013; charts represent a **diffusion index view**: all responses for “increase” or “improve,” plus one-half of responses for “maintain” or “stay the same.” Above 50 is positive; below is negative.

strong, if not increase slightly: 52 percent of respondents anticipate revenues will increase this quarter; 31 percent expect operating profits to increase. These numbers compare with trailing 12-quarter averages of 49 percent and 26 percent, respectively.

This is also the ninth consecutive quarter in which business leaders expect to increase investments in capital expenditures at a healthier clip than previously. Some 38 percent of business leaders plan to spend more in this area between July 1 and Sept. 30, while only 8 percent expect to cut spending here—the lowest level of reducing in more than two years.

Asked to respond to the question “What do you anticipate as your biggest



challenge within the next three months?” 352 business leaders chimed in. Here, too, finding qualified labor showed up as the top concern. Particular skill sets mentioned included engineers, tool makers, construction, qualified drivers, financial representatives, “technical staff,” and machine operators. One summed up the challenge this way: “finding qualified employees who want to work with fewer staff members and produce at higher levels.”

Several also voiced concerns about current Minnesota leadership and policies as anti-business and driving wealth and jobs out of the state (see governor’s approval rating graphic, next page). Some, such as this respondent, linked those concerns

to rising health care costs: “Health care is killing us, up 17 percent at renewal in June. That plus tax and minimum wage is moving me to move to offshore for the first time in the 14-year history of the company; will phase out one 70-person rural Minnesota operation over the next three years.”

Yet in typical Minnesota fashion, there were those who looked at the bright side, including this leader: “Gov. Dayton certainly has not been as bad for business as feared. Even with income tax increases and a terrible winter, Minnesota continues to have a strong business climate and is seen as a positive place to work and live. Wisconsin, on the other hand, is now 10th among Midwest states in job growth.”

32%



Gov. Mark Dayton's approval rating (down from 35.5 percent last quarter)

Meanwhile, the governor's disapproval rating among the 467 business leaders responding to this survey has increased to 49 percent, compared with 43.4 percent in the previous quarter.

OTHER INDICATORS

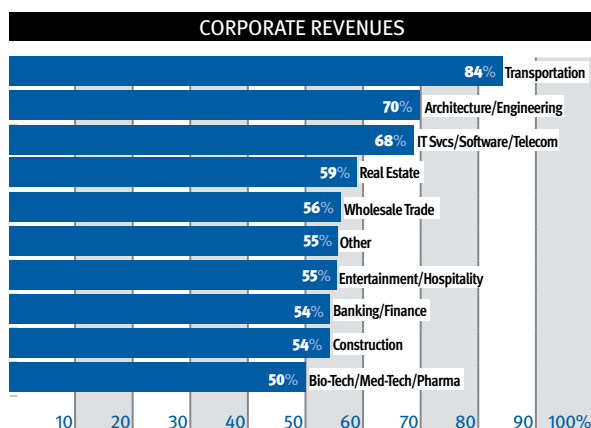
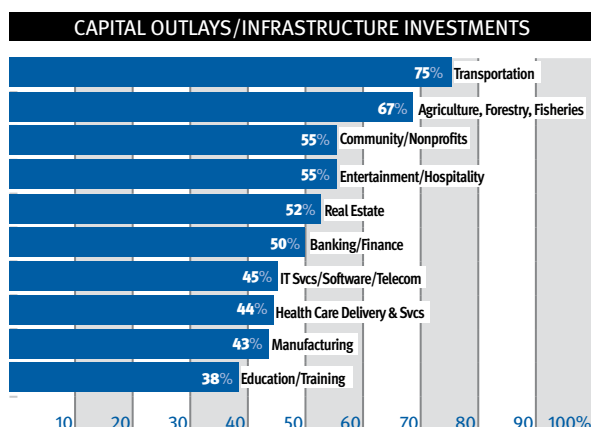
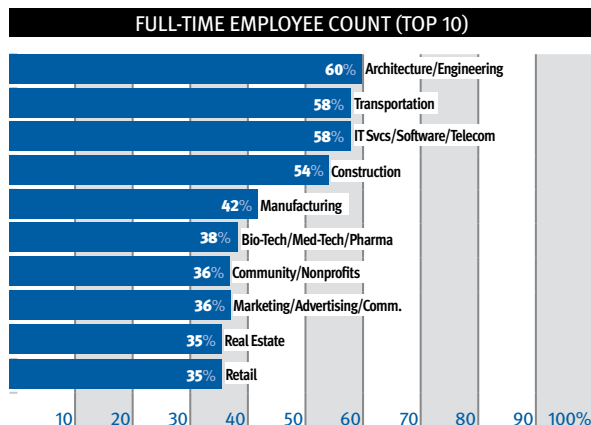
Other forward-looking surveys have found similar results to those of *Twin Cities Business*.

▶ A survey of professional services firms found 52 percent think revenue will grow over the next 12 months, compared with 46 percent a year earlier. Conducted by the Federal Reserve Bank of Minneapolis and the Minnesota Department of Employment and Economic Development, the survey collected 241 responses in April and May.

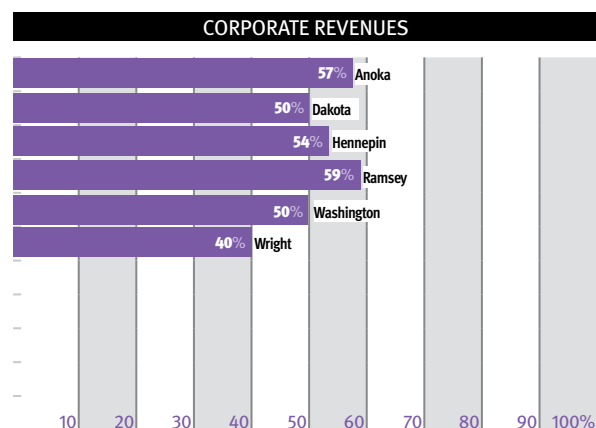
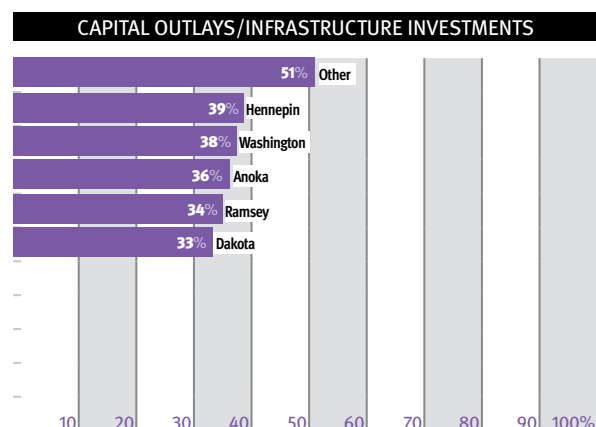
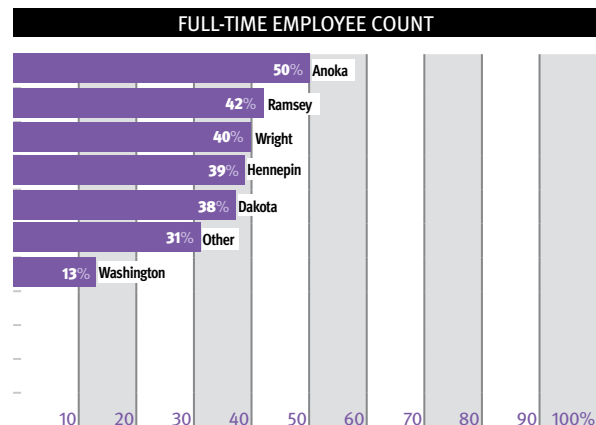
▶ In June, the MEDA Index, the state's only index of economic activity devoted exclusively to entrepreneurs of color, reached 69.8, its highest level since it began in January 2011. It also found 30-day optimism to be at its highest level in two years. The index is based on a monthly survey of 25 to 35 Metropolitan Economic Development Association clients, who in recent months have indicated the highest levels of hiring since the survey started.

▶ As *Twin Cities Business* hears hiring is getting harder and productivity growth is tapering off, employees are becoming more restless. Dale Carnegie Training's quarterly Minnesota Pulse Survey for the period ending June 30 found that employees are becoming less ready to adjust to change, and the percentage of people who are satisfied with their employers' culture and direction is slipping. Over the past year, the percentage of people feeling optimistic about their company's future performance has slipped from 31 to 25.

Percent of 467 Minnesota businesses —by industry—that anticipate increases in these areas during the third quarter of 2014.



Percent of businesses—by county—that anticipate increases in these areas during the third quarter of 2014.



METHODOLOGY

Twin Cities Business conducts its survey quarterly to provide a look at business planning and sentiment among leaders across all industries in Minnesota. Answers to 11 questions are used to formulate the

Minnesota Economic Outlook Index, the only indicator of what business leaders across the state are planning for the immediate quarter.

An email link to an online survey was sent to 11,707 Minnesota business leaders in mid-June, and a reminder email was sent the following week to

those who had not yet completed the survey. The Minnesota Chamber of Commerce provided some of the email addresses used in this outreach. As of June 26, 467 businesses responded, resulting in a 4 percent net response rate. Of those who responded, 88 percent represented privately held businesses.

spotlight

Sustainable Policies = Steady Profits

edited by Adam Wahlberg

Chewing Through the Competition

Chowgirls celebrates a decade in catering, due in large part to its commitment to using organic foods and sustainable commitment.

{ CHOWGIRLS }

FOUNDERS

Amy Brown, CEO / Heidi Andermack, CFO

FOUNDED

2004

LOCATION

Minneapolis

EMPLOYEES

75

About 25 work in the office and kitchen on a regular basis, with another 50 serving staff as needed

NUMBER OF EVENTS CATERED IN ITS FIRST YEAR

30

NUMBER OF EVENTS CATERED IN 2013

629

REVENUE IN 2013

\$1.3 million

WHAT'S NEXT

Moving to a larger location; publishing a cookbook



Killer Canapés.



SARAH WHITING

It could be said that Chowgirls Killer Catering has flourished for a decade because of the ecosystems in which it operates.

One is the natural world itself, through its commitment to sustainably produced food. Another is the creative community of Northeast Minneapolis from which it arose, and from which it continues to draw culinary and design talent, not to mention customers.

Chowgirls' success is due as much to its design finesse as to its food. Founders Heidi Andermack and Amy Brown enjoy cooking, to be certain. But they also have experience in marketing and the arts, and have put that expertise into their recipe from the beginning.

When Chowgirls was founded, "there were niche caterers out there, on a smaller scale, but they were everybody's best-kept secrets—nobody was marketing themselves," Brown says. "I thought if we created one and marketed it well, it would take off."

Before becoming caterers, Brown was Midwest sales and marketing rep in the

Amy Brown, left, and Heidi Andermack, right, also known as the Chowgirls, have made a healthy living serving healthy food.

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books division at Random House. Andermack was the business manager for her husband, font designer Charles "Chank" Andermack, and active in the Northeast arts community as an events planner. Brown and Andermack met, hit it off immediately and soon cooked up a plan.

The name "came together over lunch," Andermack says. "I saw this image of a retro cowgirl, kind of a renegade and an upstart and feminine. It sort of flew out of our mouths: chow baby, chow chicks. Amy came out with "chowgirl," and we just stopped. We knew we had the name." Designers in the founders' families created the logo and website, a rentable kitchen was procured, and Chowgirls hit the trail.

"From the get-go, we wanted to make good food, made with quality ingredients and very accessible to everyone," Andermack says. "We don't try to make snobby food that is intimidating to people." For example: a classic beef stew, a cheese-rich eggplant torte (also available in a vegan version) and beer cheese made using Northeast brewer Dangerous Man IPA.

Finding purveyors wasn't easy, but that turned out to be a blessing for the brand. Larger suppliers took a pass, "because we weren't able to put in a \$500-a-week order," Andermack says. But smaller providers were eager to jump into the Chowgirls corral.

Owatonna free-range chicken-farmer Larry Schultz "had no problem bringing us eggs, once a week, once a month, whenever we needed them. At the same time, Thousand Hills Cattle Co. [in Cannon Falls] was getting started—they were a smaller operation at that time, and they had no problem dealing directly with us."

It's more labor-intensive to deal with a lot of smaller farmers and producers, says Andermack, "but it is rewarding, and we have grown up together. One of the biggest parts of our brand is that we've been on board with organic and sustainable since the very first day of our venture."

Chowgirls' launch party included "people in the publishing industry, design industry, photographers, artists," Andermack recalls. "So our clientele has grown from that, and we still have a nice

core of that clientele." Like most caterers, Chowgirls also handles weddings and other milestone events, and can bring in planners as well as chefs. "We're getting more into business lunches and business events, and there are enough creative and innovative businesses that we're really able to serve them well and they seek out what we're offering," Andermack says.

One of those businesses is Blaine-based health and beauty products company Aveda, which has used Chowgirls for several events. One of the most recent was for a group of about 30 Aveda spa employees from around the country. "We challenged them to do a vegetarian menu with vegan options, including all of your favorite restrictions like dairy

and gluten," says Erik Arveseth, Aveda's senior manager for technical education. "They did an amazing job." Once he informed Chowgirls staffers of his expectations, "they went on autopilot and managed everything quite well . . . We could focus on our training."

With demand for its services growing,

Chowgirls is moving into new quarters. It will remain in Northeast, becoming tenants in former restaurateur and current artisanal-nosh entrepreneur Kieran Folliard's "Food Building" near the old Grain Belt brewery.

At the heart of the new Chowgirls space will be an expanded, more streamlined kitchen space. "Right now, our equipment room is in the basement—it's pretty inefficient," Andermack says. "We have a bunch of little disjointed rooms." The new location also will allow Chowgirls to tap the skills of the other food building occupants, which will be selling specialty meats and making artisanal cheeses. (There's another ecosystem: the mostly local suppliers and partners that the company can call upon as needs arise.)

Meanwhile, "we continually look at ways to make our business more sustainable," Brown says. One way they set about to achieve this: "We compost and recycle as much of our waste as we can. We're up to 97 percent of our waste being diverted from the landfill or incinerator."

To Chowgirls, making these improvements comes naturally. It's built into the brand.

—Gene Rebeck



Edamame-kale salad.

St. Croix Cleaners Goes Green

Going without harsh chemical solvents and buying its own cleaning facility have been key to its success.



After spending 15 years in corporate America, Dave Nemec was bitten by the entrepreneurial bug. His search for a small business led him to a modest dry-cleaning operation in Stillwater with two locations. At the time, it hardly seemed like a path to riches.

When Nemec and his wife, Polly, bought the business in 2001, it was doing a modest \$232,000 in annual revenue. Today, it's grown to 20 locations across the metro with revenues of \$4.5 million in 2013. (Nemec declines to disclose profits.)

Nemec's pivotal decision? A move to go green in 2007.

By then, St. Croix Cleaners had grown to five locations, and Nemec was looking to build a new centralized plant for the business. The dry cleaning industry has historically been considered a "dirty" business because of the harsh chemical solvents that traditionally have been used, but today many in the industry are moving away from the use of the perchloroethylene, known as "perc," because of environmental concerns about the chemical.



We own our own building. It was our opportunity to adopt green technology. It was very much a calculated risk on our part. The equipment and technology is so expensive that everybody uses a centralized processing plant.

—Dave Nemec, co-owner

"We visited some other plants that were green. There was no chemical smell around the clothes or the employees," says Nemec. "To feel the clothes after they've been cleaned using a green approach, they're much softer to the touch. ... and more gentle to fibers."

Clothes dropped off at any St. Croix Cleaners location are sent to the 15,000-square-foot plant in Stillwater for cleaning.

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spotlight Sustainable Policies = Steady Profits



Polly and Dave Nemec, holding plaque, won a Green Business Award in 2013 from Minneapolis for their eco-friendly methods.

"We own our own building. It was our opportunity to adopt green technology. It was very much a calculated risk on our part," says Nemec. "The equipment and technology is so expensive that everybody uses a centralized processing plant."

As Nemec studied the trends of the dry cleaning industry, it was clear to him that he should move toward using alternative solvents.

"I was very aware of the evolving industry that I was in," he says. "California at that time was really leading the way in really disallowing people to use perc. It's a possible carcinogen."

The state of California voted to ban dry cleaners from installing new perc machines in 2007, and the law outlined a timetable for phasing out older machines.

"For the most part, people aren't buying new perc machines," says Jon Meijer, director of membership for the Laurel, Md.-based Drycleaning & Laundry Institute International. Across the United States, Meijer estimates that 60 percent of dry cleaners are still using perc, however.

The City of Minneapolis now offers financial incentives for dry cleaners to switch from perc to green materials.

"It's a hazardous material," says Patrick Hanlon, environmental initiatives manager with the City of Minneapolis. "The industry is going away from it."

Nemec says that St. Croix Cleaners has expanded both through its own growth and through acquisitions. By 2010 the company had grown to 10 locations; then it acquired White Way Cleaners, adding nine locations. All

of the White Way locations will be rebranded under the St. Croix Cleaners banner by the end of the year.

In addition to using eco-friendly solvents, the company also uses biodegradable bags and recycles both bags and hangers. The City of Minneapolis presented the company with a Green Business Award in 2013.

This year St. Croix Cleaners has added two new locations: one on the skyway level of the new Soo Line Building City Apartments in downtown Minneapolis, and another in the Penfield project in downtown St. Paul, a mixed-use project featuring apartments and a Lunds grocery store. The company recently closed a downtown Minneapolis location in the Campbell Mithun Tower.

The Soo Line location offers another new twist: Although it will be staffed during limited hours, the location will offer an automated kiosk.

"It's the Red Box of dry cleaning; [that's] what I'm comparing it to," Nemec says, referring to the popular movie rental machines.

Two St. Croix Cleaners locations are located in Lunds grocery stores.

"It really has been a great partnership. They've

welcomed the opportunity to grow with us," says Aaron Sorenson, a spokesman for Lund Food Holdings. "They very much align with our mission. Like us, they're a local, family-owned company."

Looking ahead, Nemec is hoping that St. Croix Cleaners will reach close to \$5 million in sales this year. Says Nemec: "We want to continue to be a thriving, growing business."

—Burl Gilyard



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Good. Clean. Business.

Three companies that are cleaning up the Twin Cities, using environmentally conscious products, one house at a time.

Two Bettys

Anna Tsantir wasn't happy. Working long hours at a nonprofit arts organization left her little time or energy for her own printmaking. She needed a change. In 2006, with an initial investment of only \$1,500 for a new computer and licensing fees, she and her partner Sam Meyers launched Two Bettys, a green cleaning service.

"The mop and bucket?" Tsantir jokes. "Not that expensive."

It was slow at first, but word spread and momentum grew. Tsantir says 50 percent of new business these days is through referrals.

Why was being green an important part of their business plan? It wasn't because customers were asking for it. Mostly, Tsantir says, it was for her own peace of mind. She was already environmentally conscious, but

she also didn't want to inhale chemicals every day. Clients didn't know much about synthetic versus natural cleaners and wondered why the house looked clean but didn't smell clean. That's because the products Two Bettys use are typically fragrance-free. They use various products from different vendors, but all are organic or eco-friendly.

"I'm a firm believer in using products that have been tested," Tsantir says. She's tried making her own cleaners, but has yet to make anything that works as well as the commercial products she uses.

With flexible hours and a steady stream of clients, Tsantir has been able to reclaim studio time for her art. She's also had time to apply for grants, and in 2008 she landed a residency at the Minnesota Center for Book Arts.

"It's hard work," she says of her day job.



"[But] you don't feel bad about it at the end of the day," Tsantir says. "You can do a really great job while you're there, then you can close the door."

Cleaners who work for Two Bettys are artists, musicians and theater people who manage themselves, scheduling times that fit their lifestyles. The goal, Tsantir says, is to help them learn how to run their own business.

"We learned the super-hard way," she notes, about the finer points of taxes and insurance. "They don't teach you that in art school."

{ TWO BETTYS }

FOUNDED: 2006

START-UP COST: \$1,500

CLIENTS: 600

GROWTH: Profitable every month, saw 30 percent growth in the fall, on pace for the same this year.

UNIQUE ELEMENT: Company holds workshops with health care providers and CPAs to help cleaners navigate the self-employed world.

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Aaron's Green Cleaning

Aaron Barnell has always been a self-starter. Back in sixth grade he started seasonal businesses mowing lawns, shoveling snow, raking leaves—all on top of his two paper routes. In his adult life, Barnell started as a professional musician. And even when he stepped into a corporate role as the artist residency coordinator at the Walker Art Center, he was still free to manage himself and his job. When his position was cut, it was a no-brainer for him to go into business himself.

He liked taking care of people. So when a few of his “rock star” friends were out touring with acts like Prince, he offered to clean their houses. Word got around. He cleaned his first house in 2004, and in 2006, he incorporated and became Aaron's Green Cleaning. He hired employees who were like himself: musicians and artists.

“I joined the Wedge [food co-op] when I was 18,” Barnell says, on why being green was an essential part of the business. “I’m not super-granola, but I am a card-carrying member.”

Initially, he purchased his products from the co-op. He believed in the sustainable, organic lifestyle. People started taking notice. And, like Two Bettys’ clients, they wondered why it didn’t have that “clean” smell. Barnell decided to add an aromatherapy side to his products, which he started making himself using essential oils from locally based

Veraditas Botanicals. It took a summer of experimenting with different formulas to come up with just the right scents.

“It’s not just the novelty of smelling good,” Barnell says, “but the marriage of high-quality cleaning products that are simple and smell fantastic. That’s become a signature part of the business that I’ll never give up.”

{ AARON'S }

FOUNDED: 2006

EMPLOYEES: 12

ANNUAL REVENUE: \$250,000

2006: 10 jobs a week

2014: 10 jobs a day

(more than 200 a month)

UNIQUE ELEMENT: Expects a fall 2014 release of first product, an all-purpose cleaner; was mentioned by President Obama in Lake Harriet speech for raising minimum wage to \$15.

Happy Earth Cleaning Co.

It started as a side job after Marion Dunbar arrived from Seattle in 2010. She started cleaning houses. It was hard at first to build a network of clients.

“I went to people I knew and asked if I could clean their entire home for \$25,” she says. “All I wanted was for them to tell others how I did.”

It caught on. Less than a year later, they hired their first employee. Dunbar and her husband, Jesse, talked it over, and she decided to do cleaning full-time. This past year, he joined her in running the company full-time.

They used eco-friendly products from the start because Dunbar’s first client had health issues she didn’t want to exacerbate. The products were store-bought, but eventually they started to make their own—because employees suggested it. Typical ingredients for their formulas include vinegar,

baking soda, coconut oil, and infused fragrances such as lime, lemon and grapefruit. For washrags they use cloth diapers, which are laundered by Do Good Diaper Service, another local eco-friendly company.

Employees are a huge part of Happy Earth. Staffed by artists and musicians—by accident, Jesse Dunbar says—the business thrives on mutual support. In fact, the office has a wall covered in thank-you notes employees write to each other.

“They help us with our dream,” Marion Dunbar says. “Our employees help us guide the company so that they feel comfortable

and proud of where they work. They’re the company’s foundation.”

Happy Earth is considering creating its own line of cleaning products, with a potential release in 2015, starting with clients first and building from there.

“It’s tight sometimes, but we haven’t had an unprofitable month yet,” says Jesse Dunbar.

—Christie Washam

{ HAPPY EARTH }

FOUNDED: 2010

EMPLOYEES: 12

2010 REVENUE: \$50,000

2013 REVENUE: \$325,000

2014 (PROJECTED): \$400,000

Plans to expand to Seattle in three to five years.

UNIQUE ELEMENT: Happy Earth holds food drives and community events throughout the year to benefit and build the local community.

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HOW MILACA-BASED HEGGIES BUILT A REGIONAL PIZZA EMPIRE, ONE DIVE BAR AT A TIME.

FROZEN SOLID

• BY CHRIS CLAYTON •

Like sports and politics, pizza has the power to shape and reflect geographic archetypes. New York is famous for those foldable, paper-thin slices that its hurried citizens scarf while sprinting to the subway. Chicago is deep-dish country, though natives prefer the city's cracker-crust variant (Chicagoans are contrarian by nature, so this tension between popular perception and reality suits them). California's contribution aligns with its dogged pursuit of wellness: essentially a sauce-less flatbread with blasphemous toppings like kale and pine nuts.

So where does that leave Minnesota? In the freezer section, it turns out. This shouldn't come as a surprise given that we're home to frozen-food pioneers General Mills and Schwan's, which together account for four of the 10 best-selling frozen pizzas in the country and some \$1 billion in collective sales, according to 2013 data from Statista. (The four brands are Red Baron, Tony's and Freschetta under the Schwan's umbrella, Totino's under General Mills.)

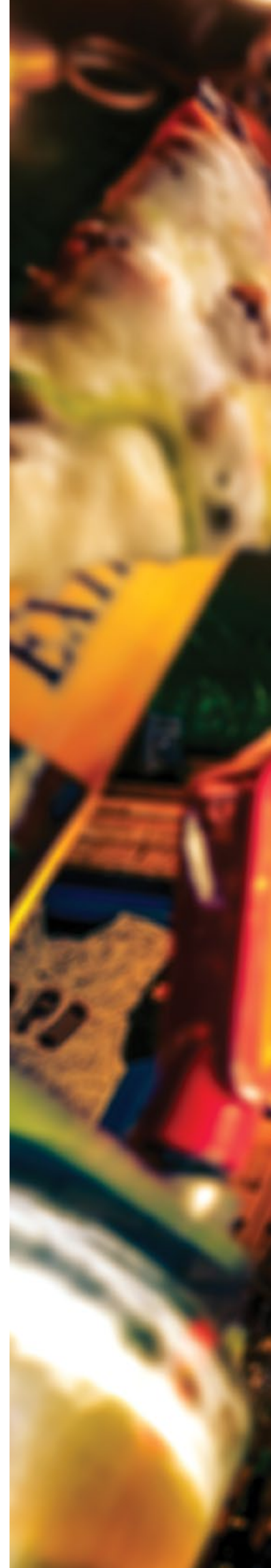
If "frozen-pizza mecca" sounds like a dubious honor, then you've never had a Heggies—the beloved pie that debuted 25 years ago at lodges around Lake Mille Lacs and has since become a sort of regional sriracha, a cult foodstuff available at dive bars and grocery stores across the five-state area. Heggies makes tavern-style 'za—thin-crust, topping-heavy and meant to be squared and shared with pitchers of beer in the manner of our hard-drinking forefathers.

On a recent afternoon at Bogey's Lounge in Lilydale—a townie

hangout with Christmas lights strung around the bar and pull-tabs in the back—the bartender who serves us a piping-hot Heggies makes a case for its secret weapon: "It's all in the toppings," she says. "And look at how nice that cheese browns up." Other cult members praise the crust, hefty enough to handle a mountain of pepperoni while remaining the perfect, crispy counterpoint to all that saturated fat. Everyone seems to agree that unlike most frozen pizzas, Heggies tastes freshly made—especially when baked at 800 degrees in the special ovens the company lends its bar and resort accounts.

But tasty pie only tells half the story. The other half is all about brand love, cultivated by Heggies through decades of old-school marketing tactics, like using delivery drivers as salespeople and withholding details about availability to build word-of-mouth mystique. Legend has it that superfans have been known to flag down Heggies drivers to buy pizza right off the truck.

These practices remain, but the company is modernizing. It moved to a state-of-the-art production facility in 2008 and recently tapped Minneapolis ad shop Modern Climate to redesign its website and launch its first-ever social media campaign—a big move given that it had previously never spent a dime on traditional marketing. Hiring a creative agency can signal many things, including increased growth, a major rebrand or simply an attempt to get with the times. So which is it for this iconic Minnesota brand? And can it hold on to that magic as it matures? Because, believe us, the cult would like to know.



It's your typical aerospace-engineer-buys-a-small-pizza-company story.



A HEGGIES TIMELINE



1989

Don and Polly Hegedus form Heggies in a **garage** at their home near Mille Lacs.



2001

Debuts its **“6 Pack”** meat-lover’s pie—invented by its assembly employees. It’s Heggies’ best-selling pizza.



2004

Shawn Dockter and a group of minority investors purchase Heggies.



2005

Expands to **gas stations** and **grocery stores**.



2008

Moves into **Milaca** facility.



2012

Expands to **Iowa** and the **Dakotas**.



2014

Hires **Modern Climate** to redesign its website and launch a social media campaign—the first marketing effort in company history.

BORN IN A GARAGE

Heggies HQ sits just off Highway 169 in Milaca, a little more than an hour north of the Twin Cities. The 25,000-square-foot concrete box—home to offices and a production facility—is a far cry from the two-car garage where the company started. “I’ve heard that at the time, that garage was the smallest USDA-approved facility in the country,” says Heggies president Shawn Dockter, a tall, barrel-chested guy in his early 40s who looks like he could eat three pizzas in a sitting. Wearing jeans and an untucked button-down shirt, Dockter leads us through the Milaca complex, starting at the conference room and office area.

His casual air befits the casual brand, which began at Don and Polly Hegedus’ home near Mille Lacs in 1989. Heggies—the name is a play on Don’s nickname, “Heg”—rose from the ashes of the couple’s failed Anoka pizza shop, first appearing at a friend’s resort on Mille Lacs, then at other lodges and watering holes around the lake.

As demand for Heggies grew, Don and Polly twice added on to their garage to keep up with orders. Before long, their pizza could be found at bars around the state—mostly dives like VFWs, Grumpy’s in Northeast Minneapolis and Bokey’s in Lilydale. In 2004, the couple decided to retire and stopped adding new accounts. “They had outgrown the garage by then,” says Dockter. “They could hardly keep up, making dozens of pizzas a day. I think growth scared them.”

Enter Dockter, a South Dakota native with an entrepreneurial streak gleaned from his mother, who ran a café, and his dad, who owned an electrical contracting business. After graduating from the University of Minnesota with a degree in aerospace engineering, Dockter worked for Lockheed Martin in Denver for six years, followed by stints at a satellite imaging startup and at defense contractor General Dynamics. By the early 2000s, he was ready to pivot. When a friend mentioned that Heggies was for sale, Dockter and a group of minority investors bought it in 2004 for a sum he will not reveal.

It’s your typical aerospace-engineer-buys-a-small-pizza-company story, and

“During my first year at Heggies, my best training tool was competitors’ websites. I know where everyone else’s pizza is served. I’ve seen photos of their assembly rooms. We don’t do that. I don’t want to create a road map for where we are so other people can compete with us.”

—CEO Shawn Dockter

car to my office—to working in Onamia, Minnesota.” But the guy is dead serious about the pizza, which hasn’t changed much since he took over. He uses the same recipe today and many of the same suppliers, including a Wisconsin creamery he won’t name, lest his competitors—mid-size regional brands such as Iowa’s Piccadilly Circus Pizza—get any ideas. Heggies sold eight varieties when Dockter started, including all the standards, plus curveballs such as cheeseburger. Today, it’s up to 12. Top sellers include sausage, pepperoni and the “6 Pack” meat-lover’s pie.

Dockter became a convert after visiting the VFW in Chaska and watching customer after customer ask not for pizza but for Heggies, which is analogous to asking for Coke instead of cola. “I realized then that I was buying a great company with a great following,” says Dockter. “It just needed a little direction.”

UNAFRAID TO SCALE

In 2004, Heggies had 17 employees and its reach was limited to Minnesota. Many of its delivery drivers were stuck in the Don-and-Polly way of doing things. During his first week on the job, Dockter got a call from a driver named Frank who said he had a problem: One of his accounts that normally spent \$250 wanted to spend \$1,000. Dockter asked if Frank had enough inventory on his truck to cover the order. He did. Dockter wondered if the account had enough freezer space to store the pizza. They did. “So what exactly is the issue here, Frank?” said Dockter. Apparently, Don had capped daily orders from each account at \$250.

Dockter promptly broke that rule, and proceeded to guide Heggies through a decade of measured growth. In 2005—on the recommendation of a delivery driver who kept getting requests from supermarkets—the company expanded to the grocery sector and today is available at a number of gas stations and full-service grocers, plus Everett’s Meats in Minneapolis. “Grocers hunted us down, just like the bars” did, says

ager Nancy Klatke, with the Shirk’s and Chanticleer brands a distant second. Twin Cities Festival Foods stores began carrying Heggies because “it’s a great Minnesota company that falls in line with what we do,” says Festival vice president Jason Herfel. “Plus, it comes with that built-in following,” Herfel adds that sales of Heggies have risen each year since debuting at his stores three years ago.

Retail demand for Heggies grew so much that in 2008 the company made the much-needed move south to Milaca—made sweeter by tax incentives from Mille Lacs County and a \$1 plot of land from the city. The facility now pumps out “many thousands of pizzas a day,” according to Dockter, with room to accommodate new accounts in and out of state (Heggies began appearing in border towns in Wisconsin circa 2005, then Iowa and the Dakotas in 2012.).

When the tour reaches the assembly area, Dockter speaks with pride about his employees, who now number around 50, plus part-time staff. “We’ve built this company with great people and great customer service,” he says, which would sound trite were it not for the fact that the assembly crew appears to be having a good time, joking around as they add toppings or feed giant blocks of cheese through industrial shredders. After receiving the human touch, each pizza is packaged, labeled and flash-frozen before heading down the assembly line to a large cooler to await pickup by one of eight delivery trucks.

Dockter won’t share revenue numbers but will say that Heggies has seen “strong, double-digit percentage sales growth” since 2004. Today, his pizza is available throughout the five-state area, priced anywhere from \$6.99 to \$10.99 in stores and up to \$14 at bars and lodges. That’s relatively steep for a frozen pie, but Dockter makes no apologies. “Our biggest complaint is high price,” he says. “There’s that old adage about either being the best or cheapest—but don’t try to be everything to everybody. Our goal is to be best. Customers know that quality is worth it.”

THE VALUE OF SCARCITY

Which raises the question: Do high prices at high-end grocery stores threaten to water down the Heggies mystique? Predictably, its president doesn’t think so. “We’ve been careful about growth,” he says. “When I started, I wanted Heggies to be as big as

“Our biggest complaint is high price. There’s that old adage about either being the best or cheapest.”

—Shawn Dockter

Dockter sees the humor: “I laugh because I went from ordering classified satellite launches at Lockheed Martin—and needing 14 different passwords to get from my

Dockter, who prefers to sell to local, family-run stores.

Heggies is the top-selling Minnesota-made pizza at Everett’s, says store man-

Tombstone, another pizza that got its start in bars; almost every frozen pizza gets started in bars. But I eventually realized that you make compromises in quality when you become that big.”

Not that he hasn’t been tempted by giants. Both Wal-Mart and Target have approached Dockter, but he passed, preferring to stick to his smaller bread-and-butter clients. “We don’t want to lose focus on our core customers,” he says. This growth strategy appears to be working. Dockter says that potential new accounts call him every day of the week.

As for the Modern Climate hire, the firm will update the website, which now looks like it’s stuck in 1990 and gives very little info beyond the Milaca address. Expect a corner of it to be dedicated to social media-sourced consumer feedback. Don’t expect a “locations” tab—Dockter remains uninterested in telling you where you can find Heggies, and if he frustrates a few hungry customers along the way, so be it.

“During my first year at Heggies, my best training tool was competitors’ websites,” says Dockter. “I know where everyone else’s pizza is served. I’ve seen photos of their assembly rooms. We don’t do that. I don’t want to create a road map for where we are so other people can compete with us. So much of our success is based on not following the crowd—on making the best pizzas and letting others talk about us.”

Anita Nelson says she respects Dockter’s under-the-radar approach to building his company. Nelson is president and founder of Minneapolis-based IN Food and Marketing & Design, a creative firm with food-related clients ranging from General Mills to Cargill. “Not everyone can get away with that approach,” she says. “To do it, you really do need

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Both Wal-Mart and Target have approached Heggies, but it has passed, preferring to stick to smaller bread-and-butter clients.

a great product that has a cult following. What could be challenging for Heggies is that as it grows, things that have worked in the past might not work moving forward—they might decide it’s worth it to start telling consumers where they can find it.”

Until then, Heggies will take the Ray Kinsella approach to marketing: If you build a great pizza, they will come. Dockter tells a story about a young couple who stopped by the Heggies factory on a road trip to get their picture taken in front of building. Doug Flicker, the James Beard Award-winning chef behind Piccolo in South Minneapolis, is also a fan. Flicker bought his first Heggies at a store four years ago. “Holy shit, it was like a cross between my two favorite pizza places: Dulono’s and Red Savoy’s,” says the chef. “I really like that it’s a small, local company dedicated to doing one thing really well.” Flicker remembers Dockter coming to eat at Piccolo a couple years ago. “When the server informed us that pizza royalty had arrived, I was more nervous than when feeding a high-profile chef.”

Flicker’s love of Heggies gets at the heart of its success: Minnesotans tend to valorize—and patronize—companies that stay true to their local roots, even as they expand. We’re also pretty impressed with our high/low tendencies as consumers. We don’t think twice about eating postmodern small plates at Piccolo one night and a greasy pie at the VFW the next. As for fetishizing pizza? Well, that’s universal. Just ask those misunderstood Chicagoans. **TCB**

Chris Clayton is a St. Paul-based writer and editor.

2014

ENTREPRENEURS OF THE YEAR

Upper Midwest: Minnesota, Iowa, Nebraska, North Dakota and South Dakota

REGIONAL JUDGES

Chad Abraham

Global co-head of investment
banking and capital markets
Piper Jaffray

Dawn Ainger

CEO
Genova Technologies

Angela Busch

Vice president,
corporate development
Ecolab Inc.

Scott Richardson

Managing director
Houlihan Lokey,
Minneapolis office

Killian Rieder

Co-founder
and chief design officer
Edia Inc.

Keyna Skeffington

Vice president
and deputy general counsel
Medtronic Inc.

The selection of the 2014 Ernst & Young Entrepreneurs Of The Year for the Upper Midwest began, as always, with hundreds of suggestions, which in turn led to dozens of nominations. The panel of judges conducted interviews, narrowing the field to 25 finalist companies. From this group, the judges chose nine winning companies and their leaders, including our cover subject Amy Nelson of Accurate Home Care (pg. 36), who started working for herself at age 18 and never looked back.

In addition, this year's award recipients include Christopher Policinski, CEO and president of Land O'Lakes, who was recognized with a master entrepreneur award.

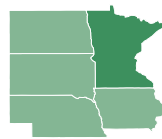
The stories of the winners and the other finalists—each a successful entrepreneur who has uncovered hidden opportunities and driven notable growth—are told on the following pages.

The 2014 Entrepreneurs Of the Year were honored June 11 at the Hyatt Regency Hotel in downtown Minneapolis. They are now candidates for the national Entrepreneur Of The Year awards, which will take place in November in Palm Springs, Calif. And regardless of the outcome this fall, we can certainly say that all of the regional finalists have built winning companies.



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For more information on the Entrepreneur Of The Year program, contact Christine Dobson in Ernst & Young's Chicago Office: christine.dobson@ey.com, 312-879-2470. Or visit the program's website: Ey.com/us/eoy/um



Amy Nelson

Founder and CEO

YEAR FOUNDED
2002

HEADQUARTERS
Otsego

ANNUAL REVENUE (2013)
\$48.3 million

EMPLOYEES
4,000 (full and part time)

WHAT IT DOES
Provides low-tech personal care for adults and children, as well as respite care, skilled nursing care, mental health care for children, and behavioral coaching.

By Ingrid Case

Accurate Home Care

Amy Nelson learns fast. That's a good thing: She's been running her own business since she was 18.

After a couple of home care jobs in high school, Nelson changed her plan to become a nurse and instead majored in health care management, later earning a master's degree in business administration. On that foundation she built Accurate Home Care into a business with 1,500 clients across Minnesota, Illinois and Iowa. Nelson says that she's done that by providing skilled, reliable caregivers in an industry where the jobs aren't always the workers' first choice.

"Traditionally, when people think about home care they think about the elderly, Medicare population," Nelson says. "What we do are cradle-to-grave services."

Early on, gaining credibility in the industry was a challenge. But Nelson persevered. "I heard a lot of no's but doctors and people making referrals were intrigued that I was a newbie and willing to try new things," she says. "I learned not to give up."

Accurate Home Care provides low-tech personal care for adults and children, as well as respite care, skilled nursing care, mental health care for children, and behavioral coaching. About 60 percent of the company's clients are under age 18. Last year the company added Medicaid-funded services, which continue as long as the recipient's condition is improving.

Other clients, supported through funding sources that include Medicare, Medicaid and private insurance, will probably need care for the rest of their lives. Terri Dock's son, Joshua Brown, is one of the clients who will always need care. After her son was paralyzed in a diving accident 11 years ago, the Inver Grove Heights resident used several different home health care agencies.

"Because Joshua is paralyzed from the neck down and on a ventilator, the nurses who care for him need complex skills," Dock says. "It was hard to get those people with other agencies. That's why we went with Amy. We haven't gone more than a day or two without assistance."

Nelson acknowledges that finding good hires is a challenge. "The employee turnover in home health care averages 50 percent," she notes. "We average 30 percent."

The reasons lie partly in cultural ideas about job desirability. "In nursing school, they teach you that the hospital is the place

to be, and if you can't get a job anywhere else, you go into home health care," Nelson says. "Part of my mission has been building a quality provider, so that employees want to come here."

To attract qualified, dedicated professionals, Nelson has offered health insurance as an employee benefit in the past. Ironically, the Affordable Care Act (ACA) has raised the cost of employee benefits for Nelson, even as it's allowed the company to sell services to newly insured clients.

"I'm happy with the ACA in many ways, but on the employer side, the cost of benefits doesn't help at all," she says. Accurate Home Care dropped coverage for 2014 because premiums were so high, but will start offering the benefit again in 2015, both as a way of attracting quality employees and because "we can't afford the fines," Nelson says. "We're taking a year off so that insurance companies will rate us without claims data," which will probably mean lower premiums.

Nelson owns 36 percent of her company. She sold another 37 percent to private equity investors in 2007 to buy out her ex-husband as part of a divorce settlement. Her managerial staff owns stock as well.

Much of Accurate Home Care's growth has come from an expanding client base, but acquisitions have also fueled expansion. The company bought A+ Health Care in Moline, Ill., as a way to move into Iowa and Illinois, and funded that deal in part with equity.

Some home health care companies don't want to do business under the ACA, which has created a buyer's market in the industry. Nelson thinks that this is an opportunity for her company, which will probably buy more businesses this year. "I have three on my desk right now," she says.

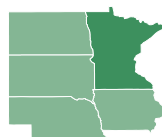
If Nelson picks right, she'll have to learn how to run a big company. "I think we can reach \$300 million in net annual revenue," Nelson says. "Then we'll decide if we want to go public or stay private."



“

I don't always think about it, but there are a lot of days where I feel very proud of what the company has become and the number of lives we touch. We've surpassed every single one of our competitors in our growth.

CATEGORY: Consumer



Robert Coughlan

Principal

G. Thomas Ahern

CEO

YEAR FOUNDED

1989

HEADQUARTERS

North Mankato

ANNUAL REVENUE (2013)

More than \$88 million

EMPLOYEES

350

WHAT IT DOES

Publishes books and interactive e-books for schools and school libraries.

By Gene Rebeck

CAPSTONE

In 2008, Robert “Bob” Coughlan needed some innovation. His educational book company, which had been running so smoothly for nearly two decades, had suddenly hit a wall.

When Coughlan and his brother Jim, fourth-generation members of an entrepreneurial Mankato family, purchased Capstone in December 1989, it specialized in books for boys in third through fifth grades who had trouble reading, or simply didn’t like it. Bob Coughlan had children about that age, and the company’s mission appealed to him. He expanded Capstone’s offerings to pre-K through upper middle school, and to girls as well as boys. He also stretched its market from school libraries to books used in classrooms.

In the first 10 years of Coughlan’s ownership, Capstone went from 48 to 2,500 titles, and the growth continued from there. Then the Great Recession hit. “Our revenue was coming from one market, the U.S. library market,” Capstone CEO Tom Ahern recalls. “Even six and a half years ago, it didn’t take a genius to say that is not in and of itself a growth market opportunity. So what we had to do is look at this vast amount of content we were developing, and had developed, and figure out innovative ways to get it into digital format to try to reach kids wherever they are. We couldn’t rely on the fact that all these kids were going to make it to their library to get access to our content.”

Ahern joined Capstone at the tail end of 2007. A 20-year veteran in the education technology realm, with a career stop in San Francisco, Ahern joined Bloomington-based Plato Learning (now Edmentum) in 1999, then got involved with an Eden Prairie analytical-software startup called SwiftKnowledge, which was sold in 2012.

“I said to the brothers, ‘I know digital, I don’t know print,’” Ahern recalls. “And they said, ‘We have a lot of people who know print, we don’t have anybody that knows digital.’ So that started the marriage.”

Ahern was charged with getting Capstone back into growth mode. “In some ways, it was like we were Blockbuster: We had great content but an archaic way that people had to get it,” he says. “We had to be Blockbuster that turned itself into Netflix.”

The strategy that Ahern and Bob Coughlan devised was to expand Capstone from simply a book publisher and printer

to a multi-platform educational company. In 2010, Capstone started myON, a digital publishing division that converts print books into interactive e-books. In addition to text, myON’s “enhanced digital books” include several features, including recorded audio, quizzes and an embedded dictionary.

“We’ve wrapped [the myON Reader] around two things: assessment, so we know what reading level the kid is at; and then, like Netflix, we will go through and do an interest inventory,” Ahern says. “The system then reaches in online and puts on their dashboard the 10 to 12 books that are of their interest and at the appropriate reading challenge level.”

According to Ahern, more than 3.5 million students have used the myON platform. Capstone has lured about 50 other publishers to myON’s online library, including *Sports Illustrated*, Disney and Little, Brown.

Among the students using myON are those attending Lakeville Area Public Schools. Trish Harvey, the school district’s digital learning coordinator, notes that myON “aligns well with our vision of personalized learning . . . Their teachers can monitor their progress, their parents can monitor their progress.” District superintendent Lisa Snyder praises Capstone’s customer support, noting that company reps “asked us what we’d like to see, what would make the product stronger.”

Thanks largely to myON, “our digital business [in 2014] will be almost as big as the business was in total when I got here,” Ahern says. That said, “we will be close to 35 percent business digital,” he adds, noting that “the forecasters of print’s demise were a bit premature. We have seen significant growth in e-book sales, but people are still buying print.”

Ahern is CEO, running Capstone day to day. But Bob Coughlan remains out front.

“Bob has created a culture of risk-taking, stretching oneself constantly,” Ahern says. “That’s a great culture to work in every day.”



Robert Coughlan

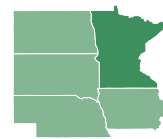


G. Thomas Ahern

“

We have, hopefully, a lot more new creative opportunities ahead of us—all holding true to our business, which is addressing literacy worldwide.

—G. Thomas Ahern



Matthew Dornquast

Co-founder and CEO

YEAR FOUNDED
2001

HEADQUARTERS
Minneapolis

ANNUAL REVENUE (2013)
\$39 million

EMPLOYEES
400-plus

WHAT IT DOES
Secures backup data,
protecting home and
business files.

By Christie Washam

Code42

Matthew Dornquast has had an entrepreneurial spirit for a long time now. In the early 1980s, when he was still a teenager, he founded his first software company. It was a learning experience—with some lessons harder learned than others—but it foreshadowed the success to come. Three decades later, Dornquast is the CEO of Code42, the rapidly growing software company he co-founded in 2001.

CrashPlan, Code42's flagship product, protects valuable endpoint data—specifically unstructured data, which entails everything from photos and websites to medical records and spreadsheets. Code42 originally developed CrashPlan as a business application so that companies could keep sensitive information secure across various platforms. Dornquast knew the business world well: His IT career has included stops at several Twin Cities-area companies, such as Control Data, Blue Cross Blue Shield, and Minneapolis ad agency Fallon Worldwide.

But Code42 found that the Midwestern business response was tepid at best. At the time, Dornquast says, companies didn't see protecting data as a major concern. Code42 changed its tactics in 2007, repositioning CrashPlan toward home users.

Since then, more and more businesses have come to realize the importance of keeping data secure. Code42 now protects information on millions of devices and is used by more than 30,000 businesses around the world; customers include Adobe, Target, Procter & Gamble and NASA. Code42 has been named to *Forbes'* America's 100 Most Promising Companies list twice; since 2009, revenue has increased 101 percent.

So even though it took Code42 a little longer to gain traction than Dornquast and his team first imagined, when growth happened, it has happened in a big way. "The biggest challenge—and it's not over with—is staying true to your values while growing the business," Dornquast says.

Code42's core values are all about providing customers with products that fit their distinctive needs, maintaining a talented and motivated workforce, and building the Minnesota tech scene. CrashPlan is constantly evolving as business technology changes, and keeping up with that while not losing sight of the mission is a constant

concern. Code42 was bootstrapped at the beginning, but when the company needed to scale quickly to meet market demand, it debated whether to take in outside investors. Ultimately, Dornquast and his team decided to hold a round of funding in 2012, which netted \$52.5 million from Palo Alto, Calif.-based Accel Partners, with participation from Minnesota venture firm Split Rock Partners.

"I think we made the right call," Dornquast says. "But it was still a big thing to overcome. We now have other people that we need to think about. What's interesting, though, is that it's not that we keep them happy; we both want the same things. The difference is we want to do this for the long term."

One of those like-minded investors is Michael Gorman, a managing director at Split Rock Partners and a member of Code42's board. Gorman had been using CrashPlan at home and the office for years; given Split Rock Partners' focuses on the software and cloud-based tech, the investment partnership was a natural fit.

Gorman credits the company's success to world-class talent and Dornquast's leadership. "He'll be the first to say he's been fortunate to work with great people," Gorman says, but "it does require leadership for all that to coalesce."

Dornquast, Gorman adds, brings an authentic personality to everything he does and adapts to new challenges. "He has a voracious appetite for new information and learning," Gorman notes. "He keeps an open mind to input and actively seeks out other perspectives that will help him build the business."

To Dornquast, part of building that business is putting Minnesota back on the information technology map. Code42 sponsors local tech organizations such as Minnebar, the Minnesota High Tech Organization and the Minneapolis chapter of Girls in Tech.

"I think a really important question entrepreneurs need to ask themselves is what will you do when you're successful? What's your exit strategy?" Dornquast says. "We've never had an exit strategy. What's driving the vision is what kind of difference we can make in our community."

“

We dreamed of getting big and successful, and in our dreams it wasn't supposed to take this long. It turned out to be a lot harder than we thought. I guess naiveté is a prerequisite for aspiring to be huge.



Eric McDonald

Co-founder and CEO

YEAR FOUNDED 2000

HEADQUARTERS Sioux Falls, S.D.

EMPLOYEES 210

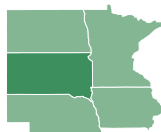
WHAT IT DOES

Provides integrated electronic health records and practice management technology for urgent care practices

By Ingrid Case

CATEGORY: Environmental and Health Technology

DocuTAP



Eric McDonald was one of those computer whiz kids who started a company shortly after college. It took a few years for the business to get up to speed. But by 2004, he was starting to sell the software on which his Sioux Falls firm, DocuTAP is based: practice management software that runs on tablet computers and helps medical professionals and administrators streamline urgent-care practices.

"All we do is urgent care, and our goal is to be the backbone of these clinics and manage everything electronically," McDonald says. DocuTAP currently has about 800 urgent care practices in 45 states under contract; each clinic has three to six physicians on staff. The firm's revenue has increased year over year by about 70 percent for each of the last three years.

Getting to this point wasn't easy. McDonald cites Palm Pilots and Handsprings (remember them?) as the source of the initial idea for his product. "I figured that everything was going toward handheld devices," he says. "I realized that health care is so dependent on paper, and it would be great if a physician could put information into a handheld device."

For the software to sell, however, it had to run on the right hardware, and that was difficult to find. In 2000, Wi-Fi was new; iPads and other tablets were in the future. "We worked with a lot of other start-up groups to make a go of tablet PCs," McDonald says. The company's initial software, he says, ran on tablets that cost between \$2,000 and \$3,000 each. The tablet market has since caught up with DocuTAP's need for hardware that clients



can easily afford.

"Now urgent care is one of the fastest-growing niches in health care," McDonald says. "We live in an on-demand society, there aren't enough primary care physicians, and both Obamacare and insurance companies discourage people from going to the ER for a bladder infection," he says.

McDonald's current focus is in pushing the idea of software as a service. "This is a software-as-a-service company," he says. "When a client signs the contract, we make nearly no money. We charge a transaction fee every time the client sees a patient. It's a really good idea, but it's a hard way to bill."

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Greg Thrasher

President

Nancy Thrasher

Vice president

YEAR FOUNDED 2008

HEADQUARTERS La Vista, Neb.

ANNUAL REVENUE (2013)
\$40 million

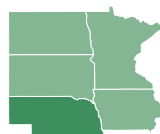
EMPLOYEES 40

WHAT IT DOES
Manufactures and distributes
foundation repair products.

By Suzy Frisch

CATEGORY: Distribution, Manufacturing and Logistics

Foundation Supportworks

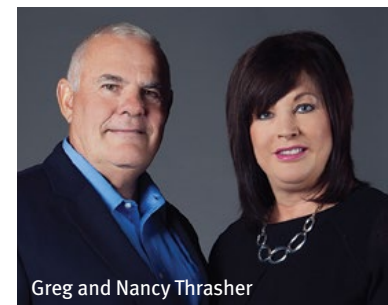


Greg and Nancy Thrasher had built a successful basement-repair business in the Omaha area. But during their three decades in business, they were frustrated that structural-hardware distributors didn't offer much service or support. They thought they could do better.

And they have. Six years after launching Foundation Supportworks Inc., the Thrashers have constructed a \$40 million company that provides contractors and dealer-distributors with the supplies—and the business support—they need to succeed. While Foundation Supportworks (FSI) designs and sells wall anchoring systems and other products to shore up troubled residential foundations, it pairs those supplies with consulting services in marketing, sales training, operations and more.

"What separates us from the competition is that we work with our dealers and train them," says Greg Thrasher, who is the company president. "We support them in all phases of their business, such as how to answer their phones, how to hire and how to sell their products." The idea behind such services, he adds, is that "the more successful they are, the more successful we are."

To help its customers with their marketing efforts, Foundation Supportworks works with web and graphic designers, 3D animators and video specialists to produce advertising pieces for customers and improve lead generation from their websites. Foundation Supportworks also deploys structural and geotechnical engineers who offer training and expertise to local dealers; curriculum developers provide classroom and webinar training for back-office teams. According to Thrasher, it's not



Greg and Nancy Thrasher

uncommon for dealers who use these services to quickly grow their businesses from \$3 million in sales to \$15 million to \$20 million. Before long, Foundation Supportworks built a network of 140 dealers throughout the United States and into Canada.

Foundation Supportworks' attention to detail impresses Jason Hansen, first vice president at American National Bank in Omaha, which has been the couple's lender for eight years.

"A lot of their impressive growth has to do with Greg and Nancy having impeccable ethical standards. It's why they've been able to achieve the success they have," Hansen says. "They already had been successful with Thrasher Basement Systems, and they didn't need to do this." But, Hansen adds, "they realized they could do this better than anyone else."

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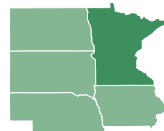
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Cheers to easy, fast
and worry-free renting
with the Professional
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will your home rent for?





Chip Pearson

Co-CEO

Zach Halmstad

Co-CEO and founder

YEAR FOUNDED
2002

HEADQUARTERS
Minneapolis

EMPLOYEES
300

WHAT IT DOES
Develops and manages IT management software suites for desktop and mobile Apple technologies.

By Gene Rebeck

JAMF Software

For JAMF Software co-founder Chip Pearson, one of the turning points in his company's success came early on. Along with his business partner Zach Halmstad, Pearson was looking for customers for his startup's enterprise-wide services on the Apple platform. "We were just two systems administrators; we'd never positioned a product, so it was a little awkward for us at first," Pearson recalls.

Still, he and Halmstad were able to find some clients. Business was building, particularly among creative agencies, which have long preferred Macs over PCs. Pearson and Halmstad even found themselves in London, trying to interest a major U.K. ad agency in JAMF's services.

"I was pitching my heart out, thinking I was doing a great job," Pearson recalls. "And someone raised his hand up and said, 'Excuse me, you're talking about your solution. But you haven't listened to our problems yet, so how do you know you have a solution to our problems?'"

That query, Pearson says, "changed everything for us Before then, we were really excited to tell people about what we had made. We found that if we had listened to what was ailing them, that we had a good match for them."

Thanks to 12 years of listening, JAMF Software has built a company that has grown along with the Apple product platform. Its flagship product is the Casper Suite, which allows organizations of all sizes to nimbly upgrade, maintain and manage their Apple computers and devices, including iPhones and iPads.

"When we started out, we had a really simple philosophy," Pearson says. "We took all the things we hated about the software companies we were dealing with and we did the opposite." For instance, "we hated how software companies would sell you one thing, and if you wanted to get everything you saw on the demo, there were multiple charges after that." Instead of nickel-and-diming, "we'll give you everything for the same price and we stuck to it, with no additional charge."

This approach has helped JAMF build a customer base that's about half businesses, half educational institutions. On the commercial side, JAMF has seen its base expand from content creation companies—ad agencies, media studios—to tech firms and,

more recently, manufacturers, banks and Fortune 500s. "We see people adopting the Apple platform in lots of different ways in multiple industries today," Pearson says.

The ability to keep up with the ever-changing world of Apple is why Dan Pickens, head of instructional technologies for Farmington Area Public Schools, works with JAMF to maintain the district's 7,000 iPads and 500 MacBooks. "We needed a company that was going to be able to grow and change with our needs, because we weren't exactly sure what we were going to need a year or two years from now, or even next month," Pickens says.

Pickens' school district requires that kind of flexibility. "Sometimes you want to allow freedom, other times you want to have a little more control," he notes. One obvious example of control is keeping a kid from uploading an inapt app. "We need to be able to [make changes] on the spot and not have to reset things," Pickens adds.

While JAMF allows schools and employers control, the company is also accommodating a different, somewhat opposite trend in IT. "We are moving from kind of the centralized command-and-control model of information technologies to an emerging user-centric approach," Pearson says. "When all the stuff that is out there online, users are making decisions on their own more and more. And we help users protect themselves from the unintended risks they are putting themselves into."

Flexibility is also built into JAMF's leadership style. "I probably spend 80 percent of the time on the company and 20 percent of the time on product innovation," Pearson says. "Zach's probably more 70 percent product innovation and 30 percent company structure stuff."

Pearson and Halmstad now are pursuing \$30 million in new funding to expand their firm's capabilities even further. "We just look at the new markets Apple is creating with iPad, iPhone and Mac—there are new customers being generated every day."



Chip Pearson

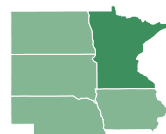


Zach Halmstad

“

So much of what is in [JAMF's products] has come from requests from customers More than half the product innovation has come from listening to the customers.

—Chip Pearson



Christopher Policinski

CEO and president

MASTER ENTREPRENEUR

YEAR FOUNDED
1921

HEADQUARTERS
Arden Hills

ANNUAL REVENUE (2013)
\$14.2 billion

EMPLOYEES
10,000

WHAT IT DOES
Markets dairy products, produces animal feed, and sells seed and other agricultural products through farmer-owned retailers.

By Gene Rebeck

Land O'Lakes, Inc.



he fact that he runs a Fortune 500 company doesn't mean that Chris Policinski can't act like an entrepreneur. In fact, he has.

Policinski, Land O'Lakes CEO and president since 2005, saw an opportunity for Land O'Lakes to expand. By 2050, the world's population is projected to grow nearly 40 percent, to 9.6 billion. "With that kind of population growth, and the combination that diets are improving in Asia and the middle class [is] emerging there—and the same in Africa—experts say we're going to have to nearly double food output," Policinski says.

As a farm cooperative for more than 90 years, Land O'Lakes seemed poised to contribute. But back in 2005, Policinski says, "we [were] really not structured right to do so."

What was wrong? By 2005, Land O'Lakes had become something of a holding company, with several low-performing business. Policinski and his management team saw a chance to transform Land O'Lakes into a vigorous operating companies well positioned to embrace agricultural and food-product opportunities. So they began shedding nonessential units—an egg company and a fertilizer manufacturer, to name two—and focused Land O'Lakes on three value-added, branded businesses:

- Its famous branded dairy products—butter, milk, cheese, dairy powders—as well as some refrigerator-case products.
- The Purina brand of animal feed (not including the dog and cat foods owned by Nestlé).
- WinField, a division founded in 2007 that sells seed, fertilizer and crop protection products, along with other agricultural services, through farmer-owned retailers. WinField brought together businesses "that went from a couple hundred million in sales to now nearly \$5 billion."

Building WinField "gave us scale," Policinski says, allowing Land O'Lakes to trim costs and make better deals with vendors such as fertilizer wholesalers. "And because we had the scale and could do things more efficiently," he adds, "it started to open our eyes to new technologies."

Case in point: Geosys, a French satellite imaging company that Land O'Lakes partnered with, then acquired. Geosys allows farmers to "map how crops grow in real

time using satellite imagery," Policinski says. "From the information we get, we can tell a farmer what is happening with their crop during the season." This provides "a great way to optimize the crop, the yield, the economics, because you are only putting on what is needed, when it is needed."

All this isn't to say that creating a more entrepreneurial company was easy. "Probably the biggest challenge was to come in as the CEO and say 'We've been around since 1921, but we are going to have to change the way we do business,'" he says, "and we're going to have to do business under an operating company model that allows us to take a lot of cost out of our business to reinvest in this great growth opportunity."

Policinski acknowledges that not all employees were enthusiastic about the changes at first. "Entrepreneurs all have this passion to do something in their business, to improve people's lives," Policinski says. The message he instilled: "We are really part of something much bigger. We are part of growing more food in an increasingly sustainable way to feed a hungry planet. That is a big deal! That really energized our employees."

As CEO, Policinski has "done an exceptional job in my view of focusing on areas where he saw opportunities," says Kevin Jach, managing director and co-head of the food group at the investment bank Lazard Middle Market. Jach worked with Policinski at Pillsbury in the mid-1990s; since moving to their respective current employers, he and Policinski have worked together on 10 transactions. Among those was Land O'Lakes' 2012 purchase of the Kozy Shack line of desserts.

"Sometimes in large organizations it's more difficult to move forward and do that," Jach says. "But he's done a very good job of driving both organic and M&A initiatives that have positioned Land O'Lakes for long-term growth and continued success."

“

Like a lot of companies that have been around a long time and have a proud history, we had a certain momentum in our company, and a lot of that is good. But sometimes that momentum can be reason not to change.





Scott Litman

Managing partner

Dan Mallin

Managing partner

YEAR FOUNDED
2008

HEADQUARTERS
St. Louis Park

ANNUAL REVENUE (2013)
\$28 million

EMPLOYEES
110

WHAT IT DOES
Develops and manages IT management software suites for desktop and mobile Apple technologies.

By Jake Anderson

Magnet 360

Few business owners recall 2008 as fondly as serial entrepreneurs Scott Litman and Dan Mallin.

"It was in some ways a great time to start a business, because we were in the bad economy, and yet we didn't have the overhead or infrastructure costs of lots of our competitors," Mallin says.

Digital marketing pros with two earlier ventures (and successful exits) under their belts, Litman and Mallin pumped more than \$1 million into their new endeavor. Magnet 360 started as a network of a dozen small Twin Cities marketing agencies, each of which brought skills—design, brand management and so on—to collaborate on customized marketing projects.

The model worked well enough at first. But Litman and Mallin soon sensed a new opportunity. They witnessed a broader shift to one-on-one, more customized digital marketing, and saw that customer relationship management (CRM) was integral to that approach, because it allowed companies more access to data across multiple channels and the chance to tailor marketing messages.

Soon the founders observed how integral CRM platform Salesforce.com had become for clients, and that the cloud giant was evolving beyond traditional CRM. So Magnet 360 acquired two of its partners that specialized in the Salesforce.com platform; the other agency partners went their own way. In 2011, Magnet 360 re-emerged as a full-service marketing technology consultancy, offering marketing solutions that tie back to Salesforce. (In 2012, Salesforce became a strategic investor in Magnet 360.)

"We have the team that creates everything from the visuals of the customer experience to the business analysts that are configuring Salesforce's tools to be able to deliver on the strategy," Litman says.

Magnet 360 brings together consumer data collected in many other channels, including in-store point-of-sale systems, e-marketing data and online activity. This helps salespeople and marketing teams develop a complete picture of their customers. Magnet 360 also can deliver on implementation.

Litman and Mallin point to their single-shop approach as a competitive advantage. "You can talk to ad agencies with tons of experience on the engagement side, and you can talk to lots of IT shops with loads

of experience with Salesforce," Litman says. "And you can find lots of web shops that are agile and nimble." Magnet 360 can do all three. "We get the solution out quicker for clients," Mallin says. "And then we iterate and make it better over time, as opposed to [delivering] the huge project with the big bang at the end that may or may not meet the needs a year later."

Litman and Mallin have been a dynamic duo since founding Minneapolis-based digital marketing firm Imaginet in the early 1990s. After selling Imaginet, they teamed with Edwin "Skip" Gage, founder of Minnetonka-based Gage Marketing Group, to buy back the company, growing its revenues before selling it again in 2001, this time to London-based WPP Group. Litman and Mallin became North American president and COO, respectively, and took the firm, renamed Connect@jwt, to north of \$60 million in revenue before leaving in 2004.

"They've been a team as long as I've known them," says Gage, who is Magnet 360's principal investor and chairman. Gage calls Litman and Mallin "solidly successful" entrepreneurs.

Magnet 360 counts Fortune 500s, including 3M, Medtronic and General Mills, among its clients. Its recent acquisition of Los Angeles-based American Data Co. boosted its headcount to 110, and its retention rate has hovered above 95 percent since 2012. *Inc.* magazine named Magnet 360 one of the nation's fastest-growing companies in 2013, with a growth rate of 1,231 percent in the three years leading up to 2012, when it reached \$17 million in sales. It's eyeing \$28 million this year.

In 2005, the two launched the Minnesota Cup, the largest statewide contest for startups in the country. More than 8,000 entrepreneurs have participated; winners in the past few years alone have raised more than \$70 million in capital.

Considering their track record, are Litman and Mallin itching for a new project, or an exit strategy? "We've built it so we can work here for years."



Scott Litman

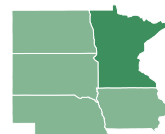


Dan Mallin

“

We get to do this every day, and that's what makes an entrepreneur an entrepreneur. It's not something we have to do.

—Dan Mallin



Brenton Hayden

Founder and chairman

YEAR FOUNDED

2007

HEADQUARTERS

Minnetonka

ANNUAL REVENUE (2013)

\$48.3 million

EMPLOYEES

133

WHAT IT DOES

A professional landlord service that helps property owners and real estate investors rent and manage their residential real estate.

By Kevin Mahoney

Renters Warehouse

Brenton Hayden was fired from his first job as a real estate agent for being what his boss called “too entrepreneurial.” It turned out his boss was right. About seven years later, Hayden bought the man’s business from him.

That purchase became part of Renters Warehouse, which Hayden founded to handle a problem that he continually had as a real estate agent: finding experts who could help property-owner clients enforce leases, handle evictions and coordinate maintenance.

“Residential property owners had no help in managing their rent, other than real estate agents,” Hayden recalls. “And I knew as an agent that we were ill-equipped to do that—we just weren’t trained for it. There were a few companies doing this, maybe five in Minnesota, but nobody was in a big way So I saw it as just blue ocean.”

Since Renters Warehouse’s inception, the number of local competitors has grown from five to around 300. Nationwide, the industry has grown to a \$69 billion business. But Hayden jumped in early. Renters Warehouse is now the country’s second-biggest company offering residential real estate management services. It expects to generate more than \$14 million in revenue this year, an increase of more than 40 percent over 2013. And it’s adding between 250 and 300 units per month.

One of Hayden’s biggest challenges, as well as one of his proudest achievements, is hiring. In the company’s seven years, he says, zero employees have quit. “While we are constantly in hiring mode, it’s a highly selective process,” Hayden says. “We’re going to ask some peculiar questions to find out who the applicants really are. Instead of asking for someone’s strengths, I like to ask them about a time they really screwed up at work or to tell me something funny about themselves that not everyone knows.”

One disadvantage of the company’s growing headcount—finding space. “Last year, I signed a 10-year lease on a 16,000-square-foot space and I thought that would last me a while,” Hayden says. “Now I’m less than a year into the space and it’s already full and I’m looking to get another 16,000-square-foot space.”

Tracy Call, owner and founder of Minneapolis-based Media Bridge Advertising, has witnessed the company’s

growth from acorn to oak tree. “When I first met Brenton, I walked into his office thinking, ‘There’s no way I have time for a small-time client like this,’” Call remembers. “Then I walked out an hour later thinking, ‘Wow, was that guy impressive. He’s going somewhere and I have to take this one on.’” Renters Warehouse is now Media Bridge’s largest client.

According to Call, Hayden’s success comes from a variety of sources: “His fearlessness to make bold moves in marketing, his audacity to follow his gut instincts and his knack for finding really talented people and aggressively going after them.” Plus, she adds, “he has this massively intense work ethic.”

Hayden says that work ethic was the price he knew he had to pay to reach a goal he had set for himself: an early retirement. Last October, he passed the CEO reins to his second-in-command at Renters Warehouse so that he could work just two days a week as company chairman.

True, it wasn’t exactly a retirement. Hayden is now spending most of his “free” time on RW USA, the franchising division of his business. There are 11 Renters Warehouse franchises in nine different states, with four more in development and plans to sell 25 more by the end of the year.

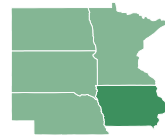
In addition to his work with Renters Warehouse’s franchising division, Hayden is an angel investor in two software firms based in San Francisco and a rental property marketing business in Delaware. And if that’s enough to keep his work ethic in fighting trim, he’s also eyeing a local boxing promotions company called Seconds Out as his next potential investment.

“Honestly, once Renters Warehouse got traction and the wheels were all spinning in the right direction, that’s when I got bored and needed to look for something new,” Hayden says. “That’s why I see my future in angel investing. I want to be the guy that gives a company their first \$100,000, helps them build a viable business and then sells them off to a big equity group that will give them their first million once they’ve made a name for themselves.”

“

Many of the products or ideas for the company were invented by my staff, so while I put the meetings together, they come up with the ideas. I owe them a great debt of gratitude—I have had an amazing team.





Van Miller

CEO

YEAR FOUNDED
1986

HEADQUARTERS
Waterloo, Iowa

EMPLOYEES
670

WHAT IT DOES
National buying group for independent home medical equipment providers, high-tech rehab and respiratory providers, orthotic and prosthetic practitioners, and restaurant chains.

By Fran Howard

VGM Group



an Miller was fired in 1986 from Miller Medical Service, a company he founded. But though it came at a challenging time—his wife was pregnant with the couple's first child—he didn't let it get him down. Instead, he started another business, which he called the VGM Group, and made it bigger than the first one.

"I had exactly \$10,000," Miller recalls. "Two friends lent me the money to start the VGM Group. One lent me \$50,000 and the other \$25,000." A few years later, he parlayed what he calls a low-ball buyout price of \$550,000 for his stock in Miller Medical Service to expand. "Three years after I started the company, I was finally able to pay myself a salary," Miller says.

The VGM Group is modeled after the franchise business that Miller built between 1978 and 1986 for the home medical services sector. "The industry was growing at such a rapid pace," he says. "I started a franchise program and offered group buying under a membership program." In 1986, when Miller left the firm, the 16 franchisees that Miller Medical Service worked with bought out of their contracts; 15 became the first members of the VGM Group. VGM members pay monthly and aren't locked into long-term membership contracts.

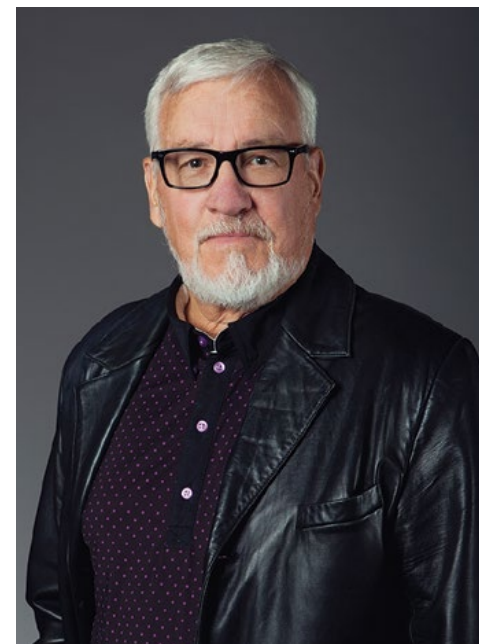
At the time of the company's launch, no other firm offered the breadth of buying opportunities or services to the health care industry that VGM did. And according to Miller, no other company offers such a wide range of services to as many industries, which now include restaurants, golf courses and specialties aligned with health care. VGM added insurance products through

its own insurance company and online continuing education courses for health care professionals. Besides contract negotiation and member prices on equipment, the VGM Group offers members advice on insurance, computer software, Medicare audit, and dealing with the changes brought about by the Affordable Care Act.

John Deery Jr., owner of John Deery Motors, a car dealership with several locations in Iowa, was one of VGM Group's original investors. "I knew he was good for it," Deery says. "And he knew what he was doing in that field."

In return for the loan, Miller gave Deery and Jim Walsh, the other original investor and now VGM's corporate attorney, part ownership in the company. "I told Van that he didn't need to take me along, and that if he ever wanted to take me out, he could," Deery says. "He said, 'No, you are along for the ride.' And I've had a big payout ever since." The VGM Group has logged 15 to 20 percent annual revenue growth in recent years.

One of Miller's biggest challenges has been attracting both top-quality help and the right people to fill positions. "It's an ongoing challenge when you are growing like we are," he says. "It can be a challenge to get people to move to Waterloo, Iowa, from Texas, Arizona, New York, or the east coast of Florida. We don't buy people; we get people because they have worked with us or through our customers. They know our culture and see how the company is growing."



I don't see retiring anytime in the near future.
I'm 65. I've had a few heart attacks, so God willing . . .
If I didn't feel it was in the best interest of the company to stay on as CEO,
I would move aside.

EOY 2014 Finalists

Edward Cameron

Appliance Recycling Centers of America Inc.

YEAR FOUNDED: 1975

HEADQUARTERS: St. Louis Park

ANNUAL REVENUE: \$129.1 million

EMPLOYEES: 341

WHAT IT DOES: Appliance Recycling Centers of America (ARCA) started out as an antiques and used furniture business. Cameron discovered a gap in the market for recycling old appliances. He and his company then developed systems to utilize parts and safely dispose of harmful substances—and create a large, successful new business.

Jon Carlson

Braun Intertec Corp.

YEAR FOUNDED: 1957

HEADQUARTERS: Minneapolis

ANNUAL REVENUE: \$92 million

EMPLOYEES: 500-plus

WHAT IT DOES: Carlson began his career at Braun Intertec in 1988 as an environmental technician, helping the business provide environmental, geotechnical and testing to public and private companies. Since he became CEO in 2009, Braun Intertec's revenue has grown an average of 33 percent annually.

Mike Derheim

The Nerdery

YEAR FOUNDED: 2003

HEADQUARTERS: Bloomington

ANNUAL REVENUE: \$37.4 million

EMPLOYEES: About 480

WHAT IT DOES: The Nerdery is an interactive web design and development company focusing on social media, website and mobile-platform projects. Derheim, who became CEO in 2010 under difficult circumstances, has led the company to new growth. The Nerdery opened offices in Chicago in 2010 and Kansas City in 2013, and has been on *Inc.*'s 5,000 fastest-growing companies for six consecutive years.

David Kristal

Augeo

YEAR FOUNDED: 1999

HEADQUARTERS: St. Paul

ANNUAL REVENUE: More than \$100 million

EMPLOYEES: 200-plus

WHAT IT DOES: Created out of Kristal's experience saving his family's business

(the Embers restaurant chain), Augeo is a loyalty-marketing firm working with more than 200 clients, which include PepsiCo, U.S. Bancorp and Home Depot. The company develops loyalty campaigns including points systems and gaming-influenced platforms. Augeo also invests in promising startups.

Brad Goskowicz

Microbiologics

YEAR FOUNDED: 1971

HEADQUARTERS: St. Cloud

ANNUAL REVENUE: Not provided

EMPLOYEES: 93

WHAT IT DOES: Microbiologics is a laboratory testing facility that provides services for the detection of microbial contamination in water, food products and the environment. Since Goskowicz became CEO in 2009, Microbiologics has seen a 137 percent increase in revenue, a 42 percent increase in employees, and two successful acquisitions. In 2012, the company nearly doubled the size of its headquarters.

Justin Hall

Logistics Planning Services

YEAR FOUNDED: 1987

HEADQUARTERS: Woodbury

ANNUAL REVENUE: more than \$100 million

EMPLOYEES: 75

WHAT IT DOES: Logistics Planning Services (LPS) offered one of the first web-based freight management programs in the transportation logistics market. In the past three years, under Hall's leadership, the company has grown 200 percent and added an office in Belgium. LPS' technical team develops software that's compatible with the customer's on-board operating systems.

Christopher Klitgaard

MediRevv

YEAR FOUNDED: 2007

HEADQUARTERS: Coralville, Iowa

ANNUAL REVENUE: \$12.2 million

EMPLOYEES: 180

WHAT IT DOES: Klitgaard founded MediRevv as a health care management company specializing in helping medical services improve cash flow and increase revenue. MediRevv now is expanding its business offerings, and in October, it broke ground on a new 26,200-square-foot, \$3.2 million facility.

Michael Lacey

Digineer Inc.

YEAR FOUNDED: 1998

HEADQUARTERS: Plymouth

ANNUAL REVENUE: Not provided

EMPLOYEES: Not provided

WHAT IT DOES: Lacey was only 29 when he founded Digineer, an IT and management consulting firm that focuses on improving the business performance of health care and marketing services industries. Since its founding, the company has grown fast: In both 2012 and 2013, Digineer grew by more than 50 percent.

Jim Loffler

Loffler Cos. Inc.

YEAR FOUNDED: 1986

HEADQUARTERS: Bloomington

ANNUAL REVENUE: \$67 million

EMPLOYEES: 360

WHAT IT DOES: Founder and CEO Loffler recognized the evolving trends in technology early on; his business evolved along with them, from a copier and fax machine company to an integrated IT service provider. Partnerships with national brands have allowed Loffler Cos. to provide solutions tailored to its customers' budgets and technological requirements.

Krista Erin O'Malley

and Josh Hanson

Make Retail

YEAR FOUNDED: 2011

HEADQUARTERS: St. Paul

ANNUAL REVENUE: Not provided

EMPLOYEES: 38

WHAT IT DOES: Make Retail is a design firm that helps its retailer clients with everything from ideation and production to digital marketing, branding, staffing and market measurement. Its wide range also includes collateral materials, custom packaging and store design.

John Puckett and John Soranno

Punch Pizza

YEAR FOUNDED: 1996

HEADQUARTERS: Minneapolis

ANNUAL REVENUE: more than \$15 million

EMPLOYEES: 300

WHAT IT DOES: After founding and growing the Caribou Coffee chain, Puckett was looking for a new challenge. He approached Punch founder Soranno, and together they expanded Punch into a chain with eight locations in the Twin Cities. Besides its Neapolitan-style pizza, Punch is known for its \$10 minimum wage, which received national attention this year from President Obama.

Duane Smith

TrueNorth Cos.

YEAR FOUNDED: 2001

HEADQUARTERS: Cedar Rapids, Iowa

ANNUAL REVENUE: \$42 million

EMPLOYEES: 220

WHAT IT DOES: TrueNorth started as a cluster of insurance and financial services companies and entrepreneurs. In 2010, after some slow-growth years, Smith and his team re-engineered TrueNorth to better reward high performers. From 2012 to 2013, the company grew 35 percent; it now has 13 locations across the central United States.

Jennifer Jan Smith

Innovative Office Solutions LLC

YEAR FOUNDED: 2001

HEADQUARTERS: Burnsville

ANNUAL REVENUE: \$50 million-plus

EMPLOYEES: 82

WHAT IT DOES: Smith built her office products business using a "stockless" model—she works with wholesalers rather than having her own warehouse. With some traditional office products in decline due to computers, Innovative Office Solutions has added furniture, janitorial supplies and break-room services to its offerings. The company has experienced double-digit growth in recent years.

Tashitaa Tufaa

Metropolitan Transportation Network

YEAR FOUNDED: 2003

HEADQUARTERS: Fridley

ANNUAL REVENUE: more than \$12 million

EMPLOYEES: 340

WHAT IT DOES: Tufaa started by driving a few homeless students to their schools every day. Fostering relationships with school districts and his own employees, he built a company that provides safe and reliable bus transportation. Since 2003, Tufaa has grown MTN into a fleet of 300 buses, serving more than 15,000 mainstream, special education and homeless students.

L. William York

AgriBank

YEAR FOUNDED: 1916

HEADQUARTERS: St. Paul

TOTAL ASSETS: \$87 billion

NET INCOME (2013): \$563.6 million

EMPLOYEES: 185

WHAT IT DOES: AgriBank is one of the largest providers of credit to rural America, particularly to American agriculture. As CEO, York has guided the bank through the recession and one of the worst droughts in decades in order to continue providing reliable credit services to its customers.



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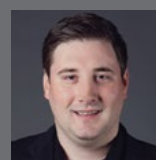
Christopher Policinski
Land O'Lakes



Scott Litman
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Dan Mallin
Magnet 360



Brenton Hayden
Renters Warehouse



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How Smart Is Alternative Energy?

Minnesota's leading the charge in clean energy generation and usage. But it will take compromise and dedication to keep the edge, while the economic benefit remains only theoretical. **BY Don Jacobson**

M

innesota is often hailed by environmentalists, government leaders and utility executives for its commitment to renewable energy—and for good reason: Among states with at least 4 million residents, Minnesota ranks No. 1 per capita in the generation and consumption of wind, solar and biomass energy.

The state's lead in switching to cleaner electrical production also is well timed, given President Barack Obama's recently issued plan for the nation's coal-fired power plants to reduce greenhouse gas emissions 30 percent by 2030. Minnesota touts one of the toughest "renewable portfolio standards" in the country and recently set a new, first-in-the-nation mandate to increase its use of solar power.

But will that progress pay off for Minnesota's economy as well as its air quality? Investing in new technologies is expensive, and new methods of producing power still generate far less output than a traditional natural gas or coal-fired power plant. As such, could it be that the state's focus on clean energy will inadvertently lock in higher electricity prices than those businesses can find elsewhere?

Clean energy is already leading to rate hikes in Minnesota. The state's largest electric utility, Xcel Energy, is seeking a \$291 million, 10.4 percent rate over a two-year period (\$192.7 million in 2014 and \$98.5 million in 2015)—the largest percentage rate increase ever requested by the utility. If approved, it would be Xcel's sixth rate increase in eight years. More than 25 percent of this rate hike's second-year "step increase," or about \$27.5 million, would go to offset the capital costs of a major acquisition of wind farms in Minnesota and North Dakota meant to help the utility meet its state-mandated goal of deriving at least 30 percent of its revenue from renewables by 2020.

While business leaders remain skeptical about the "true costs" of adding wind power capacity, Xcel (which already is the country's No. 1 wind-power producer) says the rate hike is a necessary capital investment in clean energy that will produce lower rates over time. The utility notes the costs of producing wind power have plummeted in comparison with those of fossil fuels, making for substantial fuel cost savings estimated at \$225 million over 20 years, and allowing it to integrate a huge 750-megawatt wind-power addition while actually reducing base rates over the long haul.

Such savings appear to be fairly small, however. Xcel says that because of the added wind resources, average base rates would decrease a bit each year and by 2024 would be nearly 1.5-tenths of a cent per kilowatt-hour lower than today. Thus, 10 years from now an energy-intensive business such as a data center that consumes 870,000 kilowatt-hours of electricity in a year at an average of 6 cents per kWh (about \$52,200 annually) would pay about \$1,300 less per year. In the meantime, well over 2,200 gigawatt-hours of electricity produced from fossil fuel plants would be displaced, the utility says.

The long-term benefits to the state and its business community are real, clean energy advocates assert: In addition to reducing greenhouse gases, wind and solar energy serve as a hedge against the rising regulatory costs of coal and the price volatility of natural gas. The changes in the state's power generation techniques are no doubt costly; the goal, however, is to make such changes—required by regulations, laws and the need to decommission two nuclear power plants—as affordable as possible and in the end, keep electricity affordable.

RENEWABLE ELECTRICITY GENERATION PER CAPITA

State	Population (millions)	Gigawatt hours from renewable	Kilowatts
Minnesota	5.3	1,078	203.2
Colorado	5.0	661	131.4
Texas	25.1	3,197	127.4
Illinois	12.8	1,278	99.8
Washington	6.7	657	97.8
Indiana	6.5	478	73.8
California	37.3	2,520	67.7
Wisconsin	5.7	325	57.1
Michigan	9.9	538	54.5
Alabama	4.8	259	54.2

Top 10 states with population over 4 million

SOURCE: U.S. ENERGY INFORMATION AGENCY, NOV. 2013.



The number of 1-megawatt solar arrays over 12,000 acres needed to replace the coal-fired Sherco power plant.

Minnesota's lead

Obama's June announcement of his goal to cut greenhouse gas emissions from coal-fired power plants 30 percent by 2030 was met with predictions of economic shock, staggering job losses and higher power costs from some coal-dependent states.

Minnesota likewise is no stranger to coal-fired electricity: Some 46 percent of the state's supply comes from coal shipped in from Wyoming and Montana, much of which is burned at Xcel's enormous 2,400-megawatt Sherco plant in Becker. If the U.S. Environmental Protection Agency's "Clean Power Plan" ultimately is adopted, Minnesota could be required to reduce its carbon emissions by a hefty 40 percent over the next 16 years, certainly no small task.

Yet far from provoking the panic or outrage seen in some states, the president's bid to grapple with climate change was met with relative calm here. In fact, it is translating into the latest opportunity for state leaders and utilities to tout their clean energy advantages over competitors, as the center of gravity on energy issues shifts from a politically gridlocked Washington to state capitols.

Making that point, the Clean Power Plan itself prominently cites Minnesota's Emissions Reduction Rider, a law that allows utilities to recover the costs of cleaning up or replacing existing coal-fired plants through incentives, as an example of how states can work with power producers to

meet the new standards.

Minnesota has long envisioned a future with reduced coal-fired electricity generation. It already has one of the most aggressive "renewable portfolio standards" in the country—back in 2007, the Legislature mandated that Xcel Energy derive at least 30 percent of its sales from renewables by 2020, while other investor-owned utilities must meet a 25 percent standard by 2025. Xcel says it's on target not only to meet but exceed the standard.

The state has reason for optimism that it can tap wind, solar and biomass for a significant part of its power needs in a future with a reduced role for coal and the eventual retirement of its two nuclear power stations at Prairie Island and Monticello, whose licenses expire in the 2030s. According to the National Renewable Energy Laboratory, Minnesota has the 12th-best wind resource in the United States, with the potential to produce more than 489,000 megawatts at a height of 80 meters. By last year, the state was deriving 15.7 percent of its electricity from wind, the fourth-best in the country. Its 2,987 megawatts of installed capacity—enough to power 840,000 homes—ranks seventh nationally.

But perhaps most impressively, *Twin Cities Business* research shows that Minnesota is unique in its combination of large population and renewable energy use. Besides the state's top ranking in per-capita generation and consumption, Minnesota was the

leader in generation, at 203.2 kilowatt-hours per capita as measured in November, easily outpacing second-place Colorado at 131.4 kilowatt-hours per capita.

By the per-capita measure, small-population states with significant installed wind resources, such as North Dakota (at 909.2 kilowatt-hours per capita) and Wyoming (821.4) are the national leaders. But nearly all of North Dakota's wind generation capacity is shipped to Minnesota, so if counted as part of Minnesota's totals, the state tops out at a whopping 314.5 kilowatt-hours of generation per capita.

Minnesota is also a healthy leader among big-population states in per-capita consumption of power generated from wind, solar and biomass, at 41.9 million Btu in 2012. If North Dakota's generation is added to the total, it bumps Minnesota's level up to 56.3 million Btu per capita, easily topping second-place Alabama's 36.9 million.

Wind power changes the landscape

Although the first state laws encouraging alternative energy and energy efficiency came way back the 1980s, most Minnesotans first noticed the march into alternative energy after 2007, when Gov. Tim Pawlenty signed into law what was then the country's strongest renewable energy standard, along with a commitment to reduce greenhouse gas emissions to 80 percent of 2005 levels by 2050. Some 5,000 megawatts of renewable energy will be needed to meet that standard.

Soon thereafter, electric utilities such as Xcel, Great River Energy and Minnesota Power began generating much higher levels of electricity from the wind turbine farms that are now so eye-catching, especially in southwestern Minnesota, where the 450-turbine Buffalo Ridge Wind Farm can

1,000



The number of 2.4-megawatt wind turbines (over more than 800 acres) that would be necessary to replace the coal-fired Sherco power plant.

Wind vs. Natural Gas



Natural-gas-fired plant ***** **\$61 to \$87**
Wind generation ***** **\$30**

Cost per Megawatt Hour

SOURCE: LAZARD'S LEVELIZED COST OF ENERGY ANALYSIS, 2013

generate up to 300 megawatts of power.

The quick ramp-up is indicative of a consensus about renewable energy in the state, according to Joe Sullivan, a regional policy manager for Wind on the Wires, a St. Paul-based wind power advocate for the construction of transmission lines to deliver the new energy to cities.

"Minnesota, in terms of the acceptance of renewable energy by the business community, utilities, regulators and political leaders, is very, very good," says Sullivan, a former lobbyist on power issues for rural Minnesota cities. "You see pockets of opposition here and there, but mostly everyone has internalized that renewables, while still a niche player, are a critical part of the overall energy system. Xcel, for instance, sees wind as a valuable part of its resource mix. They've internalized it into their culture."

Indeed, after initially resisting calls to diversify from coal and nuclear power in the 1980s, Minneapolis-based Northern States Power Co., now a subsidiary of Xcel, changed tack and sailed into renewable waters. Now it touts its status as the No. 1 wind-power producer in the county.

Dave Sparby, president and CEO of Xcel's NSP subsidiary, says the utility's roots in renewable energy go all the way back to its Wisconsin hydroelectric dams built at the turn of the 20th century.

"Providing clean energy is part of the mission of the company," he says. "Plus, we've just got the fact that Minnesota, together with some of the surrounding states, provides us with this great wind resource."

Cool cash or hot air?

Xcel took a big step last year when it received permission from the Public Utilities Commission to purchase 750 megawatts of wind power from projects near Windom and Austin, and two more in North Dakota—enough to power 310,000 homes while boosting the utility's Midwest wind capacity by more than 40 percent. All four are set to be in service by the end of next year.

The deal came at a time when the cost to produce alternative energy is plummeting: In 2011, electricity generated from large-scale wind farms was available for \$30 per megawatt-hour compared with \$61 to \$87 per megawatt-hour from new natural-gas-



fired power plants.

Since the state has no fossil fuel resources of its own, Minnesotans pay \$13 billion annually for out-of-state and imported oil, coal and natural gas—almost equivalent to their entire yearly tax burden. Xcel's Sparby says that because of wind power's cost-effectiveness, the rate hike is a wise investment for Minnesota businesses.

"For some, it's as simple as they believe it's the right thing to do," he says. "Other companies value renewable energy because their own customers want to do business with companies that have strong sustainable practices, including clean energy and energy conservation." State and local economic development officials, meanwhile, can use the utility's commitment to clean, renewable energy as a "competitive advantage of locating in this area," he says.

But electricity rate hikes are generally perceived by business as a negative, and the Minnesota Chamber of Commerce has its doubts that wind-power generation is as cost-efficient as advertised. In PUC testimony last year, the business group cited higher-than-anticipated costs with earlier Xcel wind projects and the new trans-

Minnesota's Top 5 Alternative Energy Companies

Blattner Energy

Headquarters: Avon

Founded: 1907

Employees: 1,500

Revenue: \$1.2 billion (FY 2012)

What it does: Construction of wind, solar and related transmission projects

Notable recent project: Selected to construct 75-megawatt Broken Bow II wind project in Custer County, Neb.; a year earlier surpassed 20,000th megawatt of wind energy installed in North America.

Geronimo Energy

Headquarters: Edina

Founded: 2004

Employees: 35

Revenue: not disclosed

What it does: Utility-scale wind and solar power developer

Notable recent project: Aurora Distributed Solar Project, up to 100 megawatts of solar energy distributed at 31 sites adjacent to Xcel Energy substations.

Juhl Energy Inc.

Headquarters: Pipestone

Founded: 2008

Employees: 81

Revenue: \$15.1 million (FY 2013)

What it does: Large-scale wind and solar developer, owner, consulting and maintenance

Notable recent project: 3.4-megawatt wind power facility in Russells Point, Ohio, for Honda Transmission Manufacturing of America, Inc.

Sundial Solar

Headquarters: Edina

Founded: 1999

Employees: 18

Revenue: not disclosed

What it does: Installer of solar panel systems for commercial, residential and municipal buildings

Notable recent project: Design and installation of 200-kilowatt photovoltaic system on the Performance Office Papers manufacturing facility in Lakeville.

tenKsolar

Headquarters: Bloomington

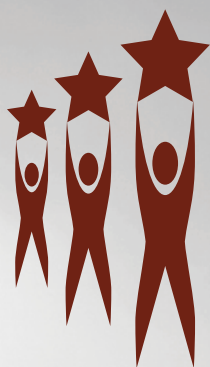
Founded: 2008

Employees: Approx. 100

Revenue: Projected \$40 million (FY 2012)

What it does: Designs and manufactures proprietary RAIS Wave solar panel system with increased "energy density"

Notable recent project: 32-kilowatt, 171-panel community solar system at Wright-Hennepin Cooperative Electric Association in Rockford, Minn.



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Mike Rothman
MN Dept. of Commerce

mission lines needed, and is seeking ratepayer protections from cost overruns. The situation, the chamber said, is resulting in the “erosion of Minnesota’s competitive electric rates.”

The Minnesota Department of Commerce represents ratepayers before the PUC. Commerce Commissioner Mike Rothman says he’s determined to keep energy costs affordable, even as the state encourages the implementation of clean energy, and in June recommended that Xcel’s rate increase be pared down by 60 percent, from \$291 million to \$117 million. He says it’s possible for the state to both capitalize on its prime position in renewable energy and to keep rates affordable. “We’ve been ahead of the curve and we need to stay ahead of the curve,” he says.

As prices for renewables come down, Rothman says, the state needs to have policies and infrastructure in place to take advantage of its status. He cites Minnesota’s selection as one of three states to participate in a National Governors Association program to encourage the growth of clean energy industries. Under that effort, funded by the federal government and a clean energy trade group, Minnesota will get help from a panoply of experts from across the country on how to develop and market its clean technology sector.

What motivates us? “In Minnesota, I think what has really been behind the effort to turn the corner from a fossil-fuel-dependent economy is that we grew up with a great environment,” Rothman says. “We treasure our 15,000 lakes and our natural resources. We’re really proud stewards of that.”

Why solar is heating up

Solar energy has long played second (or even third) fiddle to wind power and biomass in Minnesota’s alternative energy scene—after all, we’re not Arizona or southern California. However, the state does receive 23 percent more sun on average

than Germany, the world leader in the installation of photovoltaic (PV) panels.

The situation changed dramatically last year when the Legislature passed a new mandate on solar generation, as well as another measure meant to spawn a new era of “community solar gardens” across the state.

The state adopted a solar electricity standard of 1.5 percent of retail electricity sales by the end of 2020, a mandate limited to investor-owned utilities such as Xcel and Duluth-based Minnesota Power. The goal is to obtain 10 percent of the state’s entire retail electricity sales from solar by 2030. Xcel says it will need about 300 megawatts of solar capacity to meet the requirement, and is considering a proposal from Edina-based Geronimo Energy to build large solar arrays on properties adjacent to Xcel substations.

At the same time, the Legislature adopted the solar garden measure, under which residents for the first time can receive credit on their electricity bills (for up to 25 years) by subscribing (for up to \$1,000) to large solar arrays located away from their homes, to help increase the number of users.

In February, Minnesota Community Solar, a private company set up to develop such arrays, announced that its first Minneapolis solar installation—to be built atop Northern Sun Merchandising at 2916 E. Lake St.—was fully subscribed.

Xcel was directed to develop and administer a community solar plan to be approved by the PUC, but negotiations between the utility and developers are still being ironed out. An initial plan submitted by Xcel in March was rejected by the PUC a month later. In its ruling, the regulatory panel ordered the utility to make it easier for community solar gardens to succeed.

For instance, it rejected the utility’s proposal to limit the development of the gardens to no more than 2.5 megawatts per quarter; required processing developer applications on a first-ready, first-served basis; required that subscribers’ bills be credited at the full retail rate



Joe Sullivan
Wind on the Wires

and that surplus credits roll over from month to month; and that the utility buy any unsubscribed energy produced by the community arrays.

Another sticking point was how the value of the solar energy produced is calculated. As part of the 2013 package, the Legislature passed a first-in-the-nation “value of solar” law, under which utilities are encouraged, but not required, to pay solar producers a credit based on a transparent formula that captures the “societal value” of solar production and emissions reductions rather than the going retail rate, which has been used in Minnesota since 1983 but has been criticized as an artificial cap on solar development.

After long negotiations, the PUC this spring developed a formula on how to determine the value of solar price, but Xcel wants to use the “applicable retail rate,” a credit that is essentially a variation on the status quo.

“Neither price right now is probably high enough to make financing community solar gardens work,” says John Farrell, an energy researcher for the Institute for Local Self-Reliance. “The law says we should be using value of solar for the community gardens, so the question now is whether we’re going to follow through on that or not.”

Can hydroelectric make a comeback?

The oldest form of renewable energy is hydroelectric power, generated from water rushing through power turbines at dams. Minnesota generated 561,000 megawatt-hours of electricity from 32 hydro generating stations in 2012, just 1.1 percent of Minnesota’s total production, according to the National Hydropower Association.

There are very few large-scale opportunities remaining in the state to develop hydropower—the most viable sites have been tapped long ago, mainly in northern Minnesota early in the last century.

The Minnesota Chamber of Commerce has its doubts that wind-power generation is as cost-efficient as advertised.

The use of hydropower to meet Minnesota’s renewable energy standards has come mainly through importation of hydro from Canada. For instance, Duluth-based Minnesota Power this year applied for permission to build a 220-mile high-voltage transmission line across the Iron Range to supply electricity from a dam to be built by Manitoba Hydro along Canada’s Nelson River.

Meanwhile, recent in-state ideas for increased hydropower have concentrated on setting up small-scale generation projects on underutilized and formerly decommissioned dams. For instance, in 1987 the firm North American Hydro retrofitted the decommissioned Byllesby Dam on the Cannon River in Dakota County to provide 2.2 megawatts (total capacity) of renewable energy.

But a similar proposal by Crown Hydro to establish a hydroelectric plant adjacent to St. Anthony Falls in Minneapolis has encountered fierce resistance from the city’s park board since the company first obtained a federal license in 1999; it remains in limbo. City officials say the project could endanger significant public investments in transforming the historic downtown riverfront into a visitor attraction and magnet for housing, because water diverted to hydroelectricity could dry up the falls during hot summer days.

Though hydro will never amount to more than a drop in the bucket of the state’s future clean energy production, the good news is that wind and solar are exiting the realm of theoretical solutions to become meaningful and relevant contributors to the state’s energy mix. If cost issues can continue to be addressed, a state without a single fossil fuel resource may continue to lead the country in defining a sustainable energy future. **TCB**

Don Jacobson is a St. Paul-based freelance writer and a frequent contributor to Twin Cities Business.

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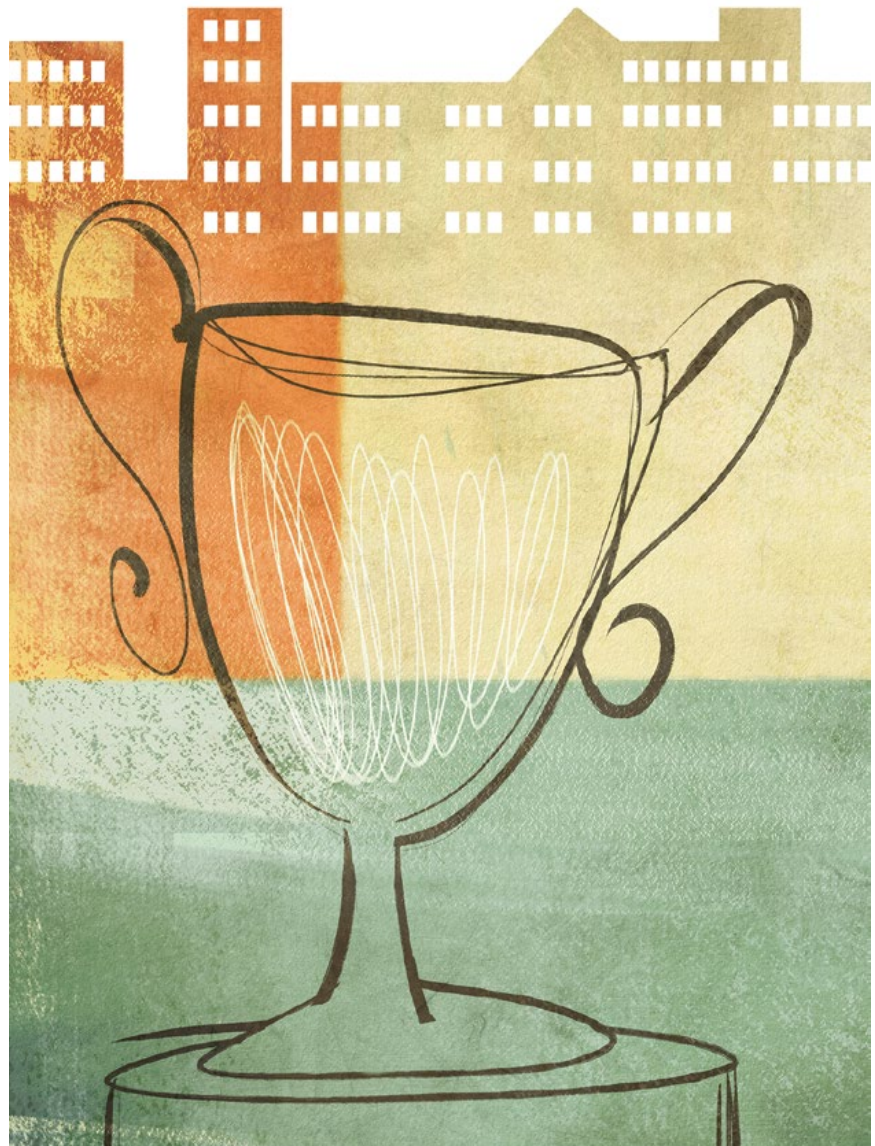
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THE BEST & THE BUSIEST:

Commercial Real Estate Brokers

TCB's inaugural survey reveals who leased the most square footage in office, retail and industrial spaces and who were the top performers in investment sales.

By Burl Gilyard



Who

are the best and busiest commercial real estate brokers in the Twin Cities? *Twin Cities Business* magazine took on the question.

For an industry built on numbers, it quickly became clear that many brokerage firms were somewhat wary of sharing too much information. But many firms did offer details about their best-performing local brokers, based on numbers for deals done in 2013.

Our inaugural list tallies brokers in leasing categories for office, industrial and retail by total square feet leased. The investment sales category ranks brokers by the total sales volume. Our list offers a strong picture of the industry's top dealmakers.

The Twin Cities' brokerage business is dominated by three large players—the local office of Los Angeles-based CBRE, the world's largest commercial real estate services company; Bloomington-based Cushman & Wakefield/NorthMarq; and the local affiliate of Colliers International.

In many ways, the commercial real estate industry reflects the increasing globalization of business in general. Companies doing business on a worldwide scale want brokers with global reach and partners.

Sometimes local players aren't involved in some of

the larger deals. For example, the \$253 million sale of the iconic IDS Center in the spring of 2013 was brokered by the Chicago office of Pittsburgh-based HFF Inc.

But at the street level, real estate remains a relentlessly local business. Someone in New York doesn't necessarily know the difference between Bloomington and Blaine. Local experts with their ears to the ground know the intricacies of the local market best.

One example: Veteran office broker Russ Nelson and his team at the boutique tenant representation firm of Nelson, Tietz & Hoye often are connected to some of the biggest deals in town. Nelson recently represented the Minneapolis-based *Star Tribune* in the sale of five blocks of land in downtown Minneapolis and the *Star Tribune's* lease for new space at Capella Tower.

While those deals closed in 2014 and aren't reflected in our list, they underscore the value of being connected and knowing the local market.

The industrial market is rebounding strongly. Developers are busy chasing speculative projects without any committed tenants lined up; but those risks are paying off. In one key deal in Roseville, the CBRE team of John Ryden and Matt Oelschlager inked a deal with St. Jude Medical to lease an entire brand-new building just weeks before construction was completed.

When the economy was at its bleakest, the retail landscape was littered with stores left empty by retailers either going bankrupt or closing underperforming stores. Today, many of those empty spaces have been leased up.

Two notable retailers making inroads in the Twin Cities are Hobby Lobby, represented locally by Bob Minks of Colliers International, and Total Wine & More, handled by Chris Simmons, also of Colliers. Both retailers are opening local stores and looking to add more.

During the weak economy of 2009 and 2010, many brokers spent a lot of time staring out their windows, wondering when a recovery would unfold. Commercial real estate is a commission business: If brokers are not doing deals, they aren't making any money.

But across the marketplace today, most brokers are busier and feeling better.

"It was real active last year," says Jim Damiani, a veteran office broker with Colliers International. "Downtown Minneapolis is vibrant right now with all of the activity."

Deal traffic is generally up. Office tenants are looking at new spaces, industrial tenants are expanding and new retailers are entering the Twin Cities with store openings. Investment sales of properties also have been brisk.

Who are the best and the busiest local brokers? Find out by taking a look at the *Twin Cities Business* list.



Kurt Knoff

➤ **BROKERS:** Kurt Knoff/Brandon Megal/
John Ferlita/Emily Nicoll

➤ **COMPANY:** CBRE ➤ **TOTAL DEALS 2013:** 2.9 million square feet ➤ **BIGGEST DEAL:** Emerson Process Management, 6021 Broadband Blvd., Shakopee, 505,000 square feet

➤ **PROJECT OUTCOME:** Represented Emerson to purchase the former ADC building that had never been occupied

➤ **BROKER SINCE:** Knoff (1983)/Megal (1999)/Ferlita (1996)/Nicoll (2003)

➤ **QUOTE:** "This large facility was purchased at approximately 20 percent of the replacement cost. The city and county incentives were also a major factor in the deal."—Kurt Knoff



Chris Rohrer

➤ **BROKER:** Chris Rohrer

➤ **COMPANY:** JLL ➤ **TOTAL DEALS 2013:** 2.4 million square feet ➤ **BIGGEST DEAL:** Olympus Surgical Technologies, Brooklyn Park, 280,000 square feet ➤ **PROJECT OUTCOME:** Lease negotiation for consolidation of five locations into one international headquarters and innovation center

➤ **BROKER SINCE:** 2000

➤ **QUOTE:** "Delivering the solution Olympus needed in a tight delivery timeframe while managing the inherent complexities of a global decision process was key to our success in this assignment."



Tad Jellison

➤ **BROKER:** Tad Jellison

➤ **COMPANY:** JLL ➤ **TOTAL DEALS 2013:** 2.3 million square feet ➤ **BIGGEST DEAL:** Wells Fargo, Wells Fargo Center, Minneapolis, 451,000 square feet ➤ **PROJECT OUTCOME:** Lease restructure and consolidation project

➤ **BROKER SINCE:** 2000
➤ **QUOTE:** "The multi-phased approach to this complete lease consolidation created flexibility and set the stage for Wells Fargo's ability to realize long-term expansion and relocation."



Brian Ginkel

➤ **BROKER:** Brian Ginkel

➤ **COMPANY:** JLL ➤ **TOTAL DEALS 2013:** 2.1 million square feet ➤ **BIGGEST DEAL:** Olympus Surgical Technologies, Brooklyn Park, 280,000 square feet ➤ **PROJECT OUTCOME:** Lease negotiation for consolidation of five locations into one international headquarters and innovation center

➤ **BROKER SINCE:** 2002

➤ **QUOTE:** "Combining strategic consulting, brokerage and our national incentives practice was critical to developing a long-range real estate strategy that aligned with the global business plan for Olympus."



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Mark McCary

➤ **BROKERS:** Mark McCary/Paige Rickert
➤ **COMPANY:** CBRE ➤ **TOTAL DEALS 2013:** 1.8 million square feet ➤ **BIGGEST DEAL:** Schwegman, Lundberg & Woessner, TCF Tower, Minneapolis, 42,434 square feet ➤ **PROJECT OUTCOME:** Lease renewal for the law firm ➤ **BROKER SINCE:** McCary (1985)/Rickert (1991)
➤ **QUOTE:** "Schwegman was completed in large part because the landlord had already invested a significant amount of money in upgrading the amenities and look of the office building, which satisfied some important needs for the law firm."
—Mark McCary



John Lorence

➤ **BROKER:** John Lorence
➤ **COMPANY:** JLL ➤ **TOTAL DEALS 2013:** 1.7 million square feet ➤ **BIGGEST DEAL:** Wells Fargo, Wells Fargo Center, Minneapolis, 451,000 square feet ➤ **PROJECT OUTCOME:** Lease restructure and consolidation project
➤ **BROKER SINCE:** 2006



Jim Damiani

➤ **BROKER:** Jim Damiani
➤ **COMPANY:** Colliers International ➤ **TOTAL DEALS 2013:** 1.2 million square feet ➤ **BIGGEST DEAL:** Dorsey & Whitney, Minneapolis, 244,000 square feet ➤ **PROJECT OUTCOME:** Renewal of law firm headquarters lease
➤ **BROKER SINCE:** 1994



Nils Snyder

➤ **BROKERS:** Nils Snyder/Michael Doyle
➤ **COMPANY:** Colliers International ➤ **TOTAL DEALS 2013:** 949,000 ➤ **BIGGEST DEAL:** Dorsey & Whitney, Minneapolis, 244,000 square feet ➤ **PROJECT OUTCOME:** Law firm headquarters lease renewal ➤ **BROKER SINCE:** Snyder (1999)/Doyle (2007)



Doug Fulton

➤ **BROKER:** Doug Fulton
➤ **COMPANY:** Cushman & Wakefield/NorthMarq ➤ **TOTAL DEALS 2013:** 926,000 square feet ➤ **BIGGEST DEAL:** Polaris, Plymouth Corporate Center, 46,000 square feet ➤ **PROJECT OUTCOME:** Expansion office space for Polaris
➤ **BROKER SINCE:** 1991



Dan Gleason

➤ **BROKER:** Dan Gleason
➤ **COMPANY:** Cushman & Wakefield/NorthMarq ➤ **TOTAL DEALS 2013:** 836,000 square feet ➤ **BIGGEST DEAL:** US Bank Financial Center, Bloomington, 85,000 square feet ➤ **PROJECT OUTCOME:** Represented landlord in US Bank lease renewal
➤ **BROKER SINCE:** 1993



Paul Donovan

➤ **BROKER:** Paul Donovan
➤ **COMPANY:** Cushman & Wakefield/NorthMarq ➤ **TOTAL DEALS 2013:** 826,000 square feet ➤ **BIGGEST DEAL:** Odyssey Academy, Brooklyn Center, 50,000 square feet ➤ **PROJECT OUTCOME:** New lease for charter school in connection with sale and upgrade of property
➤ **BROKER SINCE:** 2002



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► **BROKER: Shannon Reilly**

► **COMPANY:** Frauenshuh Commercial Real Estate Group

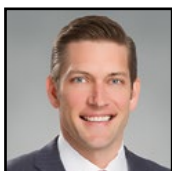
► **TOTAL DEALS 2013:** 695,000 square feet ► **BIGGEST DEAL:** Started implementing a strategic real estate plan, multiple Twin Cities sites, more than 400,000 square feet ► **PROJECT OUTCOME:** First phase included purchase of the former 100,000-square-foot Neiman Marcus building, Minneapolis, for renovation to house CenterPoint Energy's headquarters ► **BROKER SINCE:** 1987



Mike Perkins

► **BROKER: Mike Perkins**

► **COMPANY:** Colliers International ► **TOTAL DEALS 2013:** 694,000 square feet ► **BIGGEST DEAL:** Oracle, Oracle Centre, Minneapolis, 176,000 square feet ► **PROJECT OUTCOME:** Renewal and expansion for IT firm with large regional presence ► **BROKER SINCE:** 1985



Brian Woolsey

► **BROKER: Brian Woolsey**

► **COMPANY:** Cassidy Turley ► **TOTAL DEALS 2013:** 588,000 square feet ► **BIGGEST DEAL:** US Bank; deals at US Bank Financial Center, Bloomington, and Best Buy campus, Richfield, 185,000 square feet ► **PROJECT OUTCOME:** Renewal, expansion for the bank ► **BROKER SINCE:** 2003



Russ Nelson

► **BROKERS: Russ Nelson/Tina Hoye/Anna Coskran**

► **COMPANY:** Nelson, Tietz & Hoye ► **TOTAL DEALS 2013:** 540,000 square feet ► **BIGGEST DEAL:** Xcel Energy, Minneapolis, 215,000 square feet ► **PROJECT OUTCOME:** Lease deal for new office building to be built on Nicollet Mall ► **BROKER SINCE:** Nelson (1980)/Hoye (1985)/Coskran (1998)

industrial

TOP-RANKED BROKERS BY TOTAL SQUARE FOOTAGE LEASES



John Ryden

► **BROKERS: John Ryden/Matt Oelschlager**

► **COMPANY:** CBRE ► **TOTAL DEALS 2013:** 2.2 million square feet ► **BIGGEST DEAL:** St. Jude Medical, Roseville, 185,000 square feet ► **PROJECT OUTCOME:** St. Jude fully leased brand-new spec distribution building, Midtown Business Center ► **BROKER SINCE:** Ryden (1985)/Oelschlager (1999) ► **QUOTE:** "They signed the lease just weeks before the building was completed." —John Ryden



Bill Ritter

► **BROKER: Bill Ritter**

► **COMPANY:** Colliers International ► **TOTAL DEALS 2013:** 2 million square feet ► **BIGGEST DEAL:** First Park Lakeville Distribution Center, Lakeville, 119,328 square feet ► **PROJECT OUTCOME:** Strategic Warehousing LLC agreed to a short-term lease ► **BROKER SINCE:** 1983



Jon Yanta

► **BROKERS: Jon Yanta/Jason Meyer/Kris Smeltzer/Brent Masica/Hudson Brothen**

► **COMPANY:** Cushman & Wakefield/NorthMarq ► **TOTAL DEALS 2013:** 1.6 million square feet ► **BIGGEST DEAL:** Berkshire Business Center, Plymouth, 120,000 square feet combined in new leases ► **PROJECT OUTCOME:** New leases filled up 245,000-square-foot property ► **BROKER SINCE:** Yanta (1986)/Meyer (1994)/Smeltzer (2002)/Masica (2006)/Brothen (2009)

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industrial

TOP-RANKED BROKERS BY TOTAL SQUARE FOOTAGE LEASES



Ted Carlson

➤BROKER: Ted Carlson

➤COMPANY: Carlson Commercial ➤TOTAL DEALS 2013: 1.55 million square feet ➤BIGGEST DEAL: The Sportsman's Guide, South St. Paul and Inver Grove Heights, 598,000 square feet ➤PROJECT OUTCOME: Expansion and renewal of existing headquarters and distribution facilities ➤BROKER SINCE: 1999
➤QUOTE: "We had put together a long-term strategy. Our current landlords cut us very good deals."



Eric Batiza

➤BROKER: Eric Batiza

➤COMPANY: Colliers International ➤TOTAL DEALS 2013: 1.15 million square feet ➤BIGGEST DEAL: Trane U.S., St. Paul, 37,000 square feet ➤PROJECT OUTCOME: Lease renewal with about 24,000 square feet of office space and about half of that amount in warehouse and showroom space across the street ➤BROKER SINCE: 2002

➤QUOTE: "The Trane U.S. deal wasn't the largest transaction we completed in 2013, but was significant in that the deal retained a key tenant occupying two high-visibility buildings within the portfolio on a long-term basis."



Brian Doyle

➤BROKER: Brian Doyle

➤COMPANY: Colliers International ➤TOTAL DEALS 2013: 1.15 million square feet ➤BIGGEST DEAL: MSP Midway Industrial Park No. 18, St. Paul, 100,817 square feet ➤PROJECT OUTCOME: Lincoln Trading agreed to a six-year lease renewal ➤BROKER SINCE: 1987



Paul Bickford

➤BROKER: Paul Bickford

➤COMPANY: Colliers International ➤TOTAL DEALS 2013: 1.1 million square feet ➤BIGGEST DEAL: Citrus Systems, 415 11th Ave., Hopkins, 132,308 square feet ➤PROJECT OUTCOME: New lease for a manufacturer of packaged fruit juices ➤BROKER SINCE: 1986



Tom Simon

➤BROKERS: Tom Simon/Sandy Barin

➤COMPANY: CBRE ➤TOTAL DEALS 2013: 1 million square feet ➤BIGGEST DEAL: 2864 Eagandale Boulevard, Eagan, 335,174 square feet ➤PROJECT OUTCOME: New industrial lease project ➤BROKER SINCE: Barin (2002)/Simon (1985)



Mark Sims

➤BROKER: Mark Sims

➤COMPANY: Cassidy Turley ➤TOTAL DEALS 2013: 927,000 square feet ➤BIGGEST DEAL: Centerpoint Energy/Centerpoint Building, 375 Rivertown Dr., Woodbury, 195,757 square feet ➤PROJECT OUTCOME: General office warehouse use ➤BROKER SINCE: 1990



Rob Brass

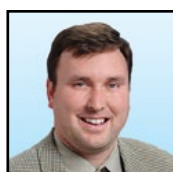
➤BROKER: Rob Brass

➤COMPANY: Colliers International ➤TOTAL DEALS 2013: 907,860 square feet ➤BIGGEST DEAL: 14850 & 14851 Deveau Place, Minnetonka, about 75,000 square feet ➤PROJECT OUTCOME: Renewal lease for St. Jude Medical ➤BROKER SINCE: 2004



retail

TOP-RANKED BROKERS BY TOTAL SQUARE FOOTAGE LEASES



Chris Simmons

➤BROKER: Chris Simmons

➤COMPANY: Colliers International ➤TOTAL DEALS 2013: 363,000 square feet ➤BIGGEST DEAL: Total Wine & More, Roseville, 30,000 square feet ➤PROJECT OUTCOME: First local store for national spirits retailer ➤BROKER SINCE: 1995
➤QUOTE: "Roseville has been a very successful store and my client is very happy."



Bob Minks

➤BROKER: Bob Minks

➤COMPANY: Colliers International ➤TOTAL DEALS 2013: 232,000 square feet ➤BIGGEST DEAL: Hobby Lobby, Woodbury, 49,000 square feet ➤PROJECT OUTCOME: First local store for national hobby retailer ➤BROKER SINCE: 1982
➤QUOTE: "They want to open 12 to 15 stores in the metro."



Jennifer Pelant

➤BROKER: Jennifer Pelant

➤COMPANY: Cassidy Turley ➤TOTAL DEALS 2013: 224,000 square feet ➤BIGGEST DEAL: Hobby Lobby, 9895 Hudson Place, Woodbury, 49,406 square feet ➤PROJECT OUTCOME: New lease for Hobby Lobby, an arts and crafts store ➤BROKER SINCE: 2006
➤QUOTE: "The market had recovered substantially to provide strength and desirability to the Woodbury area, which allowed the tenant to see our real estate as a great first-to-market store."



Stefanie Meyer

➤BROKERS: Stefanie Meyer/Johnny Reimann

➤COMPANY: Mid-America Real Estate-Minnesota ➤TOTAL DEALS 2013: 220,000 square feet ➤BIGGEST DEAL: Marshall's, Bloomington, 26,198 square feet ➤PROJECT OUTCOME: New location for retailer after leaving Southdale store in Edina ➤BROKER SINCE: Meyer (1995)/Reimann (2008)

➤QUOTE: "Retailers are spending much more time strategizing, relocating and right-sizing." —Stefanie Meyer



Jen Helm

➤BROKER: Jen Helm

➤COMPANY: Cushman & Wakefield/NorthMarq ➤TOTAL DEALS 2013: 109,000 square feet ➤BIGGEST DEAL: Victory Village, Blaine, more than 10,000 square feet ➤PROJECT OUTCOME: Building was fully leased at the start of construction and it created over \$4 million in value at \$375 per square foot ➤BROKER SINCE: 2000
➤QUOTE: "In retail, size doesn't always matter. There is a significant amount of value that can be created by adding a small-shop retail building in the parking lot of a grocery-anchored site."



Tom Holtz

➤ **BROKERS:** Tom Holtz/Steve Buss/Ryan Watts
 ➤ **COMPANY:** CBRE ➤ **TOTAL DEALS 2013:** \$502 million
 ➤ **BIGGEST DEAL:** Two buildings at Excelsior Crossings, Hopkins, \$122.8 million ➤ **PROJECT OUTCOME:** Cargill-leased office buildings sold to real estate investment trust ➤ **BROKER SINCE:** Holtz (1979), Buss (2000), Watts (2000)
 ➤ **QUOTE:** "Those are some of the better quality suburban office buildings we had in the whole market." —Steve Buss



Terry Kingston

➤ **BROKERS:** Terry Kingston/Tom O'Brien/Scott Pollock/Pete Rand
 ➤ **COMPANY:** Cushman & Wakefield/NorthMarq ➤ **TOTAL DEALS 2013:** \$358.4 million ➤ **BIGGEST DEAL:** RBC Plaza, Minneapolis, \$126.5 million ➤ **PROJECT OUTCOME:** Prime downtown office building sold to new owners who are updating property ➤ **BROKER SINCE:** Kingston (1980)/O'Brien (1991)/Pollock (1989)/Rand (1975)



Mark Kolsrud

➤ **BROKER:** Mark Kolsrud
 ➤ **COMPANY:** Colliers International ➤ **TOTAL DEALS 2013:** \$155 million ➤ **BIGGEST DEAL:** Four-building portfolio, \$37.2 million, including Boatworks building in Wayzata ➤ **PROJECT OUTCOME:** Former group of properties owned by Jerry Trooien sold to four new owners ➤ **BROKER SINCE:** 1985
 ➤ **QUOTE:** "It's a portfolio that we broke up. The key part was determining where the upside was."



Eric Bjelland

➤ **BROKERS:** Eric Bjelland/Leah Maurer
 ➤ **COMPANY:** Cushman & Wakefield/NorthMarq ➤ **TOTAL DEALS 2013:** \$69.8 million ➤ **BIGGEST DEAL:** Oakdale Village, Oakdale, \$34 million ➤ **PROJECT OUTCOME:** Retail center sold to new Canadian owners ➤ **BROKER SINCE:** Bjelland (1988)/Maurer (2003)
 ➤ **QUOTE:** "Factors for the deal were the turn-around at Best Buy and investors gravitating toward power centers with tenants that survived the Great Recession." —Eric Bjelland



Keith Sturm

➤ **BROKERS:** Keith Sturm/Deborah Vannelli
 ➤ **COMPANY:** Upland Real Estate Group ➤ **TOTAL DEALS 2013:** \$55 million ➤ **BIGGEST DEAL:** Gander Mountain, Eden Prairie, \$18.6 million ➤ **PROJECT OUTCOME:** Eden Prairie store, opened in 2007, sold to new owners ➤ **BROKER SINCE:** Sturm (1986)/Vannelli (1996)
 ➤ **QUOTE:** "The Eden Prairie Gander Mountain was sold to a 1031 investor from Napa Valley, California that was in the wine business. Upland's team approach to selling net leased investment properties and our ability to reach National 1031 exchange investors was the key factor in selling this trophy property." —Keith Sturm (Section 1031 of the tax code allows investors to defer capital gains.) TCB

THE NUMBERS

Statistics provided to *Twin Cities Business* by CBRE, Cushman & Wakefield/NorthMarq, Colliers International, Cassidy Turley, JLL, Carlson Commercial, Upland Real Estate Group, Frauenshuh Commercial Real Estate Group, Mid-America Real Estate-Minnesota and Nelson, Tietz & Hoye. TCB

Burl Gilyard is a senior writer at Twin Cities Business.

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LEADING FROM THE MIDDLE

With sagging employee engagement in many workplaces, effective middle managers are crucial to inspiring workers and helping them achieve company goals.

By Liz Fedor

“Why You Hate Work” was the startling headline on a *New York Times* commentary in May that has spurred debate about what businesses should do to boost employee engagement.

Middle managers play pivotal roles. They lead front-line employees charged with performing important work that can help their companies reach their overarching goals. Yet Tony Schwartz, a business consultant, and Christine Porath, a Georgetown University business professor, argue in the *Times* piece that many workplaces are broken, and middle managers face huge barriers to doing their jobs well.

Of the latter, the pair write: “You’re probably not very excited to get to the office in the morning, you don’t feel much appreciated while you’re there, you find it difficult to get your most important work accomplished amid all the distractions, and you don’t believe that what you’re doing makes much of a difference anyway. By the time you get home, you’re pretty much running on empty, and yet still answering emails until you fall asleep.”

They reached their conclusions after working with the *Harvard Business Review*

to survey more than 12,000 employees, primarily white-collar workers, across a range of industries. They also surveyed employees at two companies where Schwartz has done consulting work—a manufacturing company with about 6,000 employees and a financial services firm with about 2,500 workers.

The patterns that Schwartz and Porath found mirror the research data of Gallup, which revealed last fall that only 30 percent of American workers are “engaged” in their jobs. Gallup defines engaged workers as those “psychologically committed to their jobs and likely to be making positive contributions to their organizations.”

On the flip side, Gallup says workers who are “not engaged” are those who “lack motivation and are less likely to invest discretionary effort in organizational goals or outcomes.” Meanwhile, those who fall into the “actively disengaged” category are “unhappy and unproductive at work and liable to spread negativity to coworkers.”

Jim Clifton, chairman and CEO of Gallup, notes the powerful role of middle managers in helping employees feel good about their jobs and enabling them to align their work with their company missions.

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Who will win the grand prize?



The tenth annual Minnesota Cup results will soon be announced and over \$300,000 in prize money and professional services will be presented to the winners. Hosted and founded by the University of Minnesota and Wells Fargo, the Minnesota Cup is an annual, statewide competition to discover Minnesota's next breakthrough business ideas. Additional lead partners include Carlson, General Mills, United Health Group as well as Digital River.

Nearly 1,300 entrepreneurs participated this year in seven different divisions. Plans included innovative new products, better ways of doing business, social ventures and whole new business concepts. From high tech to high touch, biosciences to retail, agriculture to renewable energy, this is a competition for entrepreneurs, inventors and anybody with an innovative business idea. A panel of outstanding Minnesota executives, investors and entrepreneurs selected 70 semi-finalists.

On September 10, the grand prize winner will be announced and presented with the Minnesota Cup at the Final Awards Event, which is presented by Maslon Edelman Borman & Brand, LLP.

To hear more about Minnesota's next breakthrough idea, read the December issue of Twin Cities Business or visit us at www.minnesotacup.org.

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TRENDING

LEADERSHIP

"Hiring and developing great managers, and building up and leveraging the strengths of every employee are the two keys to doubling employee engagement," Clifton writes in a report interpreting the Gallup results. "How employees feel about their jobs starts and ends with their direct supervisor. If employees feel, among other things, that their supervisor takes a real interest in their development, or offers frequent praise and recognition, they are very likely to be engaged. Hiring the right managers is absolutely essential to building an engaged workforce," Clifton writes.

Developing better managers

The University of Minnesota's Carlson School of Management has been educating business leaders for decades, but it is about to roll out a new, short-term program that addresses some of the challenges facing middle managers.

"Great managers build development plans around every employee's strengths," writes Gallup's Clifton. "When employees work from strengths, nothing motivates them to achieve more."

The new Emerging Leaders Program at the Carlson School will include individual coaching sessions, so middle managers can leverage their individual strengths as well as create strategies to capitalize on the strengths of the people they supervise. Participants will begin the program with a "heavy dose of self-insight," says Connie Wanberg, an industrial relations professor at the Carlson School.

"They start with 360-degree feedback. It's an assessment that really isn't commonly used by organizations," Wanberg notes. People involved in a 360-degree feedback process learn how subordinates, peers and supervisors view their workplace performances, so they can get a better sense of their strengths and weaknesses.

General Mills has done a lot of research with the intent of helping their middle managers "build on their strengths to go from good to super leaders," Wanberg says.

Kevin Wilde and Michael Davis, General Mills executives who lead human resources and talent development efforts at the Fortune 500 company, will serve as practitioners in the program.

Practitioners and Carlson faculty will lead the classroom lectures, discussions and learning exercises over five days in February and March. For six months

following the classroom sessions, the participants will receive one-on-one confidential coaching.

"About 70 percent of what people need to learn and grow occurs on the job," Wanberg says, as people are mentored and push themselves to develop new skills through new assignments.

But she stresses that nearly everybody needs help navigating organizational cultures and understanding the human dynamics of workplaces. That's why she believes the Carlson program can help by giving middle managers "time to reflect and hear other people's stories."

Behaviors that derail

During the Emerging Leaders sessions, Wanberg says that participants will learn about "derailers" — weaknesses that can thwart middle managers from becoming effective leaders.

The global Center for Creative Leadership, established in 1970 to foster leadership development, has found that many "individuals lack organizational savvy or the ability to influence people, especially across business functions," she says. "We're trying to help them understand how to get buy-in and move from an idea into action."

While some people have excellent substantive knowledge and accomplishments in a given specialty such as accounting or marketing, Wanberg says, they may lack what could be called "executive presence." Managers may not be taken seriously if they don't use the right tone of voice and speaking patterns, she says, explaining that managers need to be self-aware and may need to alter some of their verbal and nonverbal communication styles to become more effective leaders.

In working with clients in consulting relationships, Wanberg says she also has seen managers who fail to balance their internal and external responsibilities. "There are some people who pay a lot of attention to external issues, focusing primarily on customers," she says. But if that manager also has responsibility for supervising a team of workers, problems will surface if he or she doesn't give sufficient coaching or feedback to team members.

Other managers may have what Wanberg calls "cracks in character, such as poor treatment of others or not looking out for what's best for the organization." In addition, she says, some middle managers are too wedded to their own ideas, abrasive, volatile or lose their tempers

CARLSON SCHOOL LAUNCHING NEW LEADERSHIP PROGRAM

An Emerging Leaders Program will debut at the University of Minnesota's Carlson School of Management in early 2015.

Five days of classroom sessions will be held in February and March, and participants will have several one-on-one sessions with coaches.

The Carlson School is focusing on the following benefits for the program:

- Gain insights to capitalize on **personal strengths** and **identify areas of opportunity**
- Develop strategies to **authentically lead** and **develop others**
- Create a **personal development action plan** to apply what is learned
- Engage in confidential, **one-on-one coaching sessions** to improve leadership effectiveness

This program is targeted to people who are leading teams in their workplaces. The tuition cost is \$8,500 per participant.

SOURCE: UNIVERSITY OF MINNESOTA

with subordinates.

Wanberg's a big believer in feedback and giving people the tools and opportunities they need to improve. However, in some cases, "you have to move people into other positions and have the guts to say it's not working," she says.

Controlling vs. leading

Bill George, former Medtronic CEO and a professor of management practice at Harvard Business School, was quick to respond to the *Times* commentary.

In his own opinion article, George contends that many workers lack passion for their jobs because of the organizational climate in their workplaces.

"The role of middle management requires fundamental changes," George writes. "Instead of managers who control, we need leaders who inspire in these roles. They should work alongside their employees, doing more than their fair share of the most challenging aspects of the work. Their leadership role is to champion the company's mission and values, and to challenge others to meet higher standards on behalf of their customers.

"It is the job of these leaders to facilitate the work of the people they lead by

making their jobs easier, and removing bureaucratic impediments and other obstacles," he argues. "Middle managers who cannot make this shift may have to move on to new roles elsewhere. All of these actions make these leaders more like partners and coaches than bosses and controllers in the traditional sense."

Michael Kithcart, a senior consultant with the Bailey Group in Golden Valley, recently completed a leadership effectiveness study, interviewing chief executives who lead middle-market companies (\$10 million to \$1 billion in annual revenue).

While financial goals and change initiatives are crafted by chief executives, Kithcart emphasizes the importance of middle managers' ability to execute the strategies with front-line workers.

"It's hard for the functional leaders to navigate through change management if the executive leadership team hasn't put in the time and energy up front" to clearly define how change should happen, she says.

"Middle managers can grow frustrated when executive leadership is not clear on objectives and initiatives," Kithcart says. Setting priorities places middle managers and their teams in a better position to succeed, she says. "Doing fewer things better yields greater results."

George, who has written exten-

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sively about authentic leadership that emphasizes self-knowledge and clarity of values, argues that the role of middle managers needs to be redefined to improve employee engagement and business performance.

He contends that increasing the number of direct reports for middle managers would force them to act more as leaders and coaches rather than controlling managers. He would shift more responsibility and compensation to first-line workers. "We need to trust employees, not control them, by empowering them to carry out the company's mission on behalf of customers," George writes. "They should be given full responsibility for performance, quality, achievement of goals and compliance with company standards."

In his role at Harvard, George teaches managers to examine their leadership strengths and challenges. While not every manager gets the opportunity to study at Harvard or the University of Minnesota's Carlson School, a range of support tools can help middle managers perform better on behalf of their organizations and team employees.

"Sometimes middle managers have to ask for what they need," Kithcart says. "Regular one-on-ones [with their supervisors], performance reviews, individual development plans, mentoring programs and cohort leadership workshops are all ways to provide personal development that creates stronger leaders [who are] better prepared to advance in an organization."

Generational differences in managing employees

Today's middle managers also face the challenge of leading employees from different generations, who often have different priorities and strengths in the workplace.

Ernst & Young, the accounting and professional services firm, conducted a generations survey last year that shed some light on the managerial characteristics of generation Y or millennials (ages 18 to 32), generation X (33 to 48) and baby boomers (49 to 67).

Generation X was chosen by 70 percent of the respondents as the "best equipped to manage teams effectively overall." Baby boomers were selected by 25 percent of those surveyed; only 5 percent chose Generation Y.

Baby boomers were selected by 48 percent of respondents as the best generation to "manage in challenging times." Generation X followed closely behind with 44 percent of responses.

Generations X and Y tied at 44 percent, when respondents were asked to identify which generation was best at addressing diversity concerns.

Among the managers surveyed, three out of four agreed with the statement that managing multi-generational teams is a challenge. Sixty-nine percent reported that their organizations had made efforts to alleviate the challenges of managing a generational mix of workers. Those approaches included work style accommodations, team-building exercises, generational differences training, cross-generational networking and tailored communications.

John Wilgers, Minneapolis office managing partner for Ernst & Young, has worked for the firm for his entire 32-year career. (The company changed its name to EY in 2013.)

He acknowledges that generational differences weren't on his radar when he was starting out in Kansas City. "I frankly could not remember having those types of generational discussions back then," Wilgers says. "We didn't have them, or I was at a place in my career in which I wasn't tuned into them."

Now, when he thinks about generational dialogues, he says he recognizes "the importance of exercising flexibility in how you work with people, because there are differences."

He also notes that each generation brings various benefits to the workplace. "That's why it's really important for middle managers to seek different points of view and be deliberate about that process," Wilgers says.

He encourages managers to solicit advice from employees across generations. "That will have two effects," he says. "That will give the person who is leading great perspective and help them to build strong teams. It will also result in better engagement with the people who now feel that their opinions are respected and heard."

Soft skills and self-knowledge

At Ernst & Young, Wilgers says that technical skills, such as accounting or data analysis competencies, are a given in new hires. But as people's careers grow and change, the company helps managers develop the soft skills they'll



IN-HOUSE INVESTMENTS IN LEADERSHIP TRAINING

Ernst & Young is among the many businesses investing in customized leadership training. The following three programs are among those delivered in-house for Ernst & Young employees.

EYU

This is a comprehensive, global career development framework, which includes learning sessions, experiences and coaching. The sessions include modules to build diverse and inclusive high-performing teams as well as offering employees tools to help them drive their career growth.

Leadership Matters

These sessions are targeted to executives and people in the executive pipeline. The program explores the impact of unintended associations, develops mindsets and habits for leading inclusively, builds skills and practices to optimize and transform the organizational culture, and fosters commitments to practice visible inclusive leadership at the personal, team and organizational levels.

Milestones

Every year, Ernst & Young hosts a weeklong training program for mid-career managers called Milestones. More than 3,500 Ernst & Young professionals who have attained certain key promotions in their careers convene to focus on the tools and foundational learning they need to grow as leaders. Content includes individual social styles, internal biases that one brings to interactions with others and effective leadership of high-performing teams.

SOURCE: ERNST & YOUNG

need to be successful.

When managing people of different generations, genders or ethnic backgrounds, Wilgers says, “treating everybody the same won’t work. You need to focus on treating people fairly.”

But before managers can do a good job of leading others, many leadership experts argue that they must discover how to lead themselves.

“Organizational change is inseparable from individual change. Simply put, change efforts often falter because individuals overlook the need to make fundamental changes in themselves,” write Nate Boaz and Erica Ariel Fox in a recent McKinsey & Co. publication.

“McKinsey research and client experience suggest that half of all efforts to transform organizational performance fail either because senior managers don’t act as role models for change, or because people in the organization defend the status quo,” they write.

“Despite the stated change goals, people on the ground tend to behave as they did before. Equally, the same McKinsey research indicates that if companies can identify and address pervasive mindsets at the outset, they are four times more likely to succeed in organizational-change efforts than are companies that overlook this stage.”

Change can cause fear in workplaces, which is why constructive change is most likely to occur when people like their supervisors and feel good about their organizational cultures.

“Employees don’t want to be satisfied as much as they want to be engaged,” writes Gallup’s Clifton. “What they want most is a great boss who cares about their development, and a company that focuses on and develops their strengths.” **TCB**

Liz Fedor is the Trending editor of Twin Cities Business.



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Annual Guide to

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Twin Cities Business' extensive guide to Minnesota meeting and event facilities.

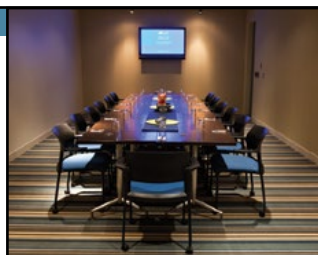
Compiled by TCB staff

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Aloft Minneapolis

612-455-8400 • aloftminneapolis.com
CONTACT: Troy Whelan (director of sales and marketing)
MEETING SPACE: 2,043 square feet in three spaces
ADDRESS: 900 Washington Ave. S



MINNEAPOLIS

The Bakken Museum

612-926-3878, ext. 208 • thebakken.org
CONTACT: Suzy Piper (events and marketing manager)
MEETING SPACE: Several spaces, including a terrace, accommodate up to 200; wireless Internet
ADDRESS: 3537 Zenith Ave. S



MINNEAPOLIS

The American Swedish Institute

612-871-4907 • asimn.org
CONTACT: Bonnie Toppin (director of catering)
MEETING SPACE: Mansion space and banquet room serve up to 280; wireless Internet
ADDRESS: 2600 Park Ave.



MINNEAPOLIS

Best Western Plus Normandy Inn & Suites

612-370-1400 • bestwesternnormandy.com
CONTACT: Patricia Ruddy (director of sales); Lisa St. Germain (catering sales manager)
MEETING SPACE: Banquet space for up to 250; wireless Internet
ADDRESS: 405 S 8th St.



MINNEAPOLIS

Aria

612-342-2742 • ariampls.com
CONTACT: Michelle Klein (director of sales and marketing)
MEETING SPACE: 13,500 square feet; wireless Internet
ADDRESS: 105 N 1st St.



MINNEAPOLIS

Blaisdell Manor

612-870-7875 • blaisdellmanor.com
CONTACT: Aaron McCallum (director of events); Marguerite von Duerckheim (event coordinator)
MEETING SPACE: Six meeting rooms and a ballroom seat up to 425
ADDRESS: 2322 Blaisdell Ave. S



MINNEAPOLIS

Calhoun Beach Club

612-238-4444 • damicocatering.com
CONTACT: Linda Adam (director of catering sales)

MEETING SPACE: 9,600 square feet can serve receptions up to 1,000 and 570 for dinner parties; wireless Internet
ADDRESS: 2925 Dean Pkwy.



MINNEAPOLIS

Cowles Conservatory at the Minneapolis Sculpture Garden

612-230-6400 • minneapolisparcs.org
CONTACT: Annie Olson (manager of support services)

MEETING SPACE: Serves up to 150 for cocktail parties or up to 75 for dinner
ADDRESS: 726 Vineland Pl.



MINNEAPOLIS

Cedars Hall Banquet Center

612-379-8989 • cedarshall.com
CONTACT: James Thompson (business manager)

MEETING SPACE: Accommodates up to 400 people, can be arranged in boardroom, theater, classroom, or banquet style; small break-out rooms available; wireless Internet
ADDRESS: 602 University Ave. NE

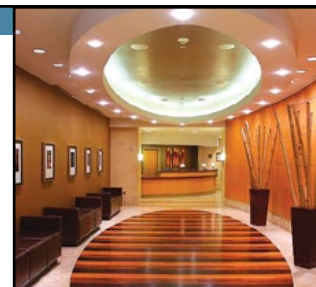


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Crowne Plaza Northstar Downtown Minneapolis

612-338-2288 • cpminneapolis.com
CONTACT: Jim Lynch (director of sales and marketing)

MEETING SPACE: 10,000 square feet—270 for dinner, classroom for up to 150, and a rooftop garden; wireless Internet
ADDRESS: 618 2nd Ave. S



MINNEAPOLIS

Coffman Memorial Union

612-624-9954 • sua.umn.edu/reservations
CONTACT: Sarah Fastner (events and conferences director)

MEETING SPACE: Theater seating for 400, banquet rooms to seat up to 400, performance venues, 15 meeting rooms, and three outdoor venues; wireless Internet
ADDRESS: 300 Washington Ave. SE



MINNEAPOLIS

The Depot Renaissance Minneapolis Hotel

612-375-1700 • thedepotminneapolis.com
CONTACT: Robert Payne (director of sales and marketing)

MEETING SPACE: Two hotels, exhibition space, 11 meeting rooms, ballroom, 60,000 square feet serves up to 2,000; wireless Internet
ADDRESS: 225 3rd Ave. S



MINNEAPOLIS

Columbia Golf Club Manor

612-230-6427 • minneapolisparcs.org
CONTACT: Ellen Kosmoski (event consultant)

MEETING SPACE: Dining capacity of 280, meeting space for 325 in three rooms; wireless Internet
ADDRESS: 3300 Central Ave. NE

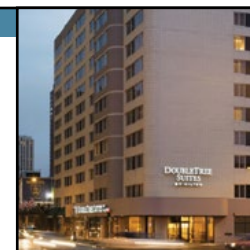


MINNEAPOLIS

DoubleTree Suites by Hilton Minneapolis

612-332-6800 • minneapolisuites.doubletree.com
CONTACT: Jacob Gonsior (senior sales manager)

MEETING SPACE: 1,162 square feet; wireless Internet
ADDRESS: 1101 LaSalle Ave.



MINNEAPOLIS

The Commons Hotel

612-379-8888 • commonshotel.com
CONTACT: Duane Rohrbaugh (general manager)

MEETING SPACE: 20,200 square feet: two ballrooms, 14 breakout rooms; wireless Internet
ADDRESS: 615 Washington Ave. SE



MINNEAPOLIS

Epic

612-332-3742 • epiceventsmpls.com
CONTACT: Emily Rampp (director of corporate and special events)

MEETING SPACE: Multi-level venue and rooftop patio with capacity for 2,800; wireless Internet
ADDRESS: 110 N 5th St.

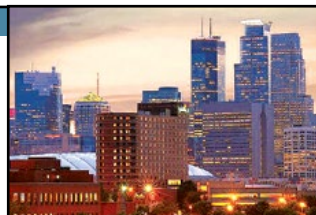


MINNEAPOLIS

Courtyard Minneapolis Downtown

612-333-4646 • courtyard.com/mspdc
CONTACT: Peter Clysdale (director of sales and marketing)

MEETING SPACE: 8,200 square feet including exhibit space can serve up to 600 in nine meeting rooms; wireless Internet
ADDRESS: 1500 Washington Ave. S



MINNEAPOLIS

Five Event Center

612-827-5555 • fiveeventcenter.com
CONTACT: Krista Ike (event manager)

MEETING SPACE: Seats up to 200 for dinner, or 350 on both levels for receptions; wireless Internet
ADDRESS: 2917 Bryant Ave. S



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MINNEAPOLIS

Fountain Room, Pourhouse, Garden Room

612-355-9464 • thefountainroommpls.com

CONTACT: Michelle Thayer (catering sales manager)**MEETING SPACE:** More than 30,000 square feet of event spaces; 25-foot screen; 50 HD monitors; state-of-the-art audio visual**ADDRESS:** 10 S 5th St.

MINNEAPOLIS

Gale Mansion

612-870-1662 • galemansion.com

CONTACT: Amy Leh (catering manager)**MEETING SPACE:** Six rooms and an auditorium serve up to 250 for receptions or 180 seated; wireless Internet**ADDRESS:** 2115 Stevens Ave. S

MINNEAPOLIS

Gallery 13

651-592-5503 • gallery13.com

CONTACT: Stephen Sugarman (director); Karen Sugarman (curator)**MEETING SPACE:** 6,500 square feet in two adjoining spaces; wireless Internet**ADDRESS:** 811 LaSalle Ave.

MINNEAPOLIS

Grand Hotel Minneapolis

612-373-0413 • grandhotelminneapolis.com

CONTACT: Andrea Vieyra (director of sales and marketing)**MEETING SPACE:** 6,500 square feet serves up to 300; 3,500-square-foot presidential suite, three boardrooms; wireless Internet**ADDRESS:** 615 2nd Ave. S

MINNEAPOLIS

Graves 601 Hotel Wyndham Grand

612-677-1100 • graves601hotel.com

CONTACT: Patrick Clemons (regional director of sales)**MEETING SPACE:** 20,000 square feet including 13 meeting rooms and a ballroom that seats 400; wireless Internet**ADDRESS:** 601 1st Ave. N

MINNEAPOLIS

Guthrie Theater

612-225-6470 • guthrietheater.org

CONTACT: Karen Scher (director of catering)**MEETING SPACE:** The Dowling Studio seats up to 175, the Target Lounge holds up to 150; classrooms and meeting rooms available; wireless Internet**ADDRESS:** 818 S 2nd St.

MINNEAPOLIS

Hennepin Theatre Trust

612-455-9500 • hennepintheatretrust.org

CONTACT: Jerry Knock (event manager)**MEETING SPACE:** Orpheum: 2,579 capacity; State: 2,181 capacity; Pantages: 1,014 capacity; Century: 250 capacity
615 Hennepin Ave.

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**Hilton Garden Inn
Minneapolis Downtown**

612-339-6633 •

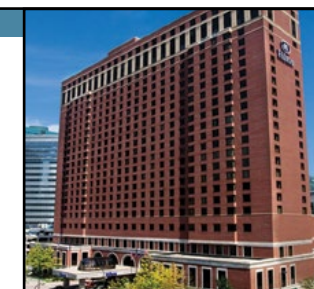
minneapolisdowntown.hgi.com

CONTACT: Andrea Krawczyk (director of sales)**MEETING SPACE:** 3,000 square feet can accommodate up to 140**ADDRESS:** 1101 4th Ave. S

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Hilton Minneapolis

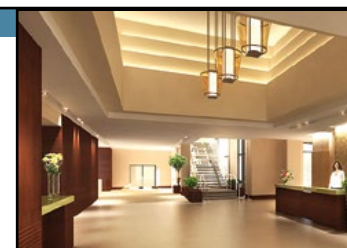
612-376-1000 • minneapolis.hilton.com

CONTACT: Kimberly Zoulek (director of sales and marketing)**MEETING SPACE:** 77,000 square feet in 35 meeting rooms; three ballrooms serving up to 2,500, 1,000, and 600; art-inspired Gallery seats up to 170; wireless Internet**ADDRESS:** 1001 Marquette Ave. S

MINNEAPOLIS

Hotel Ivy

612-746-4600 • thehotelivy.com

CONTACT: Betsy Bartholomew (director of sales and marketing)**MEETING SPACE:** 5,000 square feet located on the skyway level; wireless Internet**ADDRESS:** 201 S 11th St.

MINNEAPOLIS

**The Hotel Minneapolis,
Autograph Collection**

612-340-2000 • thehotelminneapolis.com

CONTACT: Kate Eberhart (events coordinator)**MEETING SPACE:** Five meeting rooms totaling 3,000 square feet can serve up to 110; wireless Internet**ADDRESS:** 215 4th St. S

MINNEAPOLIS

Hyatt Regency Minneapolis

612-370-1234 • minneapolis.hyatt.com

CONTACT: Josh Lannan (meeting planner)**MEETING SPACE:** 105,000 square feet of function space—including exhibit hall, ballrooms, and boardrooms—serves up to 2,000; wireless Internet**ADDRESS:** 1300 Nicollet Mall

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International Market Square

612-238-4444 • imsdesigncenter.com/info/private-events/

CONTACT: Linda Adam (catering sales)

MEETING SPACE: 60,887 square feet (22,000 square feet of carpeted exhibit space) can serve up to 2,000 seated or 5,000 for receptions; wireless Internet

ADDRESS: 275 Market St.



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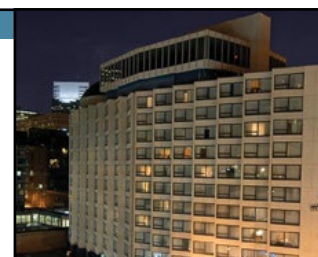
Millennium Hotel Minneapolis

612-332-6000 • millenniumhotels.com/minneapolis

CONTACT: Jenny Stimler (director of sales)

MEETING SPACE: 20,000 square feet can serve up to 550 for dinner; wireless Internet

ADDRESS: 1313 Nicollet Mall



MINNEAPOLIS

Le Meridien Chambers Minneapolis

612-215-3728 • lemeridienchambers.com

CONTACT: Matthew Hawkins (marketing manager)

MEETING SPACE: 1,700 square feet on main floor seats up to 100, Burnet Gallery seats up to 70, rooftop lounge with patio seats up to 90, 1,000-square-foot courtyard

ADDRESS: 901 Hennepin Ave.



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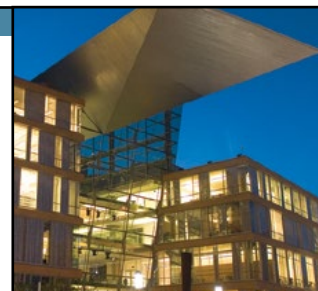
Minneapolis Central Library

612-253-0255 • mintahoe.com

CONTACT: Erin Wade (sales consultant)

MEETING SPACE: Auditorium seating 243, boardroom for up to 30, 1,200-square-foot meeting room, 7,000-square-foot Library Commons (atrium), and technology center; wireless Internet

ADDRESS: 300 Nicollet Mall



MINNEAPOLIS

The Marquette Hotel

612-333-4545 • marquettehotel.com

CONTACT: Lisa Heller (director of sales and marketing)

MEETING SPACE: 30,000 square feet, serves up to 350; 50th floor of IDS Center serves up to 800; wireless Internet

ADDRESS: 710 Marquette Ave.



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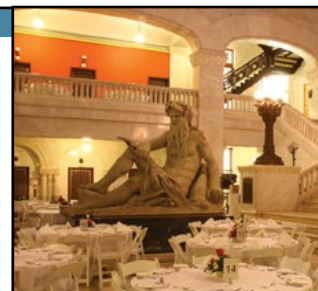
Minneapolis City Hall & Hennepin County Courthouse

612-596-9518 • municipalbuildingcommission.org

CONTACT: Tracey McLaughlin (event coordinator)

MEETING SPACE: Seats up to 300 for dinner, evenings and weekends only

ADDRESS: 350 S 5th St.



MINNEAPOLIS

McNamara Alumni Center

612-624-9831 • mac-events.org

CONTACT: Dani Harty (catering coordinator)

MEETING SPACE: 35,000 square feet in 10 meeting rooms, including 12,000-square-foot Memorial Hall (atrium); wireless Internet

ADDRESS: 200 Oak St. SE



MINNEAPOLIS

Minneapolis Convention Center

612-335-6035 • minneapolisconventioncenter.com

CONTACT: Deb Taylor and Katie Smith (sales)

MEETING SPACE: 480,000 square feet in five exhibit halls, 3,400-seat auditorium, 28,000-square-foot ballroom, and 87 meeting rooms

ADDRESS: 1301 2nd Ave. S



MINNEAPOLIS

Mill City Museum

612-238-4444 • damico.com

CONTACT: Linda Adam (director of catering sales)

MEETING SPACE: Commons, courtyard, and exterior rail corridor serve up to 1,000 for receptions, 250 for dinner; wireless Internet

ADDRESS: 704 S 2nd St.



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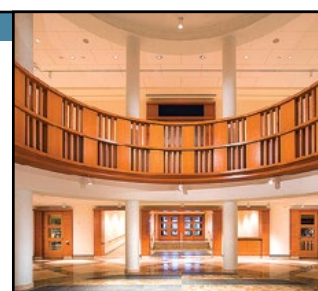
Minneapolis Institute of Arts

612-870-3087 • artsmia.org

CONTACT: Sarah Healy (sales and events specialist)

MEETING SPACE: Can serve up to 700 for receptions, 300 seated; gallery event spaces; wireless Internet

ADDRESS: 2400 3rd Ave. S



MINNEAPOLIS

Mill City Nights

612-333-3422 • millcitynights.com

CONTACT: Nate Boutang (director, special events)

MEETING SPACE: Multiple floors accommodate up to 1,300 people; wireless Internet

ADDRESS: 111 5th St. N



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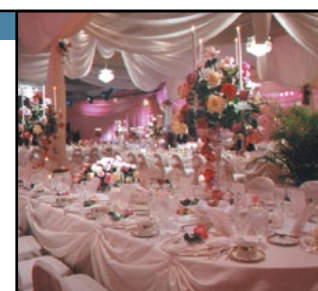
Minneapolis Marriott City Center

612-349-4000 • minneapolismarriott.com

CONTACT: Nikki Gaulrapp (area sales)

MEETING SPACE: More than 42,700 square feet can serve up to 2,400; wireless Internet

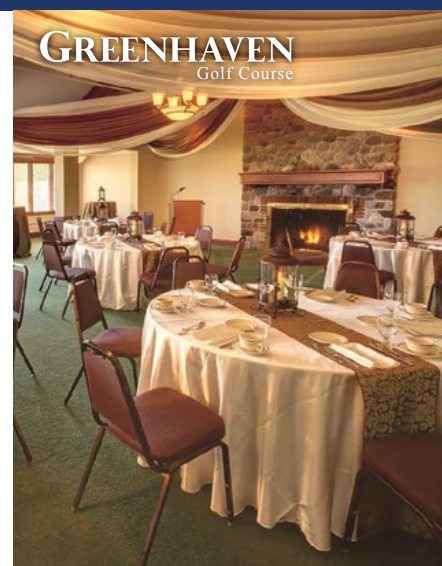
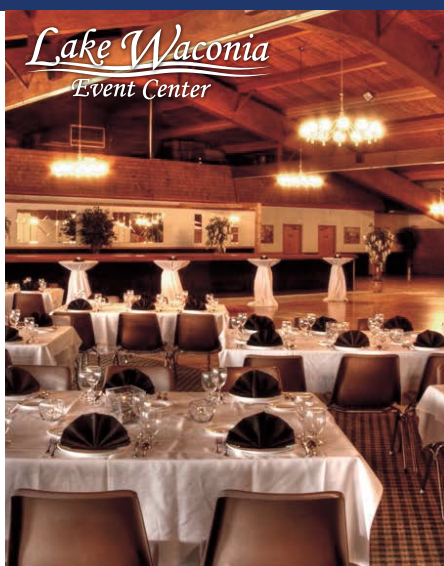
ADDRESS: 30 S 7th St.



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651.766.4176 ~ lancercatering.com

Lake Waconia Event Center

763.315.8516 ~ lancercatering.com

Or Your Location 763.315.8503 ~ lancercatering.com

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MINNEAPOLIS

The Museum of Russian Art

612-238-4444 • damico.com

CONTACT: Linda Adam (director of catering sales)**MEETING SPACE:** Main gallery, mezzanine, and lower gallery can serve up to 216 for dinner, 500 for receptions; wireless Internet**ADDRESS:** 5500 Stevens Ave. S

MINNEAPOLIS

Ramada Plaza Minneapolis

612-331-1900 • ramadaplazampls.com

CONTACT: Margaret Mattison (marketing manager); Alyssa Marko (sales and catering assistant)**MEETING SPACE:** 5,000-square-foot ballroom seats up to 400, Itasca ballroom seats up to 160, several other meeting rooms**ADDRESS:** 1330 Industrial Blvd. NE

MINNEAPOLIS

Nicollet Island Inn

612-331-1800, ext. 3 • nicolletislandinn.com

CONTACT: Sarah Gruber (events and business director)**MEETING SPACE:** Accommodates up to 200 for receptions, up to 115 for seated dinners; wireless Internet**ADDRESS:** 95 Merriam St.

MINNEAPOLIS

St. Anthony Main Event Centre

612-623-0608 •

stanthonymaineventcentre.com

CONTACT: Aaron McCallum (director of events); Carrie Eldridge (events consultant)**MEETING SPACE:** Three floors and commons area serve up to 1,000; high-speed Internet**ADDRESS:** 219 SE Main St.

MINNEAPOLIS

Nicollet Island Pavilion

612-253-0255 • mintahoe.com

CONTACT: Teresa Foreman (sales consultant)**MEETING SPACE:** 10,000 square feet, including tented riverfront patio, can seat up to 575 inside, up to 4,000 on the grounds; wireless Internet**ADDRESS:** 40 Power St.

MINNEAPOLIS

Seemple Mansion

612-290-4448 • seemplemansion.com

CONTACT: Katherine Hendrickson (executive director)**MEETING SPACE:** Grand Palladian ballroom seats up to 250, grand foyer seats up to 200, event room, and wine grotto for wine tastings; wireless Internet**ADDRESS:** 100 W Franklin Ave.

MINNEAPOLIS

Open Book

612-215-2572 • openbookmn.org

CONTACT: Joe Skifter (general manager)**MEETING SPACE:** Renovated warehouse space for groups up to 200; wireless Internet**ADDRESS:** 1011 S Washington Ave.

MINNEAPOLIS

Studio 1414

612-638-1888 • studio1414.com

CONTACT: Karin Martinson (chief space officer)**MEETING SPACE:** 8,000 square feet of space, including a large sound stage; wireless Internet**ADDRESS:** 1414 Marshall St. NE

MINNEAPOLIS

Orchestra Hall

612-371-5693 • rentorchestrahall.org

CONTACT: Scott Feldman (events manager)**MEETING SPACE:** 2,100-seat auditorium; lobby hosts receptions for more than 2,000; small and large venues, including an atrium, green room, mezzanine, and terrace; adjacent to Peavey Plaza; wireless Internet**ADDRESS:** 1111 Nicollet Ave.

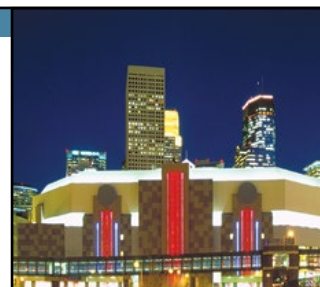
MINNEAPOLIS

Target Center

612-673-1300 • targetcenter.com

CONTACT: Barbara Hoffmann

(director of hospitality services); Andy Warg (senior director of event booking)

MEETING SPACE: 25,000 square feet can serve up to 20,000; board meeting and banquet rooms can accommodate up to 200**ADDRESS:** 600 1st Ave. N

MINNEAPOLIS

Radisson Plaza Hotel Minneapolis

612-339-4900 •

radisson.com/minneapolismn_plaza

CONTACT: Barbara Williams (sales and catering); Cheryl Johnson (sales and marketing)**MEETING SPACE:** More than 21,000 square feet in 21 meeting rooms can serve up to 500; wireless Internet**ADDRESS:** 35 S 7th St.

MINNEAPOLIS

Target Field

612-659-3870 •

twinsbaseball.com/targetfieldevents

CONTACT: David Christie (director, Target Field events)**MEETING SPACE:** Numerous event spaces accommodate groups of up to 2,000 people for a reception on non-game days**ADDRESS:** 1 Twins Way

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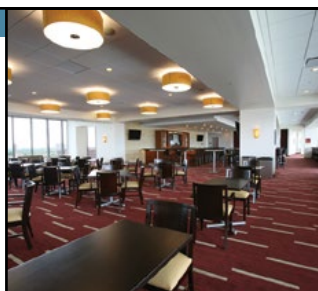
www.tcgateway.com

MINNEAPOLIS

MINNEAPOLIS

TCF Bank Stadium

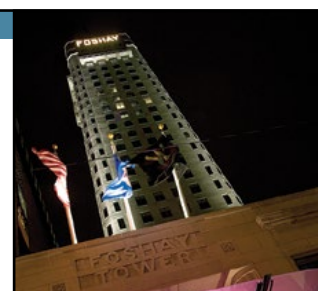
612-626-8032 • gophersportsspaces.com

CONTACT: Dana Nelson (premium sales and special events manager)**MEETING SPACE:** Spaces ranging from 800 to 20,000 square feet can host between 200 and 900 people; additional spaces in nearby Williams and Mariucci arenas**ADDRESS:** 420 23rd Ave. SE

MINNEAPOLIS

W Minneapolis—The Foshay

612-215-3700 • whotels.com/minneapolis

CONTACT: Susan Mabry (general manager)**MEETING SPACE:** 6,700 square feet in eight meeting spaces**ADDRESS:** 821 Marquette Ave.

MINNEAPOLIS

Ted Mann Concert Hall

612-626-1892 • tedmann.umn.edu

CONTACT: Brad Momsen (coordinator of operations and performances)**MEETING SPACE:** Concert hall seats up to 1,120, lobby serves up to 240 seated, up to 470 for receptions**ADDRESS:** 2128 4th St. S

MINNEAPOLIS

W.lab Events and Ideation

612-638-6000 • worrell.com/wlab

CONTACT: Reed Robinson (director of sales and marketing)**MEETING SPACE:** More than 28,000 square feet of space covered with white boards; wireless Internet**ADDRESS:** 1414 Marshall St. NE

MINNEAPOLIS

Ukrainian Event Center

612-379-1956 • ukrainianeventcenter.com

CONTACT: Renee Bell (events coordinator)**MEETING SPACE:** 4,680-square-foot great hall, a reception area, and two conference rooms**ADDRESS:** 301 Main St. NE

MINNEAPOLIS

Walker Art Center

612-253-3404 • walkerart.org

CONTACT: Jason Brown-Hoesing (special events senior sales manager)**MEETING SPACE:** Main floor—1,200 for receptions; Skyline Room—380 for receptions, 200 seated; Cargill Lounge—200 for receptions; additional rooms; wireless Internet**ADDRESS:** 1750 Hennepin Ave.

MINNEAPOLIS

Uppercut Gym

612-822-1964 • uppercutgym.com

CONTACT: Lisa Bauch (owner)**MEETING SPACE:** 13,000-square-foot warehouse boxing gym with outdoor courtyard serves up to 400 for a meeting or 220 for dinner; wireless Internet**ADDRESS:** 1324 Quincy St. NE

MINNEAPOLIS

Weisman Art Museum

612-625-9494 • wam.umn.edu

CONTACT: Erin Lauderman (marketing and communications director)**MEETING SPACE:** Gallery serves 150 for dinner or 350 for receptions, Shepherd Room seats 120 for lectures, rooms can be combined for larger groups; wireless Internet**ADDRESS:** 333 East River Road

MINNEAPOLIS

The Van Dusen Mansion & Event Center

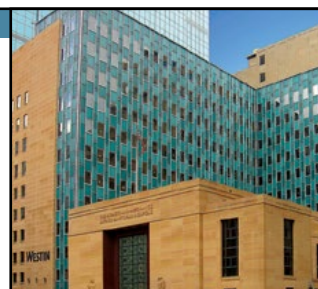
612-871-2702 • thevandusenmansion.com

CONTACT: Angie Hanson (marketing manager)**MEETING SPACE:** Grand parlor, event center, carriage house, and courtyard**ADDRESS:** 1900 LaSalle

MINNEAPOLIS

The Westin Minneapolis

612-333-4006 • westin.com/minneapolis

CONTACT: Angela Dickson (sales coordinator)**MEETING SPACE:** 9,308 square feet of flexible space in 15 rooms; wireless Internet**ADDRESS:** 88 S 6th St.

MINNEAPOLIS

Varsity Theater

612-604-0222 • varsitytheater.org

CONTACT: Jason McLean (owner)**MEETING SPACE:** 10,000-square-foot art deco theater with capacity for 300 seated or 600 for receptions; wireless Internet**ADDRESS:** 1308 4th St. SE

ST. PAUL

Carondelet Retreat and Conference Center

651-696-2750 • carondeletcenter.org

CONTACT: Lauren Clapp (event coordinator)**MEETING SPACE:** 11 spaces that serve groups up to 230; 4,000-square-foot dining room seats up to 200**ADDRESS:** 1890 Randolph Ave.



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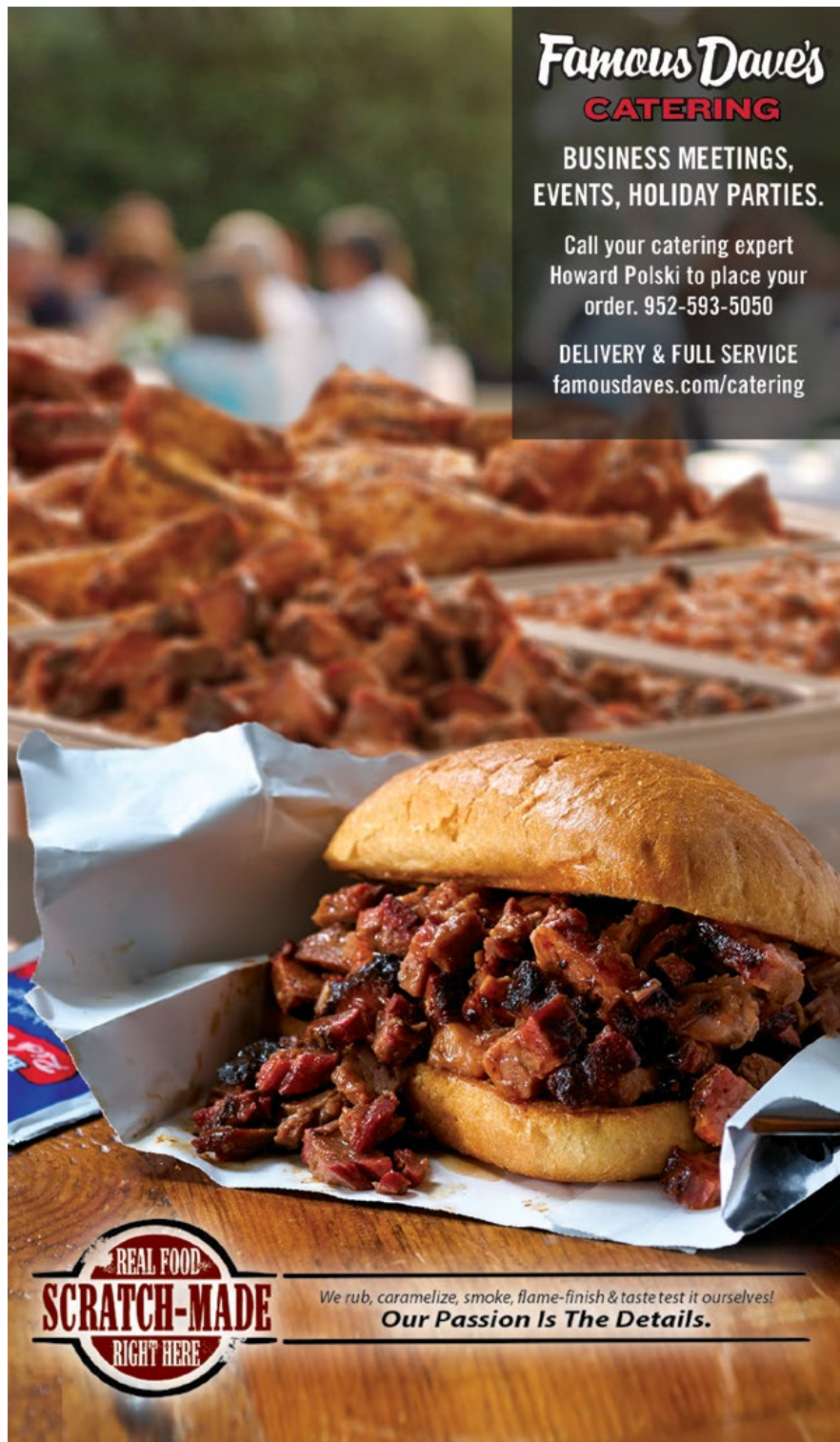


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MEETINGS, EVENTS
& CONVENTIONS

ST. PAUL

Como Park Zoo and Conservatory

651-207-0330 • comozooconservatory.org
CONTACT: Mindy Herron (catering sales manager)

MEETING SPACE: 65,000 square feet in seven rooms can serve up to 500 for receptions and up to 300 for dinner

ADDRESS: 1225 Estabrook Dr.



ST. PAUL

Crowne Plaza St. Paul Riverfront

651-292-1900 • cpstpaul.com
CONTACT: Kim Nevins (director of sales and marketing)

MEETING SPACE: 31,000 square feet of exhibit space, a 14,300-square-foot ballroom, 10,000-square-foot Great River Ballroom, and 18 meeting rooms

ADDRESS: 11 E Kellogg Blvd.



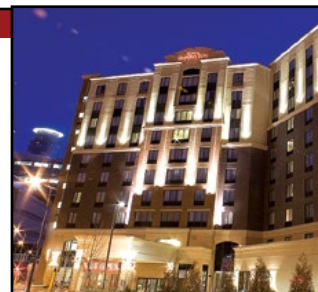
ST. PAUL

DoubleTree By Hilton St. Paul Downtown

651-291-8800 • stpauldowntown.doubletreebyhilton.com
CONTACT: Sally Ableitner (director of sales and marketing)

MEETING SPACE: 12,000 square feet can serve up to 400; wireless Internet

ADDRESS: 411 Minnesota St.



ST. PAUL

Embassy Suites—St. Paul

651-224-5400 • embassystpaul.com
CONTACT: Andrew Koven (director of sales)

MEETING SPACE: 5,000 square feet, including a ballroom for up to 200 and additional space for up to 100; wireless Internet

ADDRESS: 175 E 10th St.



ST. PAUL

Ewald Conference Center

651-290-6260 • ewald.com
CONTACT: Katherine Ricker (conference center coordinator)

MEETING SPACE: 1,500 square feet of meeting space that can be separated into two rooms—holds up to 100 theater-style or 76 classroom-style

ADDRESS: 1000 Westgate Dr., Ste. 252



ST. PAUL

Fitzgerald Theater

651-290-1200 • fitzgeraldtheater.publicradio.org
CONTACT: Joanna Schnedler (general manager)

MEETING SPACE: 1,058-seat theater, 1,026 capacity with orchestra pit

ADDRESS: 10 E Exchange St.



ST. PAUL

The Great Hall Banquet and Conference Center

651-291-3579 • thegreathall.net

CONTACT: Georgia Meyers (executive director of sales and marketing)

MEETING SPACE: 9,500 square feet can serve parties of up to 400 for dinner and up to 1,000 reception-style; wireless Internet

ADDRESS: 180 E 5th St., Ste. 160



ST. PAUL

Holiday Inn St. Paul Downtown

651-225-1515 • histpaul.com

CONTACT: Tania Hermann (director of sales and marketing)

MEETING SPACE: 1,975 square feet including five meeting rooms; wireless Internet

ADDRESS: 175 W 7th St.



ST. PAUL

Holiday Inn St. Paul East

651-731-2220 • holidaymn.com

CONTACT: Tracy Jo Adkins (catering manager)

MEETING SPACE: 13,000 square feet of meeting space accommodates up to 500

ADDRESS: 2201 Burns Ave.



ST. PAUL

James J. Hill Center

651-297-2555 • mnhs.org/hillhouse

CONTACT: Craig Johnson (site manager); Lindsey Dyer (program supervisor)

MEETING SPACE: Picture gallery, music room, drawing room, meeting rooms, and verandas can serve up to 120 seated or 300 for receptions

ADDRESS: 240 Summit Ave.



ST. PAUL

James J. Hill Library

651-265-5599 • jjhill.org/meetings-and-events

CONTACT: Melissa Palank (events manager); Katie Benson (events manager)

MEETING SPACE: More than 6,000 square feet on the main floor; bridal suite and conference rooms; wireless Internet

ADDRESS: 80 W 4th St.



ST. PAUL

The Klub Haus

651-263-3333 • klubhaus.net

CONTACT: Paul Horvath (general manager)

MEETING SPACE: 2,500-square-foot ballroom with stage, 2,500-square-foot rathskeller-style dining room with seating for 200, patio seats 150; wireless Internet

ADDRESS: 1079 Rice St.



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Landmark Center

651-292-3228 • landmarkcenter.org

CONTACT: Betsy Lanegran (rental events manager)**MEETING SPACE:** 10,416 square feet—7,200-square-foot atrium, courtroom, and an auditorium for up to 230; wireless Internet**ADDRESS:** 75 W 5th St.

ST. PAUL

Minnesota Humanities Event Center

651-772-4242 • mnhum.org/eventcenter

CONTACT: Nicole Youngvorst (event center manager)**MEETING SPACE:** Four meeting rooms, breakout spaces, two outdoor patios; wireless Internet**ADDRESS:** 987 Ivy Ave. E

ST. PAUL

Macalester College

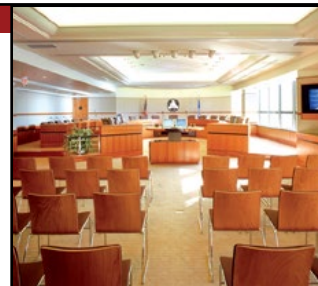
651-696-6472 • meetatmac.com

CONTACT: Andy Williams (assistant director of campus center and conferences)**MEETING SPACE:** Meeting spaces to accommodate groups of up to 2,500 in a variety of seating styles**ADDRESS:** 1600 Grand Ave.

ST. PAUL

MSP Airport Conference Center

612-794-4500 • mspairport.com

CONTACT: Megan Koski (event coordinator); Laurie Roufs (managing supervisor)**MEETING SPACE:** 4,732 square feet—10 conference rooms, largest is 1,950 square feet, can serve parties of up to 100; wireless Internet**ADDRESS:** 4300 Glumack Dr., Ste. 3060

ST. PAUL

Metropolitan State University

651-793-1700 • metrostate.edu

CONTACT: Renee King (facilities event coordinator)**MEETING SPACE:** Founders Hall auditorium seats 317, Great Hall seats 156, classrooms available; wireless Internet**ADDRESS:** 700 E 7th St.

ST. PAUL

Ordway Center for the Performing Arts

651-282-3000 • ordway.org

CONTACT: Toby Lien (house and hospitality services manager)**MEETING SPACE:** Main hall seats 1,912, McKnight Theatre 306, two rehearsal rooms, foyer serves up to 100 for formal events or up to 300 for receptions**ADDRESS:** 345 Washington St.

ST. PAUL

Midway Stadium

651-646-1679 • stpaul.gov/index.aspx?NID=1188

CONTACT: Bob Klepperich (manager)**MEETING SPACE:** Baseball field with seating for up to 6,000**ADDRESS:** 1771 Energy Park Dr.

ST. PAUL

Padelford Packet Boat Company, Inc.

651-227-1100 • riverrides.com

CONTACT: Colleen O'Rourke (charter consultant)**MEETING SPACE:** Three boats can serve up to 600**ADDRESS:** 205 Dr. Justus Ohage Blvd., Harriet Island

ST. PAUL

The Minnesota Boat Club on Raspberry Island

612-253-0255 • mintahoe.com

CONTACT: Joy Devous-Baker (sales consultant)**MEETING SPACE:** Event space with riverfront verandas serves 130 seated indoors and an additional 40 outside; wireless Internet**ADDRESS:** 1 S Wabasha St.

ST. PAUL

St. Catherine University

651-690-6000 • stkate.edu

CONTACT: Michelle Hueg (director, meeting and event services)**MEETING SPACE:** Ballroom serves up to 500, conference rooms and classroom space, auditorium seating 322, recital hall; O'Shaughnessy Auditorium seats 1,800**ADDRESS:** 2004 Randolph Ave.

ST. PAUL

Minnesota History Center

651-259-3030 • minnesotahistorycenter.org/facility-rental

CONTACT: Christie Altendorf (general manager)**MEETING SPACE:** Capitol Concourse, second-floor rotunda, and terraces can accommodate up to 2,000; 340-seat 3M Auditorium, and seven smaller rooms seat up to 75**ADDRESS:** 345 Kellogg Blvd. W

ST. PAUL

St. Paul College Club

651-227-4477 • stpaulcollegeclub.com

CONTACT: Brian Quist (business manager); Beata Vanderzee or Caitlin Bisser (event coordinators)**MEETING SPACE:** 2,500 square feet—six meeting rooms, banquet seating, reception area, and theater seating can serve up to 250**ADDRESS:** 990 Summit Ave.

ST. PAUL**The Saint Paul Hotel**

651-292-9292 • saintpaulhotel.com
CONTACT: Peter Zellmer (director of sales and marketing)

MEETING SPACE: More than 14,000 square feet—10 rooms, including boardroom and private dining rooms can accommodate up to 500; wireless Internet
ADDRESS: 350 Market St.

**ST. PAUL****317 on Rice Park Event Center**

651-726-8800 • 317onricepark.com
CONTACT: Melody Haines (director of catering sales)

MEETING SPACE: 7,000 square feet can serve up to 500
ADDRESS: 317 Washington St.

**ST. PAUL****Saint Paul RiverCentre**

651-265-4800 • rivercentre.org
CONTACT: Gabe Clendenen (senior sales manager)

MEETING SPACE: 276,378 square feet, including a grand ballroom and 15 meeting rooms, can serve up to 15,000; wireless Internet
ADDRESS: 175 W Kellogg Blvd.

**ST. PAUL****University Club of St. Paul—
Saint Paul Athletic Club**

651-222-1751 • universityclubofstpaul.com
CONTACT: Julia Struve (sales and catering manager)

MEETING SPACE: 14,000 square feet including atrium, 14th-floor penthouse, and bar; ballroom serves up to 330 for receptions
ADDRESS: 340 Cedar St.

**ST. PAUL****Science Museum of Minnesota**

651-221-2550 • smm.org
CONTACT: Jennifer Ernst-George (facility and event sales specialist)

MEETING SPACE: More than 10,000 square feet can serve receptions of more than 1,000 or 300 seated; wireless Internet
ADDRESS: 120 W Kellogg Blvd.

**ST. PAUL****University Club of St. Paul—
Summit Avenue Clubhouse**

651-222-1751 • universityclubofstpaul.com
CONTACT: Julia Struve (sales and catering manager)

MEETING SPACE: 2,670 square feet can serve up to 140 for dinner, 200 for reception; includes three smaller rooms
ADDRESS: 420 Summit Ave.



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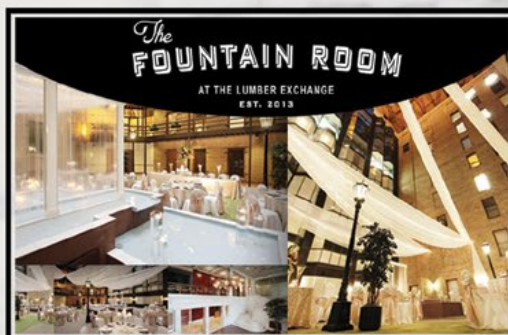
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Gina Schammel Catering Sales Manager

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University of Minnesota— St. Paul Student Center

612-624-8145 • sua.umn.edu/reservations

CONTACT: Ask for an events coordinator

MEETING SPACE: Theater seating for up to 327, banquet room seats up to 416, meeting rooms, outdoor venues; wireless Internet

ADDRESS: 2017 Buford Ave.



ST. PAUL

University of Minnesota Continuing Education and Conference Center

612-624-3275 • cce.umn.edu/conference
center

CONTACT: Ken Gay (director)

MEETING SPACE: 16,000 square feet of meeting space accommodates up to 440

ADDRESS: 1890 Buford Ave.



ST. PAUL

University of St. Thomas

651-962-5000 • stthomas.edu

CONTACT: Dan Taylor (director, conference and event services)

MEETING SPACE: Meeting spaces accommodate a variety of group sizes; wireless Internet

ADDRESS: 2115 Summit Ave.



ST. PAUL

Wabasha Street Caves

651-224-1191 • wabashastreetcaves.com

CONTACT: Anne Hofmann (event coordinator)

MEETING SPACE: 12,000 square feet can serve up to 250 for dinner or 400 for receptions

ADDRESS: 215 Wabasha St. S



ST. PAUL

Xcel Energy Center

651-265-4800 • xcelenergycenter.com

CONTACT: Susan Hubbard (director of booking and administration)

MEETING SPACE: 17,000 square feet; wireless Internet

ADDRESS: 175 W Kellogg Blvd.



SUBURBAN METRO AREA

Afton House Inn and Afton Hudson Cruise Lines

Afton • 651-436-8883 •

stcroixrivercruises.com

CONTACT: Dan Jarvis (sales, marketing director)

MEETING SPACE: 3,000 square feet in three spaces serves up to 300; three cruise boats also available; wireless Internet

ADDRESS: 3291 S St. Croix Tr.



SUBURBAN METRO AREA

SUBURBAN METRO AREA

BayView Event Center and Cruises

Excelsior • 952-470-8439 •
bayviewevent.com

CONTACT: Kerry Hollenback (event coordinator)

MEETING SPACE: Two-level event center with indoor and outdoor event space, six charter boats for groups of up to 150; wireless Internet

ADDRESS: 687 Excelsior Blvd.



SUBURBAN METRO AREA

Best Western Kelly Inn

Plymouth • 763-553-2086 •
bestwesternplymouth.com

CONTACT: Susan Miller (banquets and catering director)

MEETING SPACE: 211 theater seats, dining area can serve up to 200; wireless Internet

ADDRESS: 2705 N Annapolis Lane



SUBURBAN METRO AREA

Best Western Premier Nicollet Inn

Burnsville • 952-435-2100 • nicolletinn.com

CONTACT: Barbara Spencer (director of catering)

MEETING SPACE: 4,500 square feet, including up to five rooms and a ballroom for up to 300; wireless Internet

ADDRESS: 14201 Nicollet Ave. S



SUBURBAN METRO AREA

Canterbury Park Racetrack, Card Casino & Event Center

Shakopee • 952-496-6448 • canterburypark.com

CONTACT: Mary Pat Monson (events manager)

MEETING SPACE: 81,000 square feet can accommodate up to 5,000 inside and 35,000 outside; new event building serves 24,000

ADDRESS: 1100 S Canterbury Road



SUBURBAN METRO AREA

Carlson Towers Rotunda & Amphitheatre

Minnetonka • 763-212-1448 •
carlsoncenterevents.com

CONTACT: Dawn Crawford Dacut (director of events)

MEETING SPACE: Event venue for up to 360, evenings and weekends only; optional use of outdoor amphitheater

ADDRESS: 701 Carlson Pkwy.



SUBURBAN METRO AREA

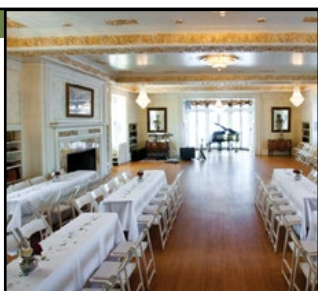
Cedarhurst Mansion

Cottage Grove • 651-769-8918 •
cedarhurstmansion.com

CONTACT: True Thao (general manager)

MEETING SPACE: Several rooms accommodate 200

ADDRESS: 6940 Keats Ave. S



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Chanhassen Dinner Theatres

Chanhassen • 952-934-1524 •
chanhassendt.com

CONTACT: Halley Endersbe (event sales manager)

MEETING SPACE: 17,000 square feet can serve up to 300 in banquet area or up to 580 in theater; wireless Internet

ADDRESS: 501 W 78th St.



SUBURBAN METRO AREA

Crowne Plaza Minneapolis West Hotel and Conference Center

Plymouth • 763-559-6600 • cppylymouth.com

CONTACT: Dale Krogman (sales director)

MEETING SPACE: 38,000 square feet can serve up to 350, 40 meeting rooms; wireless Internet

ADDRESS: 3131 Campus Dr.



SUBURBAN METRO AREA

Chateau at Medicine Lake

Medicine Lake • 612-253-0255 •
mintahoe.com

CONTACT: Julie Teran (sales consultant)

MEETING SPACE: Space serves up to 230 seated; wireless Internet

ADDRESS: 10715 S Shore Dr.



SUBURBAN METRO AREA

Dakota Lodge in Thompson County Park

West St. Paul • 952-891-7000 •
dakotacounty.mn.us

CONTACT: Beth Baker (reservationist)

MEETING SPACE: 3,200 square feet accommodates up to 160 at round tables or 200 theater-style; indoor and outdoor spaces; wireless Internet

ADDRESS: 1200 Stassen Lane



SUBURBAN METRO AREA

Clarion St. Paul Hotel & Conference Center

South St. Paul • 651-455-3600 •
clarionssp.com

CONTACT: Evan Turek (operations manager)

MEETING SPACE: Banquet facilities for up to 300; wireless Internet

ADDRESS: 701 S Concord St.



SUBURBAN METRO AREA

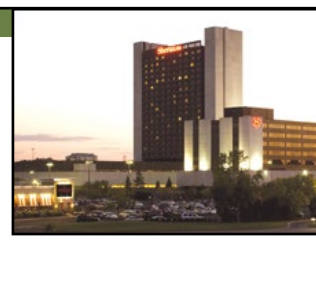
DoubleTree by Hilton Bloomington—Minneapolis South

Bloomington • 952-835-7800 • bloomington
minneapolisouth.doubletreebyhilton.com

CONTACT: Cathryn Giff (director of sales)

MEETING SPACE: 78,000 square feet can serve up to 2,800; wireless Internet

ADDRESS: 7800 Normandale Blvd.



SUBURBAN METRO AREA

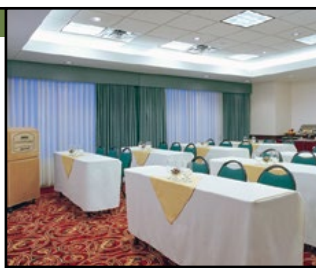
Courtyard by Marriott Bloomington

Bloomington • 952-876-0100 •
marriott.com/mspcy

CONTACT: Kari Welp (director of sales)

MEETING SPACE: 2,800 square feet in six rooms, Lake Hiawatha room seats 50 at round tables, 75 theater-style; wireless Internet

ADDRESS: 7800 Bloomington Ave. S



SUBURBAN METRO AREA

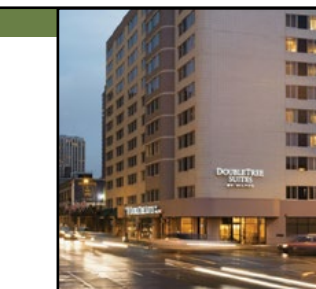
DoubleTree by Hilton Minneapolis—Park Place

St. Louis Park • 952-542-8600 •
doubletreeminneapolis.com

CONTACT: Michael Kottke (director of sales and marketing)

MEETING SPACE: 26,000 square feet can serve up to 900

ADDRESS: 1500 Park Place Blvd.



SUBURBAN METRO AREA

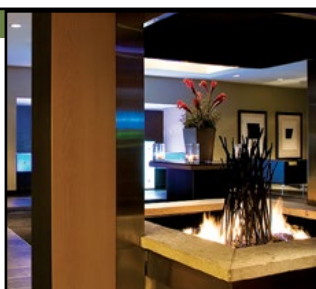
Crowne Plaza Bloomington

Bloomington • 952-831-8000 • cpmssp.com

CONTACT: Morgan Cook (director of sales)

MEETING SPACE: 3,981 square feet, including ballroom that seats up to 200 and four breakout rooms; wireless Internet

ADDRESS: 5401 Green Valley Dr.



SUBURBAN METRO AREA

Eagan Community Center

Eagan • 651-675-5550 •

eagancommunitycenter.com

CONTACT: Kelly Schmitt (events and operations supervisor)

MEETING SPACE: Five meeting areas, including 5,300-square-foot banquet hall, four smaller meeting and boardrooms, and gymnasiums

ADDRESS: 1501 Central Pkwy.



SUBURBAN METRO AREA

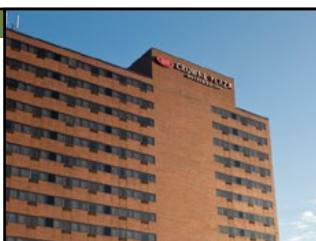
Crowne Plaza Hotel & Suites Minneapolis Airport at the Mall

Bloomington • 952-854-9000 •
cpmspairport.com

CONTACT: Tim O'Connor (director of sales and marketing)

MEETING SPACE: 18,000 square feet, including ballroom for up to 600; wireless Internet

ADDRESS: 3 Appletree Sq.



SUBURBAN METRO AREA

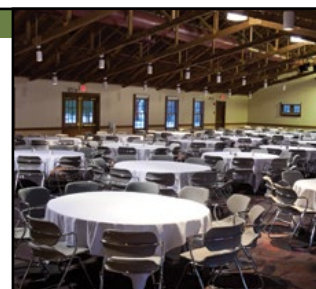
Earle Brown Heritage Center

Brooklyn Center • 763-569-6300,
800-524-0239 • earlebrown.com

CONTACT: Mary Spah (director of sales)

MEETING SPACE: 45,000 square feet can serve up to 1,200; wireless Internet

ADDRESS: 6155 Earle Brown Dr.



SUBURBAN METRO AREA

Edinburgh USA

Brooklyn Park • 763-315-8503 • lancercatering.com

CONTACT: Cheron Rubenstein (catering sales); Lyndsey Szach

MEETING SPACE: 10,000 square feet can serve receptions of up to 400 and 350 for dinner; wireless Internet

ADDRESS: 8700 Edinbrook Crossing



SUBURBAN METRO AREA

Golden Valley Golf and Country Club

Golden Valley • 763-732-4105 • gvgcc.com

CONTACT: Tom Rubenstein (executive director, clubhouse operations)

MEETING SPACE: 10,000 square feet of banquet space; wireless Internet

ADDRESS: 7001 Golden Valley Road



SUBURBAN METRO AREA

Embassy Suites Bloomington

Bloomington • 952-884-4811 • embassybloomington.com

CONTACT: Kari David (director of sales and marketing)

MEETING SPACE: 10,000 square feet; wireless Internet

ADDRESS: 2800 American Blvd. W



SUBURBAN METRO AREA

Grand Palms Event Center

Chaska • 952-448-7206 • grandpalmsmn.com

CONTACT: Brian Simmons

MEETING SPACE: Seats up to 250

ADDRESS: 207 Chestnut St. N



SUBURBAN METRO AREA

Embassy Suites Minneapolis Airport

Bloomington • 952-854-1000 • embassyminneapolisairport.com

CONTACT: Kari David (director of sales and marketing)

MEETING SPACE: 12,000 square feet; wireless Internet

ADDRESS: 7901 34th Ave. S



SUBURBAN METRO AREA

Hampton Inn North Shoreview

Shoreview • 651-482-0402, 877-233-3194 • hamptoninnshoreview.com

CONTACT: Angie Winkel (director of catering); Renee Howlett (sales manager)

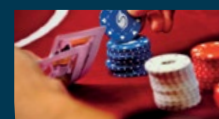
MEETING SPACE: Ballroom can serve up to 200 people, boardroom available

ADDRESS: 1000 Gramsie Road



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SUBURBAN METRO AREA

The Harvest Grill Event Center

Coon Rapids • 763-755-1234 •
harvestgrillmn.com

CONTACT: Jenn Hansen (sales and catering
manager)

MEETING SPACE: Banquet space that serves up
to 400 people; wireless Internet

ADDRESS: 12800 Bunker Prairie Road



SUBURBAN METRO AREA

Hazeltine National Golf Club

Chaska • 952-556-5400 • hngc.com

CONTACT: Jan Knudtson (catering sales); Ruth
Glaser (director of sales and marketing)

MEETING SPACE: More than 9,000 square feet of
meeting space, including board rooms for
up to 20, meeting rooms for up to 70, and a
contemporary ballroom for up to 450

ADDRESS: 1900 Hazeltine Blvd.



SUBURBAN METRO AREA

Hilton Minneapolis Bloomington Hotel

Bloomington • 952-893-9500 •
bloomingtonhilton.com

CONTACT: Jennifer Locke (director of catering)

MEETING SPACE: 9,200 square feet of flexible
meeting space serves up to 500; wireless
Internet

ADDRESS: 3900 American Blvd. W



SUBURBAN METRO AREA

Hilton Minneapolis-St. Paul Airport Mall of America

Bloomington • 952-854-2100 •
mspairport.hilton.com

CONTACT: Shawn Anderson (director of sales
and marketing)

MEETING SPACE: 22,000 square feet can serve
up to 800; wireless Internet

ADDRESS: 3800 American Blvd. E



SUBURBAN METRO AREA

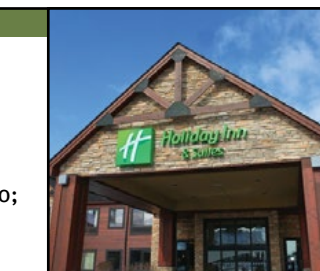
Holiday Inn & Suites

Lake Elmo • 651-714-8068 •
holidayinn.com

CONTACT: Kellie Boreen (catering executive); Mo
French (general manager)

MEETING SPACE: 7,000 square feet serves up to 170;
wireless Internet

ADDRESS: 8511 Hudson Blvd.



SUBURBAN METRO AREA

Holiday Inn & Suites Maple Grove

Maple Grove • 763-425-3800 •
himaplegrove.com

CONTACT: Elizabeth Feuerborn (director of
sales)

MEETING SPACE: Meeting room is 1,575 square
feet and seats up to 110; board room is 270
square feet; wireless Internet

ADDRESS: 11801 Fountains Way N



SUBURBAN METRO AREA

Holiday Inn Bloomington Airport
Bloomington • 952-884-8211 •
holiday-inn.com/bloomingtonmn
CONTACT: Julia Valley (director of sales)
MEETING SPACE: 4,000 square feet accommodates up to 175; wireless Internet
ADDRESS: 1201 W 94th St.



SUBURBAN METRO AREA

Hopkins Center for the Arts
Hopkins • 952-979-1100 •
hopkinsartscenter.com
CONTACT: Lynn Anderson (sales and development manager)
MEETING SPACE: 716-seat theater, dance studio, classroom, conference room, and black box theater (can be set up in any format)
ADDRESS: 1111 Mainstreet



SUBURBAN METRO AREA

Jimmy's Conference & Catering Center
Vadnais Heights • 651-482-1233 •
visitjimmys.com
CONTACT: Molly Bauer (director of catering)
MEETING SPACE: 10,000 square feet, ballroom seats up to 500; outdoor garden space
ADDRESS: 3565 Labore Road



SUBURBAN METRO AREA

Lafayette Club
Minnetonka Beach • 952-471-6411 •
lafayetteclub.com
CONTACT: Brenda Rogers (catering director)
MEETING SPACE: Can serve up to 600; five smaller rooms hold up to 125, 60, 40, 32, and 20, respectively; wireless Internet
ADDRESS: 2800 Northview Road



SUBURBAN METRO AREA

Lake Elmo Inn Event Center
Lake Elmo • 651-779-5994 • lakeelmoinn.com
CONTACT: Chris Schiltz (owner and catering director); Elaine Heggernes and Cheryl Wortman (event coordinators)
MEETING SPACE: 4,000 square feet accommodates up to 300, can break into four rooms
ADDRESS: 3712 Layton Ave. N



SUBURBAN METRO AREA

Lake Waconia Event Center
Waconia • 763-315-8516 •
lakewaoniaeventcenter.com
CONTACT: Jeff Dull (general manager); Cheron Rubenstein
MEETING SPACE: Event space to serve up to 800 people; wireless Internet
ADDRESS: 8155 Paradise Lane




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Lowell Inn

Stillwater • 651-439-1100 • lowellinn.com

CONTACT: Alex Rohas (general manager)

MEETING SPACE: Banquet hall accommodates 220; three other meeting rooms serve up to 60; wireless Internet

ADDRESS: 102 N 2nd St.



SUBURBAN METRO AREA

Maplewood Community Center

Maplewood • 651-249-2103 •

maplewoodcommunitycenter.com

CONTACT: Christine Bernady

MEETING SPACE: 5,000 square feet serves up to 350, including sheltered patio; wireless Internet

ADDRESS: 2100 White Bear Ave.



SUBURBAN METRO AREA

Mall of America and Nickelodeon Universe

Bloomington • 952-883-8809 •

mallofamerica.com

CONTACT: Jessica Kontz (group sales)

MEETING SPACE: Meeting facilities to accommodate groups up to 750; wireless Internet

ADDRESS: 60 E Broadway



SUBURBAN METRO AREA

Marriott Minneapolis West

St. Louis Park • 952-544-4400 •

marriottminneapoliswest.com

CONTACT: Robbie Danko (area director of sales and marketing)

MEETING SPACE: 12,718 square feet, seating for 500, 10 breakout rooms; wireless Internet

ADDRESS: 9960 Wayzata Blvd.



SUBURBAN METRO AREA

Maple Grove Community Center

Maple Grove • 763-494-5969 •

maplegrovecommunitycenter.org

CONTACT: Lynne Lundquist (rental coordinator);

Lisa Jost (community center manager)

MEETING SPACE: Banquet room that seats 250,

six meeting rooms; wireless Internet

ADDRESS: 12951 Weaver Lake Road



SUBURBAN METRO AREA

The Marsh

Minnetonka • 952-930-8537 • themarsh.com

CONTACT: Chandra Huffman (director of meetings and events)

MEETING SPACE: 3,100 square feet can serve up to 200; wireless Internet

ADDRESS: 15000 Minnetonka Blvd.



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SUBURBAN METRO AREA

Medina Entertainment Center

Medina • 763-478-6661 •
medinaentertainment.com

CONTACT: Missy Miller (director of catering and events)

MEETING SPACE: 28,000 square feet, banquet rooms serve up to 1,600; wireless Internet

ADDRESS: 500 Hwy. 55



SUBURBAN METRO AREA

Minneapolis Airport Marriott

Bloomington • 952-854-7441 •
marriott.com/mspmn

CONTACT: BethAnn Wiberg (director of sales)

MEETING SPACE: 19,000 square feet can serve up to 650; wireless Internet

ADDRESS: 2020 American Blvd. E



SUBURBAN METRO AREA

Mendakota Country Club

Mendota Heights • 651-454-2822 •
mendakotacc.com

CONTACT: Perry Johnson (director of catering)

MEETING SPACE: Three rooms offer dining and meeting options for up to 450; wireless Internet

ADDRESS: 2075 Mendakota Dr.



SUBURBAN METRO AREA

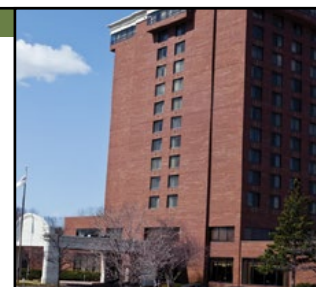
Minneapolis Boulevard Hotel

Brooklyn Center • 763-566-8000 •
minneapolisboulevardhotel.com

CONTACT: Silas Clayton (director of sales)

MEETING SPACE: Grand Ballroom seats up to 300, Lake of the Isles Ballroom seats up to 200; wireless Internet

ADDRESS: 2200 Freeway Blvd.



SUBURBAN METRO AREA

The Metropolitan Ballroom and Clubroom

Golden Valley • 612-238-4444 • damico.com

CONTACT: Linda Adam (director of catering sales)

MEETING SPACE: 10,000 square feet can serve receptions of 1,150 and dinners for up to 700; wireless Internet

ADDRESS: 5418 Wayzata Blvd.



SUBURBAN METRO AREA

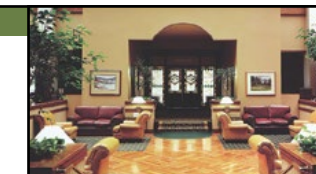
Minneapolis Marriott Northwest

Brooklyn Park • 763-536-8300, 800-441-6422 •
marriott.com/mspnw

CONTACT: Amy Lewis (director of sales and marketing)

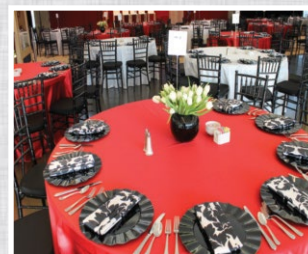
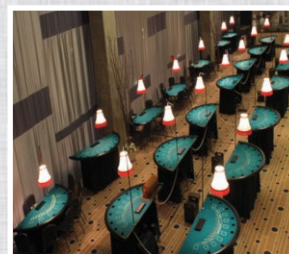
MEETING SPACE: 50,000 square feet can serve up to 1,200; wireless Internet

ADDRESS: 7025 Northland Dr. N



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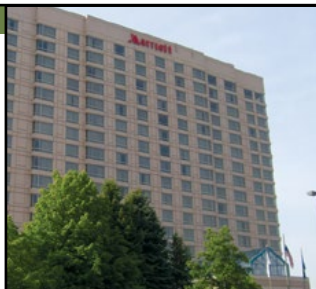
Minneapolis Marriott Southwest

Minnetonka • 952-935-5500 • marriott.com/mspwe

CONTACT: Amy Shahin (area sales leader)

MEETING SPACE: 14,000 square feet can serve up to 550; wireless Internet

ADDRESS: 5801 Opus Pkwy.



SUBURBAN METRO AREA

Minnesota Landscape Arboretum

Chaska • 952-443-1411 • arboretum.umn.edu

CONTACT: Lindsay Synpneski (events manager)

MEETING SPACE: Two auditoriums, one serves 150 seated, 125 for receptions, second serves 300 for receptions, 375 in theater seating; fireplace room; four classrooms

ADDRESS: 3675 Arboretum Dr.



SUBURBAN METRO AREA

Minnesota Valley Country Club

Bloomington • 952-884-2409 • mvccgolf.com

CONTACT: Patricia Mullen (catering director)

MEETING SPACE: 4,200-square-foot ballroom seats up to 350; wireless Internet

ADDRESS: 6300 Auto Club Road



SUBURBAN METRO AREA

Minnesota Zoo

Apple Valley • 952-431-9200 • mnzoo.org

CONTACT: Cheryl Tait (sales manager); Bill Von Bank (director of sales and marketing)

MEETING SPACE: Serves up to 60 for meetings, reception and dinner spaces for up to 300, or rent the entire zoo for several thousand guests; wireless Internet

ADDRESS: 13000 Zoo Blvd.



SUBURBAN METRO AREA

Mississippi Dunes Golf Links

Cottage Grove • 651-768-7611 • mississippidunes.com

CONTACT: Chad Ellis (special events coordinator)

MEETING SPACE: 9,000 square feet can serve up to 300

ADDRESS: 10351 Grey Cloud Tr. S



SUBURBAN METRO AREA

Mount Olivet Conference & Retreat Center

Farmington • 952-469-2175 • mtolivetretreat.org

CONTACT: Shelly Steinhoff (guest services director)

MEETING SPACE: 6,500 square feet can serve up to 150; wireless Internet

ADDRESS: 7984 257th St. W



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Maple Grove | 12650 Elm Creek Blvd. • 763.494.3466
Minneapolis | 1204 Harmon Place • 612.288.0138
St. Paul | 2728 Gannon Rd. • 651.772.4388

SUBURBAN METRO AREA

Mystic Lake Casino Hotel

Prior Lake • 952-445-9000 • mysticlake.com

CONTACT: Melanie Wilen (account executive)

MEETING SPACE: 67,000 square feet, two ballrooms, various breakouts, and 2,100 seat showroom; wireless Internet

ADDRESS: 2400 Mystic Lake Blvd.



SUBURBAN METRO AREA

Olympic Hills Golf Club

Eden Prairie • 952-230-9636 • olympichills.com

CONTACT: Amy Walsh (catering director)

MEETING SPACE: 3,000 square feet can serve up to 250; wireless Internet

ADDRESS: 10625 Mount Curve Road



SUBURBAN METRO AREA

National Sports Center/ Schwan Event Center

Blaine • 763-785-5600 • nscsports.org

CONTACT: John Connelly (development director); Jeff Kapeller (host services coordinator)

MEETING SPACE: Flexible meeting space totaling 58,000 square feet accommodates up to 3,000; wireless Internet

ADDRESS: 1700 105th Ave. NE



SUBURBAN METRO AREA

Outback Catering and Events Center/ Comfort Inn Airport

Bloomington • 952-876-6610 • outbackcateringmn.com

CONTACT: Jillian Kirchberg (sales and catering)

MEETING SPACE: 3,400 square feet can host dinners of up to 220, up to 300 with theater-style seating; wireless Internet

ADDRESS: 1321 E 78th St.



SUBURBAN METRO AREA

Oak Ridge Hotel & Conference Center

Chaska • 952-368-3100 • oakridgeminneapolis.com

CONTACT: Shannon Kennedy (director of sales and marketing)

MEETING SPACE: 22,000 square feet, two ballrooms can serve up to 350, 35 meeting rooms; wireless Internet

ADDRESS: 1 Oak Ridge Dr.



SUBURBAN METRO AREA

Outing Lodge at Pine Point

Stillwater • 651-439-9747 • outinglodge.com

CONTACT: Carlota Gohlike (owner)

MEETING SPACE: Can serve up to 300; wireless Internet

ADDRESS: 11661 Myron Road N



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Excelsior • 952-474-8058 •
twincitiescruises.com

CONTACT: Deanna Hallen (office manager)

MEETING SPACE: Five boats that can accommo-
date groups of up to 145

ADDRESS: P.O. Box 563



SUBURBAN METRO AREA

Plymouth Creek Center

Plymouth • 763-509-5285 • plymouthmn.gov

CONTACT: Angie Dehn (rental coordinator)

MEETING SPACE: 3,500-square-foot ballroom that
accommodates up to 350 and offers views of
the park, five meeting rooms, and a theater;
wireless Internet

ADDRESS: 14800 34th Ave. N



SUBURBAN METRO AREA

Park Plaza Bloomington

Bloomington • 952-831-3131 •

parkplaza.com/bloomingtonmn

CONTACT: MaryAnn Perpich Japs (director of
sales)

MEETING SPACE: 6,000 square feet of space,
including 4,000-square-foot ballroom, can
accommodate up to 400; wireless Internet

ADDRESS: 4460 W 78th St. Cir.



SUBURBAN METRO AREA

Prom Center

Oakdale • 651-501-8191 • promcatering.com

CONTACT: Amy Carter (director of event design)

MEETING SPACE: 14,500 square feet includes
ballroom that seats up to 800, conference
room that holds up to 65, and lobby that
holds up to 150; wireless Internet

ADDRESS: 484 Inwood Ave. N



SUBURBAN METRO AREA

Pinstripes

Edina • 952-835-6440 • pinstripes.com

CONTACT: Amy Jackson (event sales manager)

MEETING SPACE: Five private event rooms and
entertainment

ADDRESS: 3849 Gallagher Dr.



SUBURBAN METRO AREA

Radisson Hotel Bloomington by Mall of America

Bloomington • 952-854-8700 •

radisson.com/bloomingtonbymo

CONTACT: Jim Saccoman (general manager)

MEETING SPACE: Three banquet rooms—largest
is 1,440 square feet; wireless Internet

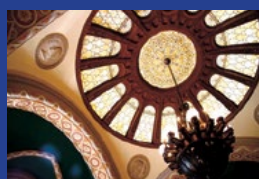
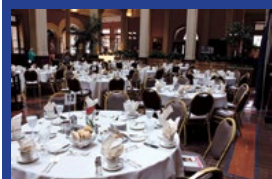
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SUBURBAN METRO AREA

Radisson Hotel Roseville

Roseville • 651-636-4567 •
radisson.com/rosevillemn

CONTACT: Susan Sommervold (director of sales)

MEETING SPACE: 8,000 square feet can serve up to 420; wireless Internet

ADDRESS: 2540 N Cleveland Ave.



SUBURBAN METRO AREA

Riverwood Inn and Conference Center

Otsego • 763-441-6833, 800-379-2647 •
riverwoodinn.com

CONTACT: Ricardo Lopez (general manager/VP sales)

MEETING SPACE: 7,000 square feet can serve up to 350

ADDRESS: 10990 95th St. NE



SUBURBAN METRO AREA

Ramada Bloomington MSP Airport at the Mall

Bloomington • 952-854-3411 •
ramadamo.com

CONTACT: David Anderson (director of sales and marketing)

MEETING SPACE: 32,000 square feet in 25 rooms can serve up to 1,200; wireless Internet

ADDRESS: 2300 American Blvd.



SUBURBAN METRO AREA

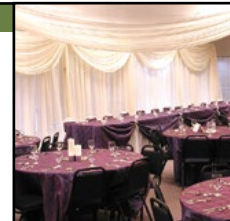
Roseville Skating Center

Roseville • 651-792-7122 •
cityofroseville.com/banquet

CONTACT: Kevin Elm (program and banquet manager)

MEETING SPACE: Banquet facilities for groups up to 300; wireless Internet

ADDRESS: 2661 Civic Center Dr.



SUBURBAN METRO AREA

Ridges at Sand Creek

Jordan • 952-492-2644 •
ridgesatsandcreek.com

CONTACT: Julie Allar (food and beverage manager)

MEETING SPACE: Ballroom and clubroom can serve up to 500; wireless Internet

ADDRESS: 21775 Ridges Dr.



SUBURBAN METRO AREA

Rush Creek Golf Club

Maple Grove • 763-255-2933 • rushcreek.com

CONTACT: Lisa Albers (sales manager)

MEETING SPACE: More than 7,500 square feet can serve up to 325; wireless Internet

ADDRESS: 7801 County Road 101



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St. Croix Boat and Packet Company

Stillwater • 651-430-1234 • stillwaterriverboats.com

CONTACT: Amy Estenson (business manager)
MEETING SPACE: Can accommodate 25 to 675 on several boats; banquet hall has more than 10,000 square feet and can seat up to 380
ADDRESS: 525 S Main St.



SUBURBAN METRO AREA

StoneRidge Golf Club

Stillwater • 651-436-4653 • stoneridgegc.com

CONTACT: Nick Truskolaski (catering and sales manager)
MEETING SPACE: Banquet facilities can accommodate up to 180; wireless Internet
ADDRESS: 13600 N Hudson Blvd.



SUBURBAN METRO AREA

Sheraton Bloomington Hotel

Bloomington • 952-835-1900 • sheratonbloomingtonhotel.com

CONTACT: Michael Kappel (director of sales and marketing)
MEETING SPACE: 15,000 square feet serves up to 400 reception-style; wireless Internet
ADDRESS: 5601 W 78th St.



SUBURBAN METRO AREA

Warehouse Winery

St. Louis Park • 612-940-9463 • warehousewinery.com

CONTACT: Billy Smith (proprietor)
MEETING SPACE: Accommodates up to 200 for a reception or up to 100 seated in a working winery; wireless Internet
ADDRESS: 6415 Cambridge St.

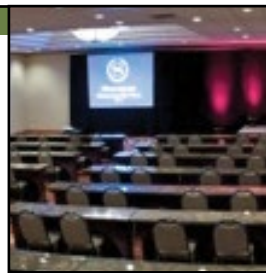


SUBURBAN METRO AREA

Sheraton Minneapolis West

Minnetonka • 952-593-0000 • sheraton.com/minneapolis

CONTACT: Sue Ratliff (director of sales and marketing)
MEETING SPACE: 10,000 square feet, including ballroom and 10 conference rooms, can serve up to 450 seated; wireless Internet
ADDRESS: 12201 Ridgedale Dr.



SUBURBAN METRO AREA

The Westin Edina Galleria

Edina • 952-567-5000 • westinedinagalleria.com

CONTACT: Katie Blake (director of group sales)
MEETING SPACE: 9,100 square feet of flexible meeting space, including 5,100-square-foot ballroom; wireless Internet
ADDRESS: 3201 Galleria



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SUBURBAN METRO AREA

Wirth Fireplace Room

Golden Valley • 612-230-6427 •
minneapolisparks.org

CONTACT: Ellen Kosmoski (event coordinator);
Joe Green (event consultant)

MEETING SPACE: Serves up to 170 seated, 150 for
receptions, wireless Internet

ADDRESS: 1301 Theodore Wirth Pkwy.



GREATER MINNESOTA

Audubon Center of the North Woods

Sandstone • 888-404-7743 •
audubon-center.org

CONTACT: Laurie Fenner (marketing coordina-
tor)

MEETING SPACE: Dining hall seats 205, large and
small meeting spaces; wireless Internet

ADDRESS: 54165 Audubon Road



GREATER MINNESOTA

Arrowwood Lodge at Brainerd Lakes

Baxter • 218-822-5634 •
arrowwoodbrainerd.com

CONTACT: Dana Christensen (sales manager)

MEETING SPACE: Sands Ballroom can seat up to
300, seven other meeting spaces; wireless
Internet

ADDRESS: 6967 Lake Forest Road



GREATER MINNESOTA

Best Western Plus Kelly Inn

St. Cloud • 320-253-0606 •
bestwesternstcloud.com

CONTACT: Lindsay Latterell (director of sales)

MEETING SPACE: Seven meeting rooms from 400
to 4,850 square feet; wireless Internet

ADDRESS: 100 4th Ave. S



GREATER MINNESOTA

Arrowwood Resort and Conference Center

Alexandria • 320-762-1124, 866-386-5263 •
arrowwoodresort.com

CONTACT: Amy Parod (director of sales)

MEETING SPACE: 29,000 square feet can serve
up to 1,000; wireless Internet

ADDRESS: 2100 Arrowwood Lane NW



GREATER MINNESOTA

**Best Western The Falls Inn & Suites
and Bigwood Event Center**

Fergus Falls • 218-739-2211, 800-293-2216
• bigwoodeventcenter.com

CONTACT: Tammy Banks (event coordinator)

MEETING SPACE: 12,000 square feet, including
7,176-square-foot ballroom and breakout
rooms, accommodates up to 600

ADDRESS: 925 Western Ave.



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MEETINGS, EVENTS & CONVENTIONS

GREATER MINNESOTA

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Breezy Point Resort

Breezy Point • 218-562-7811, 800-432-3777
• breezypointresort.com
CONTACT: Bonnie Tweed (director of marketing)
MEETING SPACE: 26,000 square feet can serve up to 500; wireless Internet
ADDRESS: 9252 Breezy Point Dr.



GREATER MINNESOTA

Country Inn & Suites by Carlson Hotel and Conference Center

Mankato • 507-388-8555 • countryinns.com/mankatomn
CONTACT: Kaaren Grabianowski (sales and events manager)
MEETING SPACE: 5,200 square feet can serve up to 375 in 11 function rooms; wireless Internet
ADDRESS: 1900 Premier Dr.



GREATER MINNESOTA

Caribou Highlands Lodge

Lutsen • 800-642-6036 • caribouhighlands.com
CONTACT: Katelyn Gaspers (group sales coordinator)
MEETING SPACE: 1,700 square feet in two rooms serves up to 100; wireless Internet
ADDRESS: 371 Ski Hill Road



GREATER MINNESOTA

Cragun's Resort and Hotel on Gull Lake

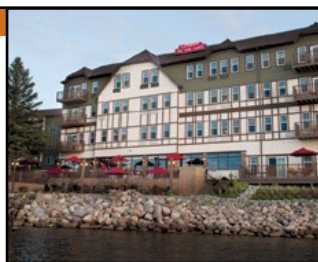
Brainerd • 800-272-4867 • craguns.com
CONTACT: Kathryn Stotka (director of sales)
MEETING SPACE: 47,000 square feet for meetings, 62,000 square feet of exhibit space, can serve up to 1,100
ADDRESS: 11000 Cragun's Dr.



GREATER MINNESOTA

Chase on the Lake

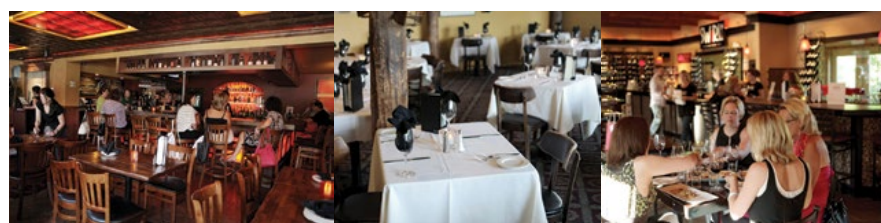
Walker • 218-547-7777 • chaseonthelake.com
CONTACT: JoAnna Tacheny (director of sales)
MEETING SPACE: 2,800 square feet of meeting space; wireless Internet
ADDRESS: 502 Cleveland Blvd.



GREATER MINNESOTA

DoubleTree Hotel by Hilton Rochester/Mayo Clinic Area

Rochester • 507-281-8000 • rochesterdowntown.doubletree.com
CONTACT: Deborah Knox (director of sales)
MEETING SPACE: More than 9,000 square feet of flexible space can serve up to 400
ADDRESS: 150 S Broadway



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Duluth Entertainment Convention Center

Duluth • 218-722-5573 • decc.org

CONTACT: Sue Ellen Moore (director of sales)

MEETING SPACE: 250,000 square feet includes 32 meeting rooms and can serve up to 3,000; 150,000 square feet of exhibit space; wireless Internet

ADDRESS: 350 Harbor Dr.



GREATER MINNESOTA

Grand Casino Hinckley

Hinckley • 800-472-6321 •

grandcasinomn.com

CONTACT: Sandi Clark (convention sales manager)

MEETING SPACE: 22,550 square feet accommodates up to 1,200; wireless Internet

ADDRESS: 777 Lady Luck Dr.



GREATER MINNESOTA

Edgewater Resort & Waterpark

Duluth • 218-728-3601 • duluthwaterpark.com

CONTACT: Kayla Dietzmann

MEETING SPACE: 2,500 square feet accommodates up to 300; wireless Internet

ADDRESS: 2400 London Road



GREATER MINNESOTA

Grand Casino Mille Lacs

Onamia • 800-626-5825 •

grandcasinomn.com

CONTACT: Beverly Mitchell (business account executive)

MEETING SPACE: 16,443 square feet, including two ballrooms and nine function rooms, can accommodate up to 1,600; wireless Internet

ADDRESS: 777 Grand Ave.



GREATER MINNESOTA

Fortune Bay Resort Casino

Tower • 218-753-2611 • fortunebay.com

CONTACT: Brian Anderson (public relations manager)

MEETING SPACE: 7,200 square feet of meeting space including ballroom that seats up to 420; redesigned executive boardroom; wireless Internet

ADDRESS: 1430 Bois Forte Road



GREATER MINNESOTA

Grand Ely Lodge Resort & Conference Center

Ely • 218-365-6565, 800-365-5070 •

grandelylodge.com

CONTACT: Katie Bennett (director of event planning)

MEETING SPACE: 4,915 square feet of banquet rooms accommodate up to 300; wireless Internet

ADDRESS: 400 N Pioneer Road



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MEETINGS, EVENTS & CONVENTIONS

GREATER MINNESOTA

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Grand Portage Lodge & Casino

Grand Portage • 218-475-2401 • grandportage.com

CONTACT: Brian Mariotte (enterprise administrator)

MEETING SPACE: 5,500 square feet of flexible meeting space can serve up to 400 for dinner; wireless Internet
ADDRESS: 7 Casino Road



GREATER MINNESOTA

The Grands at Mulligans

Sartell • 320-656-9000 • mulligansevents.com

CONTACT: Jason Becker (owner)

MEETING SPACE: Two large rooms can serve up to 350; wireless Internet

ADDRESS: 601 N Pinecone Road



GREATER MINNESOTA

Grand Superior Lodge

Two Harbors • 218-595-7020, 800-627-9565 • grandsuperior.com

CONTACT: Reba Meyer (group sales manager)

MEETING SPACE: 2,225 square feet, including ballroom, boardroom, and three meeting rooms, can serve up to 200 for dinner; wireless Internet

ADDRESS: 2826 Hwy. 61



GREATER MINNESOTA

Great Lakes Aquarium

Duluth • 218-740-2013 • glaquarium.org

CONTACT: Alexis Berke (events coordinator)

MEETING SPACE: Lobby with 24-foot, lit water wall seats up to 80, Harbor View Suite and a boardroom for groups smaller than 50, seating among exhibits for larger groups; full facility accommodates up to 500 or 300 seated

ADDRESS: 353 Harbor Dr.



GREATER MINNESOTA

Grand View Lodge

Nisswa • 218-963-2234, 800-368-1885 • grandviewlodge.com

CONTACT: Cindy Baysinger (director of sales and events)

MEETING SPACE: 30,000 square feet of flexible meeting space, indoor and outdoor venues, accommodates up to 1,000; wireless Internet

ADDRESS: 23611 Woodward Ave.



GREATER MINNESOTA

Holiday Inn & Suites

St. Cloud • 320-253-9000, 800-465-4329 • holidayinn.com/stcloudmn

CONTACT: Dick Anderson (owner)

MEETING SPACE: 10,000 square feet of meeting space, 11,000 square feet of exhibit space; wireless Internet

ADDRESS: 75 S 37th Ave.



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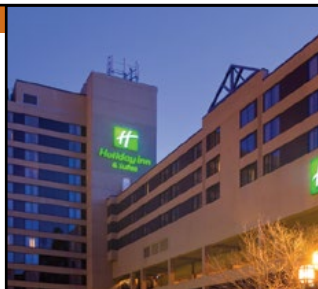
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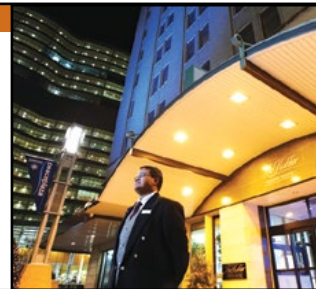
Duluth • 218-722-1202 • holidayinn.com/duluthmn
CONTACT: Shawn McLaughlin (director of sales)
MEETING SPACE: 12,000 square feet accommodates up to 600; wireless Internet
ADDRESS: 200 W 1st St.



GREATER MINNESOTA

The Kahler Grand Hotel

Rochester • 507-280-6200 • thekahlerhotel.com
CONTACT: Linda Dragt (director of sales)
MEETING SPACE: 35,000 square feet, 14 meeting rooms; wireless Internet
ADDRESS: 20 SW 2nd Ave.



GREATER MINNESOTA

Holiday Inn Minneapolis NW & Wildwoods Water Park

Elk River • 763-656-4400 • hielkriver.com
CONTACT: John Tracy (director of sales)
MEETING SPACE: Seven meeting rooms, prefunction area, and refreshment area can serve 150; wireless Internet
ADDRESS: 9200 Quaday Ave. NE



GREATER MINNESOTA

The Lodge at Giants Ridge

Biwabik • 877-442-6877 • lodgeatgiantsridge.com
CONTACT: Chris Ayers (general manager)
MEETING SPACE: 7,000 square feet can serve up to 350; wireless Internet
ADDRESS: 6373 Wynne Creek Dr.



GREATER MINNESOTA

Jackpot Junction Casino Hotel

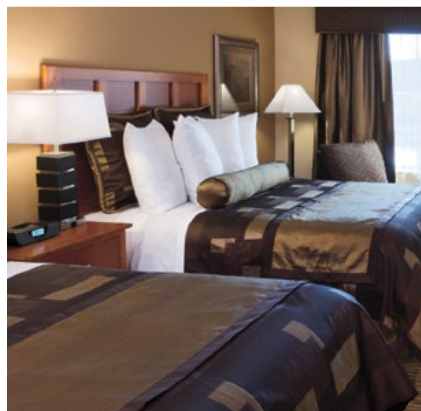
Morton • 507-697-8000 • jackpotjunction.com
CONTACT: Lisa Busse-Erickson (sales manager)
MEETING SPACE: 45,000 square feet with 27 breakout spaces serves up to 1,400 for banquets, 2,700 theater-style, or 880 classroom-style; wireless Internet
ADDRESS: 39375 County Hwy. 24



GREATER MINNESOTA

Lutsen Resort on Lake Superior

Lutsen • 888-752-2399 • lutsenresort.com
CONTACT: Beth Hazelton (director of group sales)
MEETING SPACE: Banquet room with three balcony areas can accommodate up to 125; smaller meeting room for up to 30; wireless Internet
ADDRESS: 5700 W Highway 61



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Madden's on Gull Lake

Brainerd • 800-247-1040 • maddens.com

CONTACT: Becky Bohnenstingl (sales manager); Renae Peterson (sales manager)

MEETING SPACE: 42,000 square feet in 32 rooms; wireless Internet

ADDRESS: 11266 Pine Beach Peninsula



GREATER MINNESOTA

Ramada Hotel & Conference Center

Rochester • 507-529-7322 • ramadarochester.com

CONTACT: Amy Olson (catering manager)

MEETING SPACE: 8,000 square feet accommodates up to 350; wireless Internet

ADDRESS: 1517 16th St. SW



GREATER MINNESOTA

Mayo Civic & Convention Center

Rochester • 507-328-2220, 800-422-2199 • mayociviccenter.com

CONTACT: Matt Esau (director of sales)

MEETING SPACE: 100,000 square feet, including exhibit hall, auditorium, theater, and 15 meeting rooms; wireless Internet

ADDRESS: 30 Civic Center Dr. SE



GREATER MINNESOTA

Rochester Marriott

Rochester • 507-280-6000 • rochestermarriott.com

CONTACT: Not provided

MEETING SPACE: 10,000 square feet

ADDRESS: 101 SW 1st Ave.



GREATER MINNESOTA

Northern Lights Casino, Hotel and Event Center

Walker • 800-252-7529 • northernlightscasino.com

CONTACT: James Brown (event center manager)

MEETING SPACE: Flexible 9,000-square-foot event center serves up to 600 for dinner or up to 850 for concerts; wireless Internet

ADDRESS: 6800 Y Frontage Road NW



GREATER MINNESOTA

Ruttger's Bay Lake Lodge

Deerwood • 800-450-1350 • ruttgers.com

CONTACT: Sue Maroney-Smith (director of sales)

MEETING SPACE: 10,000 square feet can serve up to 325; wireless Internet

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GREATER MINNESOTA

St. Cloud River's Edge Convention Center

St. Cloud • 800-450-7272 • stcloudriversedgeconventioncenter.com
CONTACT: Bill Dunsmoor (convention center manager)

MEETING SPACE: 150,000 square feet of flexible space, including 17 breakout rooms and 76,500 square feet of exhibit space
ADDRESS: 10 4th Ave. S



GREATER MINNESOTA

Shooting Star Casino, Hotel & Event Center

Mahnomen • 218-936-2740 • starcasino.com
CONTACT: Bill Marsh (marketing director)

MEETING SPACE: 30,000 square feet includes an event center that seats up to 1,800, a ballroom that seats up to 400, and eight breakout rooms; high-speed Internet
ADDRESS: 777 Casino Road



GREATER MINNESOTA

St. James Hotel

Red Wing • 800-252-1875 • st-james-hotel.com

CONTACT: Nicole Miller (director of sales and catering)

MEETING SPACE: 20,000 square feet can serve up to 400; wireless Internet
ADDRESS: 406 Main St.



GREATER MINNESOTA

Spirit Mountain Recreation Area

Duluth • 218-628-2891, 800-624-6377 • spiritmt.com

CONTACT: Briana Johnson

MEETING SPACE: 13,500 square feet serves up to 500, with views of Lake Superior; wireless Internet

ADDRESS: 9500 Spirit Mountain Pl.



GREATER MINNESOTA

St. Olaf College

Northfield • 507-786-2222 • stolaf.edu
CONTACT: Michelle Egeness (guest conferences director)

MEETING SPACE: 5,424-square-foot ballroom holds 450 seated, smaller meeting rooms, theaters, and an auditorium that holds up to 3,000; wireless Internet
ADDRESS: 1520 St. Olaf Ave.



GREATER MINNESOTA

Sugar Lake Lodge

Cohasset • 800-450-4555 • sugarlakelodge.com

CONTACT: Chad Simons (director of sales)

MEETING SPACE: 10,000 square feet, including large room that can hold up to 300, and six breakout rooms that hold up to 95; wireless Internet

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MEETINGS, EVENTS & CONVENTIONS

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Superior Shores Resort and Conference Center

Two Harbors • 800-242-1988 •
superiorshores.com

CONTACT: Jenna Pederson (operations manager)

MEETING SPACE: 3,800 square feet—one to five meeting rooms—can serve up to 250 for banquets or up to 220 for meetings; wireless Internet

ADDRESS: 1521 Superior Shores



GREATER MINNESOTA

Verizon Wireless Center

Mankato • 507-389-3000 •
verizonwirelesscentermn.com

CONTACT: Eric Jones (sales and marketing)

MEETING SPACE: 11,200-square-foot arena, banquet/exhibit hall, conference center, and a historic-landmark reception hall accommodates up to 600

ADDRESS: 1 Civic Center Plaza



GREATER MINNESOTA

Thumper Pond

Ottertail • 877-294-7981 • thumperpond.com

CONTACT: Jackie Stevens (director of sales)

MEETING SPACE: 12,000 square feet accommodates up to 300; wireless Internet

ADDRESS: 300 Thumper Lodge Road



GREATER MINNESOTA

Whitefish Lodge & Suites

Crosslake • 218-692-2246 •
whitefish-lodge.com

CONTACT: Crystal Glaser (director of sales and marketing)

MEETING SPACE: 7,300 square feet in five meeting rooms serves groups of up to 350; wireless Internet

ADDRESS: 14150 Swann Dr.



GREATER MINNESOTA

Treasure Island Resort & Casino

Welch • 800-222-7077 • ticasino.com

CONTACT: Gary Sturm (sales manager)

MEETING SPACE: 3,000-seat event center, 50,000-square-foot meeting space, 19 meeting rooms; wireless Internet

ADDRESS: 5734 Sturgeon Lake Road



GREATER MINNESOTA

Wild Mountain & Taylors Falls Recreation Area

Taylors Falls • 651-465-6315 • wildmountain.com

CONTACT: Amy Frischmon (vice president); Julie Samuelson (office manager)

MEETING SPACE: Boat tour—one boat holds 250, the other 149; Eagle's Nest serves up to 350; Bear's Den up to 200; wireless Internet

ADDRESS: 37200 Wild Mountain Road



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PHOTO BY RICHARD FLEISCHMAN

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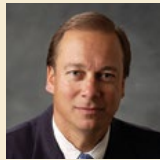
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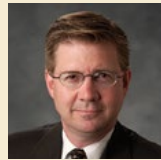
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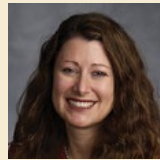
Stephen R. Baird**



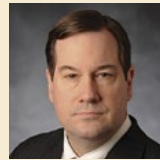
Timothy M. Barnett



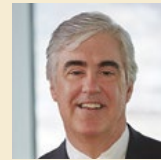
Daniel C. Beck



Tiffany A. Blofield



Thomas H. Boyd**



Philip T. Colton



David A. Davenport



Aimée D. Dayhoff***



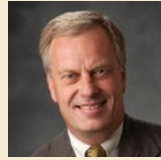
Scott J. Dongoske



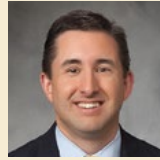
Gerald H. Fornwald



Thomas M. Hart



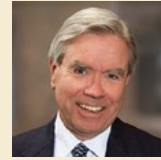
Jon J. Hoganson



John C. Holper



Mark T. Johnson



John A. Knapp



Craig S. Krummen



Matthew R. McBride



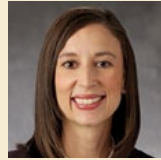
David E. Moran



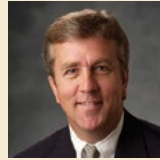
Devan V. Padmanabhan



David P. Pearson



Laura A. Pfeiffer



Brooks F. Poley



Eric F. Swanson



Todd B. Urness



Michele D. Vaillancourt



Robert R. Weinstine**



Michelle E. Dawson*



Christianna L. Finner*



Justin H. Jenkins*



Thomas J. Kettleson*



Brett A. Klein*



Kristopher (Tip) Lee*



Justice Ericson Lindell*



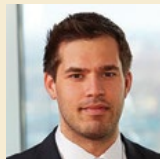
Brent A. Lorentz*



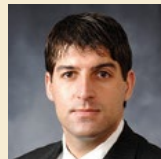
Michael A. Rosow*



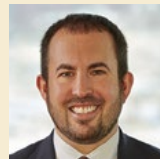
Ryan J. Schildkraut*



Nadeem W. Schwen*



Bradley J. Walz*



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Nathan J. Witzany*

*Rising Stars
**Top 100
***Top 50 Women

Virtually every year, the number of Winthrop & Weinstine attorneys honored by their peers has grown. 2014 is no exception. Twenty-eight of our attorneys were named to 2014 Minnesota Super Lawyers. Three of them, Robert Weinstine, Stephen Baird and Thomas Boyd, were voted among the Top 100. Another 14 were selected to Rising Stars. And all of our attorneys approach our clients' issues with the same passion, knowledge and creativity.



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An alphabetical listing of the lawyers who ranked top of the list in the 2014 **Minnesota Super Lawyers** nomination, research and blue ribbon review process

Anthony, Joseph W., Anthony Ostlund Baer & Louwagie, Minneapolis

Baillie, James L., Fredrikson & Byron, Minneapolis

Baird, Stephen R., Winthrop & Weinstine, Minneapolis

Beeson, Daniel J., LeVander Gillen & Miller, St. Paul

Bennett, Robert, Gaskins Bennett Birrell Schupp, Minneapolis

Berg, Nancy Zalusky, Walling Berg & Debele, Minneapolis

Bjerke, Nathan H., TSR Injury Law, Bloomington

Boyd, Thomas H., Winthrop & Weinstine, Minneapolis

Bremer, Cynthia A., Ogletree Deakins Nash Smoak & Stewart, Minneapolis

Briol, Mark J., Briol & Associates, Minneapolis

Bulinski, Gregory P., Bassford Remele, Minneapolis

Burns, Ann B., Gray Plant Mooty, Minneapolis

Carey, James P., Sieben Grose Von Holtum & Carey, Minneapolis

Carey, Jennifer L., Hanft Fride, Duluth

Carey, John W., Sieben Grose Von Holtum & Carey, Fairfax

Carlson, Alan G., Carlson Caspers Vandeburgh Lindquist & Schuman, Minneapolis

Carter, Peter W., Dorsey & Whitney, Minneapolis

Ciresi, Michael V., Robins Kaplan Miller & Ciresi, Minneapolis

Cole, Phillip A., Lommen Abdo, Minneapolis

Conley, T.J., Law Office of Thomas J. Conley, Minneapolis

Cutler, Clinton E., Fredrikson & Byron, Minneapolis

Dady, J. Michael, Dady & Gardner, Minneapolis

D'Aquila, Barbara Jean, Norton Rose Fulbright, Minneapolis

Debele, Gary A., Walling Berg & Debele, Minneapolis

Dixon, Jr., Joseph T., Henson & Efron, Minneapolis

Dunlevy, Kevin J., Beisel & Dunlevy, Minneapolis

Eidsness, Alan C., Henson & Efron, Minneapolis

Ella, V. John, Jackson Lewis, Minneapolis

Fleming, Terrence J., Lindquist & Vennum, Minneapolis

Fluegel, Wilbur W., Fluegel Law Office, Minneapolis

Friedberg, Joseph S., Joseph S. Friedberg, Minneapolis

Gardner, Jr., Ronald K., Dady & Gardner, Minneapolis

Greene, Clifford M., Greene Espel, Minneapolis

Gruesner, Mark H., Schwebel Goetz & Sieben, Minneapolis

Gustafson, Daniel E., Gustafson Gluek, Minneapolis

Hallberg, Mark A., Hallberg & McClain, St. Paul

Harens, John M., Harens Mediation Center, Minneapolis

Hart, Kyle E., Fabyanske Westra Hart & Thomson, Minneapolis

Heley, Mark J., Heley Duncan & Melander, Minneapolis

Henschel, Ben M., Henschel Moberg Goff, Minneapolis

Herr, David F., Maslon Edelman Borman & Brand, Minneapolis

Hoff, George C., Hoff Barry & Kozar, Eden Prairie

Holden, Susan M., Sieben Grose Von Holtum & Carey, Minneapolis

Honsa, Anne M., Honsa & Associates, Minneapolis

Hunt, Kay Nord, Lommen Abdo, Minneapolis

Hvass, Jr., Charles T., Donna Law Firm, Minneapolis

Kaster, James H., Nichols Kaster, Minneapolis

Kelly, John D., Hanft Fride, Duluth

King, Robert, Briggs and Morgan, Minneapolis

Kirsch, Steven J., Murnane Brandt, St. Paul

Koneck, John M., Fredrikson & Byron, Minneapolis

Lach, Susan M., Tuft Lach & Jerabek, Maplewood

Larus, Christopher K., Robins Kaplan Miller & Ciresi, Minneapolis

Link, Susan J., Maslon Edelman Borman & Brand, Minneapolis

Louwagie, Vincent D., Anthony Ostlund Baer & Louwagie, Minneapolis

Lueck, Martin R., Robins Kaplan Miller & Ciresi, Minneapolis

Magnuson, Eric J., Robins Kaplan Miller & Ciresi, Minneapolis

Martin, Patrick R., Ogletree Deakins Nash Smoak & Stewart, Minneapolis

Maschka, Jerry, Maschka Riedy & Ries, Mankato

May, Nicholas G.B., Fabian May & Anderson, Minneapolis

McEllistrem, Paul, McEllistrem Fargione Landy Rorvig & Eken, Minneapolis

McGrane, Sara Gullickson, Felhaber Larson, Minneapolis

Messerly, Chris, Robins Kaplan Miller & Ciresi, Minneapolis

Modell, Charles, Larkin Hoffman Daly & Lindgren, Minneapolis

Moos, Rebecca Egge, Bassford Remele, Minneapolis

Nauen, Charles N., Lockridge Grindal Nauen, Minneapolis

O'Connell, Dan, Collins Buckley Sauntry & Haugh, St. Paul

Ostlund, Richard T., Anthony Ostlund Baer & Louwagie, Minneapolis

Pentelovitch, William Z., Maslon Edelman Borman & Brand, Minneapolis

Peterson, Douglas R., Stinson Leonard Street, Minneapolis

Peterson, Kathleen Flynn, Robins Kaplan Miller & Ciresi, Minneapolis

Peterson, Paul C., Lind Jensen Sullivan & Peterson, Minneapolis

Peterson, Paul D., Harper & Peterson, Woodbury

Phillips, Penelope J., Felhaber Larson, Minneapolis

Plunkett, Thomas C., Attorney at Law, St. Paul

Ponessa, Russell S., Hinshaw & Culbertson, Minneapolis

Remele, Jr., Lewis A., Bassford Remele, Minneapolis

Rhode, Susan C., Moss & Barnett, Minneapolis

Rocheford, Paul J., Arthur Chapman Kettering Smetak & Pikala, Minneapolis

Ruohonen, Richard, TSR Injury Law, Bloomington

Schreiber, Karen L., Lindquist & Vennum, Minneapolis

Schutz, Ronald J., Robins Kaplan Miller & Ciresi, Minneapolis

Schwebel, James R., Schwebel Goetz & Sieben, Minneapolis

Sieben, Jr., Harry A., Sieben Grose Von Holtum & Carey, Minneapolis

Sieben, William R., Schwebel Goetz & Sieben, Minneapolis

Spencer, Lisa T., Henson & Efron, Minneapolis

Spevacek, Charles E., Meagher & Geer, Minneapolis

Stenmoe, Gregory J., Briggs and Morgan, Minneapolis

Strom, Michael R., Sieben Polk, Hastings

Swaden, Martin L., Swaden Resolution Services, Minneapolis

Tanick, Marshall H., Hellmuth & Johnson, Edina

Thome, Joni M., Baillon Thome Jozwiak & Wanta, Minneapolis

Thomson, Dean B., Fabyanske Westra Hart & Thomson, Minneapolis

Tuft, Thomas, Tuft Lach & Jerabek, Maplewood

Vandeburgh, J. Derek, Carlson Caspers Vandeburgh Lindquist & Schuman, Minneapolis

Weinstine, Robert R., Winthrop & Weinstine, Minneapolis

Yerigan, Debra E., Messerli & Kramer, Minneapolis

Zech, Paul J., Felhaber Larson, Minneapolis

Zeuli, Anthony R., Merchant & Gould, Minneapolis

Zurek, Barbara, Meagher & Geer, Minneapolis

ANTHONY, JOSEPH W.
• *Ranked Number Three* •
Anthony Ostlund Baer & Louwagie, Minneapolis

CARTER, PETER W.
Dorsey & Whitney, Minneapolis

CIRESI, MICHAEL V.
• *Ranked Number Two* •
Robins Kaplan Miller & Ciresi, Minneapolis

EIDSNESS, ALAN C.
Henson & Efron, Minneapolis

LINK, SUSAN J.
Maslon Edelman Borman & Brand, Minneapolis

REMELE, JR., LEWIS A.
• *Ranked Number One* •
Bassford Remele, Minneapolis

RHODE, SUSAN C.
Moss & Barnett, Minneapolis

SCHUTZ, RONALD J.
Robins Kaplan Miller & Ciresi, Minneapolis

SCHWEBEL, JAMES R.
Schwebel Goetz & Sieben, Minneapolis

SIEBEN, WILLIAM R.
Schwebel Goetz & Sieben, Minneapolis

MINNESOTA THE TOP 50 WOMEN

An alphabetical listing of the women lawyers who ranked top of the list in the 2014 Minnesota Super Lawyers nomination, research and blue ribbon review process

Ball, Stephanie A., Fryberger Buchanan Smith & Frederick, Duluth

Bazis, Jeanette, Greene Espel, Minneapolis

Berg, Nancy Zalusky, Walling Berg & Debele, Minneapolis

Bertelson, Beth E., Bertelson Law Offices, Minneapolis

Bratvold, Diane B., Briggs and Morgan, Minneapolis

Bremer, Cynthia A., Ogletree Deakins Nash Smoak & Stewart, Minneapolis

Burns, Ann B., Gray Plant Mooty, Minneapolis

Carey, Jennifer L., Hanft Fride, Duluth

Christy, Angela M., Faegre Baker Daniels, Minneapolis

Conlin, Jan M., Robins Kaplan Miller & Ciresi, Minneapolis

Daley, Annamarie A., Barnes & Thornburg, Minneapolis

D'Aquila, Barbara Jean, Norton Rose Fulbright, Minneapolis

Dayhoff, Aimee D., Winthrop & Weinstine, Minneapolis

Ebert, Dyan J., Quinlivan & Hughes, St. Cloud

Ferguson, Sally J., Arthur Chapman Kettering Smetak & Pikala, Minneapolis

Flaherty, Yvonne M., Lockridge Grindal Nauen, Minneapolis

Foster, Dulce, Fredrikson & Byron, Minneapolis

Griebel, Lisa R., Terhaar Archibald Pfefferte & Griebel, Minneapolis

Holden, Susan M., Sieben Grose Von Holtum & Carey, Minneapolis

Honsa, Anne M., Honsa & Associates, Minneapolis

Hunt, Kay Nord, Lommen Abdo, Minneapolis

Kallemeyn, Lisa, Kallemeyn & Kallemeyn, Coon Rapids

Kingsley, Karen J., Kingsley Law Office, St. Paul

Lach, Susan M., Tuft Lach & Jerabek, Maplewood

Lahn, Connie A., Fafinski Mark & Johnson, Eden Prairie

Lee, Jeannine L., Stinson Leonard Street, Minneapolis

Link, Susan J., Maslon Edelman Borman & Brand, Minneapolis

Loidolt, Cecilie M., Bassford Remele, Minneapolis

Mack-Wagner, Laurie, Mack & Santana Law Offices, Minneapolis

Manty, Nauni Jo, Manty & Associates, Minneapolis

McGrane, Sara Gullickson, Felhaber Larson, Minneapolis

McKenzie, Dana, Cheney-Hatcher & McKenzie, Apple Valley

Michales, Marilyn J., Michales & Barbosa, Eden Prairie

Moos, Rebecca Egge, Bassford Remele, Minneapolis

Olson, Susan D., Susan D. Olson, Stillwater

Olup, Linda A., Olup Law Offices, Edina

Peterson, Kathleen Flynn, Robins Kaplan Miller & Ciresi, Minneapolis

Phillips, Penelope J., Felhaber Larson, Minneapolis

Putney, Kelly A., Bassford Remele, Minneapolis

Rhode, Susan C., Moss & Barnett, Minneapolis

Schanfield, Karen, Fredrikson & Byron, Minneapolis

Schreiber, Karen L., Lindquist & Vennum, Minneapolis

Spencer, Lisa T., Henson & Efron, Minneapolis

Terzich, Jodi M., Terzich & Ort, Maple Grove

Thome, Joni M., Baillon Thome Jozwiak & Wanta, Minneapolis

Thorson, Becky R., Robins Kaplan Miller & Ciresi, Minneapolis

Van Dyck, Sharon L., Van Dyck Law Firm, St. Louis Park

Williams, Robin Ann, Bassford Remele, Minneapolis

Yerigan, Debra E., Messerli & Kramer, Minneapolis

Zurek, Barbara, Meagher & Geer, Minneapolis



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Special Congratulations to Susan Rhode

Listed on the Top 10, Top 50 Women and Top 100 Minnesota Super Lawyers Lists for 2014



Susan C. Rhode



Cindy J. Ackerman



Michael J. Bradley



Kevin M. Busch



Mitchell H. Cox



Jana Aune Deach



Sarah E. Doerr*



Peter A. Koller



James A. Rubenstein



Dave F. Senger



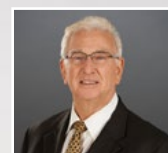
Thomas J. Shroyer



Taylor D.
Tarvestad-Sztainer*



James J. Vedder



Edward L. Winer

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SUPER LAWYERS / MINNESOTA 2014

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ALTERNATIVE DISPUTE RESOLUTION

Aafedt, Michael D., Aafedt Forde Gray Monson & Hager, Minneapolis, 612-339-8965

Ballou, Scott, Ballou Mediations, Park Rapids, 952-457-8464

Bistram, Gregory, Briggs and Morgan, Minneapolis, 612-977-8241

Black, Michael C., Michael C. Black Law Office, St. Paul, 651-222-2587

Bluth, Joseph P., High Conflict Mediation and Arbitration Services, North Mankato, 507-381-0270

Burns, Patrick R., Lockridge Grindal Nauen, Minneapolis, 612-339-6900

Carey, John W., Sieben Grose Von Holtum & Carey, Fairfax, 507-426-8211 Pg. S-4

Catron, J. Mark, Hansen Dordell Bradt Odlaug & Bradt, St. Paul, 651-332-8751

Davies, R. Scott, Briggs and Morgan, Minneapolis, 612-977-8409

Dixon, Jr., Joseph T., Henson & Efron, Minneapolis, 612-252-2812 Pg. S-4

Dunn, James F., The Law Office of James F. Dunn, Eagan, 651-365-5118

Gilbert, James H., Gilbert Mediation Center, Eden Prairie, 952-767-0167

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Goldstein, Charles M., Goldstein Law Office, St. Louis Park, 952-261-6571

Gray, James, Aafedt Forde Gray Monson & Hager, Minneapolis, 612-312-3306

Harens, John M., Harens Mediation Center, Minneapolis, 612-673-0148 Pg. S-4

Heley, Mark J., Heley Duncan & Melander, Minneapolis, 952-841-0219 Pg. S-4, **S-20**

Ho, Martin B., Stingley & Ho, Minneapolis, 612-332-1622

Hull, William D., Hull ADR Services, Minneapolis, 952-240-5418

Kramer, Roger L., Kramer Law, Mendota Heights, 651-789-2923

Love, Brian J., McEllistrem Fargione Landy Rorvig & Eken, Minneapolis, 952-544-5501

Manrique, Tanja K., Tanja K. Manrique, Minneapolis, 612-424-6500

McGrath, Kevin J., McGrath Dispute Resolution, Minneapolis, 612-424-6505

McKenzie, Dana, Cheney-Hatcher & McKenzie, Apple Valley, 952-314-1814 Pg. S-5

Miller-Dolan, Cary E., Dolan Mediation, Bloomington, 612-867-6550

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Bloomington • 612-867-6550
www.dolanmediation.com

Niemi, Andrea K., Andrea Niemi Dispute Resolution, Minneapolis, 612-333-2400

Olander, Brett W., Olander Law Group, Minneapolis, 612-331-0111

Pemberton, Richard L., Pemberton Sorlie Rufer & Kershner, Fergus Falls, 218-736-5493

Pennington, Kim A., Pennington & Cherne, St. Cloud, 320-253-7879

Pfaffly, Philip A., Pfaffly Law, Minneapolis, 612-349-5224

Ryan, James C., Ryan Law Firm, Minneapolis, 612-338-3872

Shrewsbury, Douglas, Law Office of Douglas R. Shrewsbury, Minneapolis, 952-428-9840

Stingley, Sue B., Stingley & Ho, Minneapolis, 612-332-1622

Swaden, Martin L., Swaden Resolution Services, Minneapolis, 612-284-6922 Pg. S-4

Turk, James, Blethen Gage & Krause, Mankato, 507-345-1166

Weyandt, Greg, Briol & Associates, Minneapolis, 612-756-7772

ANTITRUST LITIGATION

Blanchfield, Jr, Garrett D., Reinhardt Wendorf & Blanchfield, St. Paul, 651-287-2100

Bruckner, W. Joseph, Lockridge Grindal Nauen, Minneapolis, 612-339-6900

Duncan, Richard, Faegre Baker Daniels, Minneapolis, 612-766-8612

Esades, Vincent J., Heins Mills & Olson, Minneapolis, 612-338-4605

Gluek, Karla M., Gustafson Gluek, Minneapolis, 612-333-8844

Greene, William L., Stinson Leonard Street, Minneapolis, 612-335-1500

Gustafson, Daniel E., Gustafson Gluek, Minneapolis, 612-333-8844 Pg. S-4

Hagstrom, Richard M., Zelle Hofmann Voelbel & Mason, Minneapolis, 612-339-2020

Hedlund, Daniel C., Gustafson Gluek, Minneapolis, 612-333-8844

Heins, Samuel D., Heins Mills & Olson, Minneapolis, 612-338-4605

Lindsay, Michael A., Dorsey & Whitney, Minneapolis, 612-340-7819

Lockridge, Richard A., Lockridge Grindal Nauen, Minneapolis, 612-339-6900

Marth, Ryan W., Robins Kaplan Miller & Ciresi, Minneapolis, 612-349-8500

Shulman, Daniel R., Gray Plant Mooty, Minneapolis, 612-632-3335

Silton, Heidi M., Lockridge Grindal Nauen, Minneapolis, 612-339-6900

Steiner, Renae D., Heins Mills & Olson, Minneapolis, 612-338-4605

Wildfang, K. Craig, Robins Kaplan Miller & Ciresi, Minneapolis, 612-349-8500

APPELLATE

Bradford, Mark R., Bassford Remele, Minneapolis, 612-376-1667

Bratvold, Diane B., Briggs and Morgan, Minneapolis, 612-977-8789 Pg. S-5

Davidson, William L., Lind Jensen Sullivan & Peterson, Minneapolis, 612-333-3637

Hart, William M., Meagher & Geer, Minneapolis, 612-347-9180

Herr, David F., Maslon Edelman Borman & Brand, Minneapolis, 612-672-8350 Pg. S-4

Hunt, Kay Nord, Lommen Abdo, Minneapolis, 612-336-9341 Pg. S-4, S-5

Lundberg, Charles E., Bassford Remele, Minneapolis, 612-376-1609

Magnuson, Eric J., Robins Kaplan Miller & Ciresi, Minneapolis, 612-349-8548 Pg. S-4

McBride, Katherine, Meagher & Geer, Minneapolis, 612-347-9153

Reisbord, Andrea E., Cousineau McGuire, Minneapolis, 952-525-6925

Van Dyck, Sharon L., Van Dyck Law Firm, St. Louis Park, 952-746-1095 Pg. S-5

Van Oort, Aaron D., Faegre Baker Daniels, Minneapolis, 612-766-8138

White, Kenneth R., Law Office of Kenneth R. White, Mankato, 507-345-8811

AVIATION & AEROSPACE

Johnson, Kevin J., Fafinski Mark & Johnson, Eden Prairie, 952-995-9576 Pg. S-7

BANKING

Busch, Kevin M., Moss & Barnett, Minneapolis, 612-877-5292

Dunlevy, Shawn M., Fryberger Buchanan Smith & Frederick, Duluth, 218-725-6841

Gardin, Lynn M., Fredrikson & Byron, Minneapolis, 612-492-7102

Graffunder, Steven M., Henningson & Snoxell, Maple Grove, 763-560-5700

Grandstrand, Karen L., Fredrikson & Byron, Minneapolis, 612-492-7153

Habicht, William M., Halleland Habicht, Minneapolis, 612-836-5500

Hoganson, Jon J., Winthrop & Weinstine, Minneapolis, 612-604-6745

Hurley, Michael F., Barna Guzy & Steffen, Minneapolis, 763-783-5117

Jester, Michelle R., Messerli & Kramer, Minneapolis, 612-672-3718

Kunkel, Phillip L., Gray Plant Mooty, St. Cloud, 320-252-4414

Moran, Jr., David E., Winthrop & Weinstine, Minneapolis, 612-604-6638

Roach, Joseph D., Dykema Gossett, Minneapolis, 612-486-1900

Ryan, Steven J., Briggs and Morgan, Minneapolis, 612-977-8481

BANKRUPTCY: BUSINESS

Baillie, James L., Fredrikson & Byron, Minneapolis, 612-492-7013
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Cutler, Clinton E., Fredrikson & Byron, Minneapolis, 612-492-7070
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Fisher, William J., Gray Plant Mooty, Minneapolis, 612-632-3063
Glaesman, Lara O., Stinson Leonard Street, Minneapolis, 612-335-1500

Iannacone, III, Michael J., Iannacone Law Office, Lake Elmo, 651-224-3361

Kalla, Mark J., Barnes & Thornburg, Minneapolis, 612-367-8724

Lahn, Connie A., Fafinski Mark & Johnson, Eden Prairie, 952-224-7273 Pg. S-5, S-7

Leonard, Brian F., Leonard O'Brien Spencer Gale & Sayre, Minneapolis, 612-332-1030

Lodoen, James A., Lindquist & Vennum, Minneapolis, 612-371-3234

Manty, Nauni Jo, Manty & Associates, Minneapolis, 612-465-0990
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McGrath, Michael F., Ravich Meyer Kirkman McGrath Nauman & Tansey, Minneapolis, 612-317-4744

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Moline, Vanya Hogen, Hogen Adams, St. Paul, 651-842-9100

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Provo-Petersen, Jeannie, Provo-Petersen & Associates, Lake Elmo, 651-227-2534

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Reyelts, Steven L., Reyelts Law Firm, Duluth, 218-727-6833

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Wood, Brian A., Lind Jensen Sullivan & Peterson, Minneapolis, 612-333-3637

Zinn, Sylvia Ivey, Brendel & Zinn, Lake Elmo, 651-224-4959

PERSONAL INJURY GENERAL: PLAINTIFF

Amundson, Luther M., Maser Amundson Boggio & Hendricks, Minneapolis, 952-925-4147

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Behrenbrinker, James R., Behrenbrinker Law, Minneapolis, 612-294-2605

Bjerke, Nathan H., TSR Injury Law, Bloomington, 952-767-3540 Pg. S-4

Bolt, David M., Bolt Hoffer Boyd Law Firm, Coon Rapids, 763-208-3707

Bongard, William O., Sieben Grose Von Holtum & Carey, Minneapolis, 612-333-9744

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Buchman, John T., Barna Guzy & Steffen, Minneapolis, 763-783-5121

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Carpenter, Kevin S., Carpenter Injury Law Office, St. Cloud, 320-251-3434

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Cody, David K., The Cody Law Group, Vadnais Heights, 651-294-0994

Conlin, Thomas J., Conlin Law Firm, Minneapolis, 952-252-0490

Crandall, III, William A., Schwebel Goetz & Sieben, Minneapolis, 612-344-0321

Crumley, T. Joseph, Bradshaw & Bryant, Waite Park, 320-259-5414

Dahlberg, Paul R., Patterson Dahltberg Injury Lawyers, Rochester, 507-288-9122

Dale, Candace L., Dale Law, St. Paul, 651-789-2284

Delehanty, Mark W., Klampe Delehanty and Morris, Rochester, 507-288-2447

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Donnelly-Coyne, Sheila, Paige J. Donnelly, St. Paul, 651-728-7070

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Sieben, William R., Schwebel Goetz & Sieben, Minneapolis, 612-344-0305 Pg. S-4

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Slane, Charles D., TSR Injury Law, Bloomington, 952-820-4605

Snyder, Michael C., Meshbesher & Spence, Minneapolis, 612-339-9121

Soucie, Fred M., Soucie Law, Anoka, 763-427-8888

Stern, Larry E., Schwebel Goetz & Sieben, Minneapolis, 612-344-0359

Stowman, David L., Stowman Law Firm, Detroit Lakes, 218-847-5644

Stowman, Jeffrey, Stowman Law Firm, Detroit Lakes, 218-847-5644

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Streed, Mark D., Meshbesher & Spence, Oakdale, 651-578-8055

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Terry, Steven J., TSR Injury Law, Bloomington, 952-820-0800

Tewksbury, Michael D., Tewksbury & Kerfeld, Minneapolis, 612-334-3399 Pg. S-24

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Westad, Kate G., Lommen Abdo, Minneapolis, 612-336-9322

Whalen, Cory P., Sieben Grose Von Holtum & Carey, Minneapolis, 612-333-9782

Wojtalewicz, Brian, Wojtalewicz Law Firm, Appleton, 320-289-2363

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Zimmer, Michael A., M.A. Zimmer Law, Minneapolis, 612-746-5546

PERSONAL INJURY MEDICAL MALPRACTICE: DEFENSE

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Stoeri, William R., Dorsey & Whitney, Minneapolis, 612-343-7942

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Zurek, Barbara, Meagher & Geer, Minneapolis, 612-347-9184 Pg. S-4, S-5

PERSONAL INJURY MEDICAL MALPRACTICE: PLAINTIFF

Crosby, Joseph M., Crosby Law Office, St. Paul, 651-225-1860

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Mackenzie, Reed K., Mackenzie Law Office, Minneapolis, 612-335-3500

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Schmit, Peter, Robins Kaplan Miller & Ciresi, Minneapolis, 612-349-8500

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Hansmeier, Gordon H., Rajkowski Hansmeier, St. Cloud, 320-251-1055

Haws, Daniel A., Murnane Brandt, St. Paul, 651-251-8321

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Kelly, David R., Bowman and Brooke, Minneapolis, 612-672-3226

Klosowski, Thomas, Kutak Rock, Minneapolis, 612-334-5017

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Lutz, David N., Bowman and Brooke, Minneapolis, 612-339-8682

Nilsen, Ryan L., Bowman and Brooke, Minneapolis, 612-672-3261

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Sear, John D., Bowman and Brooke, Minneapolis, 612-672-3205

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Solheim, Mark A., Larson • King, St. Paul, 651-312-6503

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Sonnesyn, Rolf E., Tomsche Sonnesyn & Tomsche, Minneapolis, 763-521-4499

Thomas, Richard J., Burke & Thomas, St. Paul, 651-490-1808

PROFESSIONAL LIABILITY: PLAINTIFF

Kosieradzki, Mark, Kosieradzki Smith Law Firm, Plymouth, 763-746-7800

MARK KOSIERADZKI

KOSIERADZKI SMITH LAW FIRM, LLC

Plymouth • 763-746-7800

www.koslawfirm.com

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Kempston, David B., Law Office of Thomas D. Mottaz, Coon Rapids, 763-421-8226
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Mottaz, Thomas D., Law Office of Thomas D. Mottaz, Coon Rapids, 763-421-8226
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Peterson, Raymond R., McCoy Peterson & Jorstad, Minneapolis, 612-333-3999
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Scully, Michael F., Sieben Grose Von Holtum & Carey, Minneapolis, 612-333-9595
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Suite 2110
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Fax: 952-841-0041
mheley@heleyduncan.com
www.heleyduncan.com**ALTERNATIVE DISPUTE RESOLUTION**
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LEATHA G. WOLTER
MEAGHER & GEER, P.L.L.P.33 South Sixth Street
Suite 4400
Minneapolis, MN 55402
Tel: 612-337-9644
Fax: 612-338-8384
lwolter@meagher.com
www.meagher.com**BUSINESS LITIGATION**

Leatha G. Wolter heads the Anti-Fraud Counseling and Litigation group at Meagher & Geer, P.L.L.P. With more than 25 years of experience, she counsels insurers and other clients on claims handling, investigation, and litigation strategies to address internal and external fraud. She prosecutes civil RICO and fraud matters in Minnesota and the Upper Midwest. She is frequently called on to resolve questions involving arson, property losses, health care provider fraud, staged auto accidents, and contract rescission due to misrepresentation. She is a member of the International Association of Arson Investigators and the Minnesota Anti-Vehicle Crime Association. She is a former trial advocacy instructor and often provides in-house training to clients, trade groups, and other businesses, regarding all aspects of litigation.

STUART L. GOLDBERG
GOLDBERGLAW, PLLC800 LaSalle Plaza
Suite 2150
Minneapolis, MN 55402
Tel: 612-335-9960
Fax: 612-367-8107
slgoldberg@goldberglaw.com
www.goldberglaw.com**CLASS ACTION/MASS TORTS**
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Stuart L. Goldberg founded his law firm in 1986 with the belief that injury law should be practiced with client service and dignity. Stuart is a state and nationally certified Civil Trial Specialist. He has practiced in state and federal courts throughout the country exclusively in the areas of mass tort, product liability, and serious personal injury law. He has received the highest ratings from his peers – Leading American Attorneys, Top Attorneys – and has been appointed to the Multi-Million Dollar Advocates Forum. He worked for clients pro bono on the I-35W bridge collapse. Stuart has litigated mass tort claims nationwide for over 29 years and is currently handling Medtronic Infuse bone growth, Yaz, metal-on-metal hip replacements, GranuFlo, testosterone therapy drugs, Propecia, and contaminated steroid claims.

CLINTON E. CUTLER
FREDRIKSON & BYRON, P.A.200 South Sixth Street
Suite 4000
Minneapolis, MN 55402
Tel: 612-492-7070
Fax: 612-492-7077
ccutler@fredlaw.com
www.fredlaw.com**BANKRUPTCY: BUSINESS**
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Clint is an executive vice president and member of the firm's three-person Executive Committee. He also chairs Fredrikson & Byron's Bankruptcy Group, practicing primarily in the areas of debtor/creditor law, bankruptcy, and complex commercial litigation. Clint is certified as a Business Bankruptcy Specialist by the American Board of Certification. He represents debtors and creditors under Chapters 7, 11, and 13 of the Bankruptcy Code. Clint also represents debtors and creditors in all aspects of state law proceedings of debtor/creditor law such as garnishment, attachment, and claim and delivery. He works with banks and other lenders on UCC issues and lender liability matters.

STEVEN WOLTER
KELLEY, WOLTER & SCOTT, P.A.431 South Seventh Street
Suite 2530, Centre Village Offices
Minneapolis, MN 55415
Tel: 612-371-9090
Fax: 612-371-0574
swolter@kelleywolter.com
www.kelleywolter.com**BUSINESS LITIGATION**
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JEFFREY W. COLEMAN
THE COLEMAN LAW FIRM, LLC800 Washington Avenue North
Suite 620
Minneapolis, MN 55401
Tel: 612-877-8210
Fax: 612-877-8201
jwc@jwcolaw.com
www.jwcolaw.com**CONSTRUCTION LITIGATION**
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Jeffrey W. Coleman is a trial attorney (licensed in Minnesota, North Dakota, and Wisconsin) and licensed engineer (Iowa, Minnesota, and Wisconsin) who has handled large complex construction cases throughout the United States. Mr. Coleman provides advice and counsel to all parties involved in the design and construction process. While he has been involved in major cases, a majority of his practice involves advising clients on contracts, contract negotiation, claims avoidance, and early resolution of potential claims. He frequently represents companies involved in concrete construction. He is the author of the book *Legal Issues in Concrete Construction* published by the American Concrete Institute in 2004. He is the only attorney who is also a Fellow in the American Concrete Institute and is chairman of ACI Committee RCC.

JOHN R. NEVE
NEVE WEBB, PLLC8500 Normandale Lake Boulevard
Suite 1080
Minneapolis, MN 55437
Tel: 952-746-2400
Fax: 952-746-2401
jneve@nevewebb.com
www.mnlitigator.com**BUSINESS LITIGATION**
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John Neve focuses his practice on civil litigation, representing businesses and individuals in a range of commercial, employment, and real estate disputes in state and federal court and arbitrations. He has successfully litigated claims involving breach of contract, trade secrets, breach of fiduciary duty, tortious interference with contracts, securities fraud, bad faith, misrepresentation, negligence, conversion, and foreclosure. He also has extensive appellate experience, having argued numerous cases before the Minnesota Court of Appeals. He received his J.D. from the University of Minnesota, where he now teaches advocacy and legal writing as an adjunct professor. He is admitted to the state and federal courts of Minnesota, the Eighth Circuit Court of Appeals, and the United States Supreme Court.

MICHAEL L. BRUTLAG
BRUTLAG, HARTMANN & TRUCKE,
P.A.3555 Plymouth Boulevard
Suite 117
Minneapolis, MN 55447
Tel: 763-222-2503
Fax: 763-222-2501
mbrutlag@brutlaw.com
www.brutlaw.com**BUSINESS/CORPORATE**
GENERAL LITIGATION

Mike Brutlag is the founder of Brutlag, Hartmann & Trucke, P.A. He is well known for his extensive transactional and litigation experience in business, finance, construction, and real estate law. His clients include individuals and startup, emerging, and established businesses, ranging from small local concerns to multinational corporations. Mr. Brutlag has over 30 years of experience in providing personalized assistance to clients faced with a wide variety of business, contractual, commercial, and other legal issues. He is admitted to practice in both Minnesota and Wisconsin and has been certified as a Real Estate Law Specialist by the Minnesota State Bar Association.

EINAR E. HANSON
STROBEL & HANSON PA406 West 3rd Street
Suite 200
Red Wing, MN 55066
Tel: 651-222-0109
Fax: 715-808-8362
ehanson@strobelhanson.com
www.strobelhanson.com**CONSTRUCTION LITIGATION**
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STATE, LOCAL & MUNICIPAL

Einar Hanson concentrates his practice on the areas of civil litigation, construction law, business law, and land use law. In construction matters, Hanson has successfully helped owners, contractors, and design professionals avoid disputes through careful project planning and agreement drafting. When disputes do arise, he acts as a knowledgeable and forceful advocate, both in arbitration and litigation. Homeowner associations often call upon Hanson to amend their governing documents, resolve disputes with developers and members, and pursue recovery for defective construction. Hanson also represents townships on a wide variety of issues, from ordinance drafting to road issues. He graduated from Concordia College, earned his law degree from the University of Minnesota, and is a Certified Civil Trial Specialist.

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The First National Bank Building
332 Minnesota Street, Suite W-1650
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Fax: 651-223-5212
pstein@steinmoore.com
www.steinmoore.com

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Pete Stein practices with Stein & Moore, P.A., a small, specialized firm geared to meet the needs of community banks, large institutional lenders, and trade creditors. The firm's expertise is in commercial and real estate loan workouts; creditor's rights in bankruptcy (including business reorganization in Chapter 11); and, under the UCC, real estate foreclosures, business liquidations, consumer collections, lender liability defense, and appellate practice in the foregoing areas. Pete has extensive experience in representing various lenders, large and small, and is a frequent lecturer to lender groups and to other attorneys. Pete is the chair of the Bankruptcy Practice Committee appointed by the Judges of the Bankruptcy Court for the District of Minnesota and also serves on the Second Judicial District State Bar Ethics Committee.

DOUGLAS A. KELLEY
KELLEY, WOLTER & SCOTT, P.A.

431 South Seventh Street
Suite 2530, Centre Village Offices
Minneapolis, MN 55415
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Mr. Kelley is the founder and managing partner of Kelley, Wolter & Scott, P.A., a litigation boutique firm concentrating on white collar criminal defense and complex commercial disputes. He has significant experience in securities and bank fraud, health care, ERISA, and fair election practices. A federal jury awarded one client, a French development company, \$34 million for breach of a municipal development contract. Through vigorous pre-indictment representation, he secures criminal declinations for many companies and individuals, avoiding prosecution in both local and national jurisdictions. He was Chair of the Minnesota Campaign Practices Board, a state agency which oversees all state elections. He currently serves as the court-appointed receiver for Thomas J. Petters and five of his co-defendants.

TIMOTHY D. WEBB
NEVE WEBB, PLLC

8500 Normandale Lake Boulevard
Suite 1080
Minneapolis, MN 55437
Tel: 612-340-7970
twebb@mndefenselawyer.com
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**CRIMINAL DEFENSE: WHITE COLLAR**
CRIMINAL DEFENSE

Timothy D. Webb of Neve Webb, PLLC, in Minneapolis, Minnesota, is a tough, effective criminal defense attorney who represents individuals and corporations in all state and federal criminal investigations and prosecutions. Attorney Webb practices primarily in the area of white collar criminal defense. He has extensive, broad-ranging, successful experience in protecting the rights of his clients charged with such crimes as tax evasion, criminal neglect, violation of environmental laws, mail and wire fraud, mortgage fraud, health care fraud, embezzlement, criminal vehicular homicide, and assault. He was selected for inclusion in Minnesota Rising Stars in 2006 and Minnesota Super Lawyers from 2008 to 2014. He was named in the Top 40 Criminal Defense Lawyers in *Minnesota Law & Politics* magazine.

RYAN M. PACYGA
RYAN PACYGA CRIMINAL DEFENSE

247 Third Avenue South
Minneapolis, MN 55415
Tel: 612-339-5844
Fax: 612-454-4263
ryan@arrestedmn.com
www.arrestedmn.com

**CRIMINAL DEFENSE**

Ryan Pacyga defends people being accused of serious crimes, including fraud, theft, criminal sexual conduct, murder, assault, and drug trafficking, in state and federal courts across the nation. Victories include not guilty verdicts and dismissals in criminal sexual conduct, murder, assault, burglary, controlled substance, robbery, and DWI cases. Ryan strives not only to get the best result in court, but to improve his clients' lives as well. He is a frequent lecturer at law schools and continuing legal education seminars and is a television and radio commentator. Ryan mentors young lawyers and is grateful to protect the accused.

JOHN W. LUNDQUIST
FREDRIKSON & BYRON, P.A.

200 South Sixth Street
Suite 4000
Minneapolis, MN 55402
Tel: 612-492-7181
Fax: 612-492-7077
jlundquist@fredlaw.com
www.fredlaw.com

**CRIMINAL DEFENSE: WHITE COLLAR**
CRIMINAL DEFENSE

John Lundquist is a partner at Fredrikson & Byron, P.A. and a member of the firm's White Collar and Regulatory Defense Group and Health Care Fraud Group. He brings over 30 years of experience to all areas of white collar investigations, trials, and appeals including the representation of business organizations, officers and directors, physicians, attorneys, politicians, and professionals in regulatory, fraud, and other criminal cases and the defense of False Claims Act, civil fraud, and enforcement matters. John is one of the few big firm lawyers devoted exclusively to white collar defense in Minnesota. He is a Fellow of the American College of Trial Lawyers and is listed in *The Best Lawyers in America*.

DANIEL J. BEESON
LEVANDER, GILLEN & MILLER, P.A.

633 South Concord Street
Suite 400
St. Paul, MN 55075
Tel: 651-451-1831
Fax: 651-450-7384
dbeeson@levander.com
www.levander.com

**EMINENT DOMAIN**
LAND USE/ZONING

Daniel J. Beeson brings over 35 years of experience to the successful representation of individuals, corporations, and businesses in eminent domain litigation. He is the chair of the firm's Eminent Domain Practice Group, a member of the Board of Directors of the Minnesota Eminent Domain Institute, and chair of the First District Bar Association Ethics Committee. Dan has represented numerous local and national corporations in total and partial condemnation takings, which have involved complex multimillion-dollar severance damage claims, including access takings, changes in highest and best use, and adverse impacts to present and future use and development. He has successfully litigated and secured loss of going concern, business value damage awards and settlements.

KEVIN J. SHORT
KEVIN J. SHORT,
ATTORNEY AT LAW

150 South Fifth Street
Suite 3260
Minneapolis, MN 55402
Tel: 612-333-9006
Fax: 612-333-5015
short.kevin@gmail.com
www.kevinshortlaw.com

**CRIMINAL DEFENSE**
CRIMINAL DEFENSE: WHITE COLLAR
CRIMINAL DEFENSE: DUI/DWI

Following his 1978 graduation from Notre Dame Law School, Mr. Short began his career with a federal clerkship and seven years in the Ramsey County Attorney's Office. Since entering private practice in 1987, he has devoted his practice entirely to criminal defense. Mr. Short has obtained outright jury acquittals for his clients in over 30 cases. He has been NBTA certified as a Criminal Trial Specialist for over 20 years and has been named in the Minnesota Super Lawyers list since its inception in 1991. Mr. Short's daughter Maura Short, joined his practice in 2013. Ms. Short, a 2012 graduate of Notre Dame Law School, assists in her father's white collar practice and is developing her own caseload of state criminal matters.

DANIEL M. SCOTT
KELLEY, WOLTER & SCOTT, P.A.

431 South Seventh Street
Suite 2530, Centre Village Offices
Minneapolis, MN 55415
Tel: 612-371-9090
Fax: 612-371-0574
dscott@kelleywolter.com
www.kelleywolter.com

**CRIMINAL DEFENSE: WHITE COLLAR**
CRIMINAL DEFENSE

Dan Scott's 38 years of trial practice in federal court give him an insider's knowledge of the federal justice system. His expertise in the policies and personalities of prosecutors and courts has allowed his clients to achieve resolutions far more favorable than published guidelines. Over the past four decades, it is likely no one has tried more federal jury trials in Minnesota. While director of the Minnesota Federal Public Defender Program, Dan specializes in the white collar area: mail, wire, bank, bankruptcy fraud, securities violations, and income tax offenses. He has represented bankers, lawyers, accountants and Fortune 500 companies, employees, and officers. Dan is an MSBA Board Certified Criminal Law Specialist. He prefers to work behind the scenes; the press has described Dan as "the best defense lawyer nobody has heard of."

LELAND J. FRANKMAN
FRANKMAN LAW OFFICE

222 South Ninth Street
Suite 1600
Minneapolis, MN 55402
Tel: 612-375-1600
Fax: 612-335-3572
ljfrankman@aol.com
www.frankmanlaw-eminentdomain.com

**EMINENT DOMAIN**

Leland (Lee) J. Frankman has practiced in the area of eminent domain (condemnation) for over 45 years. He has a solid winning record representing landowners from the commission stage to the Minnesota Supreme Court in complex multimillion-dollar cases and in basic cases involving smaller acquisitions of private property. Lee has been very successful in recovering the owner's attorney and witness fees which are available under current condemnation law. Lee began his career as a Minnesota Assistant Attorney General representing MNDOT after graduating from the University of Minnesota Law School in 1966. Associate Harry Andrew Frankman (University of Minnesota Law School, *cum laude*) is also admitted in Florida and was named in Minnesota Rising Stars.

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EMINENT DOMAIN THROUGH FAMILY LAW

ROB A. STEFONOWICZ
LARKIN HOFFMAN DALY &
LINDGREN LTD.

1500 Wells Fargo Plaza
7900 Xerxes Avenue South
Minneapolis, MN 55431
Tel: 952-896-3254
Fax: 952-842-1718
rstefonowicz@larkinhoffman.com
www.larkinhoffman.com



EMINENT DOMAIN
LAND USE/ZONING
CONSTRUCTION LITIGATION

Rob A. Stefonowicz is a shareholder and litigator with Larkin Hoffman. Rob has a broad range of litigation experience in state and federal court. His litigation practice focuses on business, real estate, land use, and construction-related disputes. His clients include contractors, design professionals, developers, business owners, and property owners. Rob has extensive experience representing property owners in condemnation, property tax, and special assessment matters. He has served as chair of the Eminent Domain Section of the Hennepin County Bar Association, Minnesota's largest district bar association.

JEFFREY P. ANDERSON
FABIAN MAY & ANDERSON, PLLP

1625 Medical Arts Building
825 Nicollet Mall
Minneapolis, MN 55402
Tel: 612-353-3340
Fax: 612-455-2217
janderson@fmalawyers.com
www.fmalawyers.com



EMPLOYMENT & LABOR
INTELLECTUAL PROPERTY
BUSINESS LITIGATION

Jeffrey P. Anderson represents clients in employment matters including sexual harassment and abuse, workplace discrimination and retaliation, mass layoffs, trade secrets and non-compete agreements. Jeff has 25 years of trial practice, including successful appeals on personal jurisdiction for commission claims (*Forensic Associates v. Fries*), enforceability of employment contracts (*Williams v. Center for Communication and Development*), officers liability for employer discrimination (*J.E.M. v. Cohen*), constitutionality of Minnesota's sexual abuse statute (*Doe v. Diocese of Winona*) and successor liability for workers' compensation retaliation (*Sweeter v. Fulgham et al.*). Jeff also has a niche practice of prosecuting agricultural claims arising from stray voltage, defective feed storage systems and land use.

JOHN FABIAN
FABIAN MAY & ANDERSON, PLLP

1625 Medical Arts Building
825 Nicollet Mall
Minneapolis, MN 55402
Tel: 612-353-3343
Fax: 612-455-2217
jfabian@fmalawyers.com
www.fmalawyers.com



EMPLOYMENT & LABOR
EMPLOYMENT LITIGATION: PLAINTIFF

John Fabian is an experienced trial attorney and an MSBA Certified Specialist, Labor and Employment Law, who has been repeatedly named in the Super Lawyers list and recognized by his peers as one of the Top 40 Employment Law Attorneys in Minnesota and one of the Top 100 attorneys in Minnesota Super Lawyers. John has an expansive employment practice focused on representing employees in both litigation and non-litigation matters. He has obtained six-figure results for his clients in a variety of discrimination cases and in cases involving whistleblowers, fraud, and FMLA claims. He has also obtained multimillion-dollar results in cases brought under the Federal False Claims Act. He is often called upon to negotiate severance agreements, mediate employment law disputes, and speak on employment law issues.

M. WILLIAM O'BRIEN
MILLER O'BRIEN JENSEN, P.A.

120 South Sixth Street
Suite 2400
Minneapolis, MN 55402
Tel: 612-334-9002
Fax: 612-342-2613
bobrien@mojlaw.com
www.mojlaw.com



EMPLOYMENT & LABOR
CLASS ACTION/MASS TORTS
EMPLOYMENT LITIGATION: PLAINTIFF

Bill O'Brien has been named in Minnesota Super Lawyers every year of publication. He is among *The Best Lawyers in America*. In 2012 *Best Lawyers* designated Bill the Minneapolis Employment Lawyer of the Year. He has secured the highest rating, AV Preeminent, from the Martindale-Hubbell lawyer rating service. *U.S. News & World Report* has ranked Bill's firm as among the best employment law firms. Bill has been admitted as a Fellow to the College of Labor and Employment Lawyers, an association of the nation's leading employment lawyers. Bill is a certified Specialist in his field. He is the former Chair of the Labor Section of the Minnesota Bar Association and President of the National Employment Lawyers Association, MN Chapter. Northwestern Law School, J.D.; Colgate University, B.A.

BETH E. BERTELSON
BERTELSON LAW OFFICES, P.A.

333 Washington Avenue North
Union Plaza, Suite 402
Minneapolis, MN 55401
Tel: 612-278-9832
Fax: 612-340-0190
beth@bertelsonlaw.com
www.bertelsonlaw.com



EMPLOYMENT LITIGATION: PLAINTIFF
EMPLOYMENT & LABOR
ALTERNATIVE DISPUTE RESOLUTION

Beth E. Bertelson has practiced in employment law for over 23 years and is a MSBA Certified Labor & Employment Law Specialist. She has successfully represented hundreds of employees with all types of employment law claims. Beth provides employees with strong advocacy, extensive experience, and a commitment to personal service. Beth is a qualified neutral under Minnesota Rule 114 and can also help to resolve difficult employment law disputes through her mediation services. In addition, Beth has trained businesses on employment law issues and investigated internal reports. She served as a section council member of the Labor and Employment Law Section of the Minnesota State Bar Association, as a board member for the Minnesota Chapter of the NELA, and on several other non-profit organizations.

NICHOLAS G.B. MAY
FABIAN MAY & ANDERSON, PLLP

1625 Medical Arts Building
825 Nicollet Mall
Minneapolis, MN 55402
Tel: 612-353-3344
Fax: 612-455-2217
nmay@fmalawyers.com
www.fmalawyers.com



EMPLOYMENT LITIGATION: PLAINTIFF
CIVIL RIGHTS

Mr. May represents plaintiffs in their claims of workplace discrimination, retaliation, sexual harassment, wage-and-hour, and whistleblower violations. He also represents employees and executives in non-compete, shareholder/partnership, and severance matters. Mr. May takes a personal interest in each of his clients and their specific employment-related needs in order to craft a legal strategy that puts them in the best position to achieve their desired outcome. To that end, he has successfully litigated or otherwise resolved numerous employment disputes on behalf of his clients. In addition to representing his clients, Mr. May also acts as a third-party mediator to help resolve employment-related disputes and claims for others. He is a Rule 114 Qualified Neutral and Mediator.

RODNEY D. ANDERSON
RODNEY D. ANDERSON
LAW OFFICES, LLC

206 South Broadway
Suite 404
Rochester, MN 55904
Tel: 507-529-2204
Fax: 507-288-6190
anderson.rodney@rdalaw.net
www.rdalaw.net



ESTATE PLANNING & PROBATE
CLOSELY HELD BUSINESS
TAX

Rod has 30 years of experience serving clients in the Twin Cities and Rochester areas with their estate planning; wills; trusts; probate; trust administration; taxation; and business succession planning needs. He is a graduate of William Mitchell College of Law and earned a Masters of Law in Taxation from Georgetown University Law Center. Rod serves as a member of the Minnesota Bar Association's Probate and Trust Council, has served as a drafting committee member of the Minnesota CLE publication *Drafting Wills and Trust Agreements*, and taught Estate Tax Planning at Hamline Law School. He is a frequent lecturer on estate planning topics. Rod has been awarded membership in the American College of Trust and Estate Counsel.

DENIS E. GRANDE
DEWITT MACKALL CROUNSE &
MOORE S.C.

1400 AT&T Tower
901 Marquette Avenue
Minneapolis, MN 55402
Tel: 612-305-1428
Fax: 612-305-1414
deg@dewittmcm.com
www.dewittmcm.com



FAMILY LAW
BUSINESS LITIGATION
PERSONAL INJURY GENERAL: PLAINTIFF

Denis E. Grande is an active family court litigator with extensive negotiation, trial, and settlement experience, concentrating on the division of large marital estates comprised of complex asset and business valuations, stock, and custody issues. He is an effective advocate and pragmatic problem solver in difficult situations. Mr. Grande is a well-known trial lawyer, with over 35 years of experience trying cases in state, federal, and appellate courts. He also has a great deal of trial experience involving contracts, business, and commercial matters and has successfully represented his clients in numerous trials, arbitrations, and mediations. He is a 1969 graduate of Princeton University and a 1972 graduate of the University of Minnesota Law School.

PAMELA L. GREEN
GREEN LAW OFFICE, P.A.

5801 Duluth Street
Suite 360
Golden Valley, MN 55422
Tel: 763-542-9888
Fax: 763-542-8716
pgreen@plgreenlaw.com
www.plgreenlaw.com



FAMILY LAW

Pam is well informed on divorce matters, and she works hard to keep clients informed too – sharing what needs to be heard. This year, Pam was widely recognized for developing *The Grass is Greener App*, a tool designed to encourage couples to work through heated arguments. Nearly everyone questions a relationship, but an argument doesn't mean it is time to call a lawyer. If and when a couple determines divorce is necessary, Pam is an advocate of mediation and settlement as a first step, but is comfortable in the courtroom when necessary. Pam is a founding member of the Cooperative Practice Network of Minnesota, a member of the Minnesota Chapter of AFCC, and a Fellow of AAML and IAML. Matters related to family are complex. Pam provides strength to her clients – in the courtroom and out of the courtroom too.

SUPER LAWYERS / MINNESOTA 2014

FAMILY LAW THROUGH INTELLECTUAL PROPERTY

ANNE M. HONSA
HONSA & ASSOCIATES, P.A.

333 South 7th Street
Suite 2360
Minneapolis, MN 55402
Tel: 612-767-7300
Fax: 612-767-7303
anne@honsalaw.com
www.honsalaw.com

**FAMILY LAW**

Anne is known for her professionalism, meticulous case management, thorough preparation, and exceptional knowledge of the law. With over 26 years of experience practicing exclusively in family law, she is a dedicated advocate for her clients and recognized for her expertise in dealing with the complex issues of family law including finances, business, property, asset valuation and spousal maintenance. As one of the premier attorneys in Minnesota, Anne has been named in the Super Lawyers list every year since 2003, named in Top Women Attorneys consistently since 2005, and named in the Top Three Family Law Attorneys in 2007. Additionally, she has been recognized by her peers as one of *The Best Lawyers in America* in family law.

SHERRI L. KRUEGER
KRUEGER & JUELICH, PLLC

601 Carlson Parkway
Suite 1050
Minnetonka, MN 55305
Tel: 952-373-8739
Fax: 952-373-8594
skrueger@kruegerjuelichlaw.com
www.kruegerjuelichlaw.com

**FAMILY LAW**
ALTERNATIVE DISPUTE RESOLUTION

Sherri L. Krueger is a partner at Krueger & Juelich, PLLC in Minnetonka, Minnesota. Sherri is a trusted advocate and uses a practical, common-sense approach to help clients overcome complicated family issues and move forward for their benefit and the benefit of their children. Because of her belief that the client is an integral member of the legal team, Sherri negotiates settlements with careful planning and significant client involvement. As a Rule 114 qualified neutral, she provides alternative dispute resolution services with an emphasis on facilitative and evaluative mediation and is available for private early neutral evaluations of custody and parenting time disputes. Sherri is a member of the State Bar Association, the Association of Family and Conciliation Courts, and the Family Law League.

LAURIE MACK-WAGNER
MACK & SANTANA
LAW OFFICES, P.C.

100 South Fifth Street
2100 Fifth Street Towers
Minneapolis, MN 55402
Tel: 612-605-0967
Fax: 612-605-0968
laurie@macksantalalaw.com
www.macksantalalaw.com

**FAMILY LAW**

As a co-founder of Mack & Santana Law Offices, P.C., Laurie Mack-Wagner focuses on developing creative and practical solutions for clients seeking assistance in family law matters and divorce cases. Laurie is experienced in a variety of family law issues. After graduating from Florida State University College of Law in 1994 with highest honors, Laurie has efficiently managed multimillion-dollar business and family law litigation, including family law litigation with modest estates. Laurie leverages her strong business background when faced with complex financial issues that often surround family law cases. Laurie is also a Qualified Family Mediator under Rule 114.

MARILYN J. MICHALES
MICHALES & BARBOSA, P.A.

10400 Viking Drive
Suite 110
Eden Prairie, MN 55344
Tel: 952-767-3330
Fax: 952-767-3335
mjmichales@michaleslaw.com
www.michaleslaw.com

**FAMILY LAW**

Marilyn is the family law attorney who advocates for you – whether yours is a complex, high-net-worth case or the so-called simple divorce. Effective, experienced, and creative. Included in Minnesota Super Lawyers and Top 50 Women Lawyers lists. Learn more about Marilyn's experience and approach at her firm's website.

BECKY TOEVS ROONEY
ATTORNEY AT LAW

527 Marquette Avenue
700 Rand Tower
Minneapolis, MN 55402
Tel: 612-288-0051
Fax: 612-455-2660
brooney@btrooneylaw.com

**FAMILY LAW**

Becky Toevs Rooney has devoted her practice to the area of family law for over 30 years. She has extensive experience with dissolution and post-decree matters, child support and spousal maintenance litigation, custody disputes, and appeals. She is a graduate of the University of Minnesota Law School and a 1977 graduate of Grinnell College with a B.A. in economics. She has been named in the Minnesota Super Lawyers list since 1998, was named in Minnesota's Top 100 Women list in Super Lawyers, and has been named as one of the state's Top 40 Family Lawyers.

LYMARI J. SANTANA
MACK & SANTANA
LAW OFFICES, P.C.

100 South Fifth Street
2100 Fifth Street Towers
Minneapolis, MN 55402
Tel: 612-200-2822
Fax: 612-605-0968
lymari@macksantalalaw.com
www.macksantalalaw.com

**FAMILY LAW**

Lymari has been practicing law since 1994, focusing exclusively on family law litigation since 2000. She co-founded Mack & Santana Law Offices, P.C. in 2004. Lymari has successfully represented high-net-worth clients in complex divorce cases and is also experienced in paternity cases and post-decree matters. Lymari excels in providing strong, dynamic advocacy for her clients, combined with efficient, creative legal services. Lymari has been listed in Super Lawyers since 2007, she was listed in Top 50 Women Minnesota Super Lawyers in 2012 and Top 100 Minnesota Women Super Lawyers in 2007 and 2009. Lymari lectures frequently on family law topics and is also a qualified mediator. Lymari received a bilingual education, and she speaks, reads, and writes Spanish as fluently as English.

JOHN R. SCHULZ
MCGRANN SHEA CARNIVAL
STRAUGHN & LAMB, CHARTERED

800 Nicollet Mall
Suite 2600
Minneapolis, MN 55402
Tel: 612-338-2525
Fax: 612-339-2386
jrs@mccgrannshea.com
www.mccgrannshea.com

**FAMILY LAW**
GENERAL LITIGATION
BUSINESS/CORPORATE

Certified as a Family Law Trial Advocate by the NBTA and as a Civil Trial Specialist by the MSBA, Mr. Schulz has broad experience in trial and appellate practice in family law, civil litigation, employment law, professional negligence matters, and service to businesses and professionals. His focus with all clients is on creative problem solving, utilizing all appropriate forms of dispute resolution. A *magna cum laude* graduate from Concordia College, Moorhead, Minnesota, and a 1982 graduate of William Mitchell College of Law, John is a qualified mediator and is admitted to practice in both Minnesota and Wisconsin; he serves as a mediator and arbitrator and is active in many community and non-profit organizations. He has served on the firm's Management and Compensation Committees for nine years.

BRIAN L. SOBOL
MCGRANN SHEA CARNIVAL
STRAUGHN & LAMB, CHARTERED

800 Nicollet Mall
Suite 2600
Minneapolis, MN 55402
Tel: 612-338-2525
Fax: 612-339-2386
bls@mccgrannshea.com
www.mccgrannshea.com

**FAMILY LAW**
APPELLATE

Brian L. Sobol is a shareholder in the firm of McGrann Shea Carnival Straughn & Lamb, Chartered and has practiced in family law for over 29 years. He has a B.A. in child psychology and specializes not only in custody litigation but also in other complex dissolution issues involving high net worth parties, including business valuation, real estate, spousal maintenance, contested antenuptial agreements, hidden and dissipated assets, and non-marital claims. Mr. Sobol also has extensive appellate expertise and has successfully argued cases in both the Minnesota Court of Appeals and Minnesota Supreme Court. Mr. Sobol is a fellow of the IAML and AAML, where he currently serves as Minnesota's National Delegate to the AAML Board of Governors. He is also a trained mediator and financial neutral evaluator.

STEPHEN R. BERGERSON
FREDRIKSON & BYRON, P.A.

200 South Sixth Street
Suite 4000
Minneapolis, MN 55402
Tel: 612-492-7043
Fax: 612-492-7077
sbergerson@fredlaw.com
www.fredlaw.com

**INTELLECTUAL PROPERTY**
ADVERTISING & PROMOTION

A former ad agency executive, Steve created the Twin Cities' first advertising law practice in 1974 and later founded and chaired Fredrikson & Byron's Advertising, Marketing and Trademark Department, and is on its Marketing Committee. Steve is recognized as one of the country's leading advertising lawyers, and has worked with the nation's largest advertisers, ad agencies, music publishers and talent agents. He has managed over 3,000 trademarks in 80 countries, and has been recognized by *Forbes* magazine and *World Trademark Review* as one of the world's leading trademark attorneys. Steve has spoken to hundreds of attorneys and ad industry groups, has written extensively, and is known for his creativity and outstanding client service.

SUPER LAWYERS / MINNESOTA 2014

INTELLECTUAL PROPERTY THROUGH PERSONAL INJURY MEDICAL MALPRACTICE: PLAINTIFF

DOUGLAS J. CHRISTENSEN
CHRISTENSEN FONDER P.A.

33 South Sixth Street
Suite 3950
Minneapolis, MN 55402
Tel: 612-349-3001
christensen@cfpatlaw.com
www.cfpatlaw.com

**INTELLECTUAL PROPERTY**
INTELLECTUAL PROPERTY LITIGATION

Doug Christensen, a shareholder with Christensen Fonder maintains a vibrant U.S. and international intellectual property practice, which includes handling and developing patent portfolios for small and billion-dollar companies. Doug counsels his clients on all aspects of intellectual property, including handling domestic and international patent infringement litigation, licensing, trademarks, and freedom-to-operate opinions and designing around competitors' patents. His practice has focused on the mechanical, electromechanical, medical device, and semiconductor manufacturing industries. Doug has significant first-chair trial experience and his pre-lawyer industry experience includes working as a mechanical engineer in equipment design and as a drilling engineer in the oil field.

ALAN KOWALCHYK
MERCHANT & GOULD P.C.

3200 IDS Center
80 South Eighth Street
Minneapolis, MN 55402
Tel: 612-336-4620
Fax: 612-332-9081
akowalchyk@merchantgould.com
www.merchantgould.com

**INTELLECTUAL PROPERTY LITIGATION**
INTELLECTUAL PROPERTY
ALTERNATIVE DISPUTE RESOLUTION

Alan practices intellectual property law with an emphasis on patent litigation, strategic client counseling, and alternative dispute resolution. Alan has handled patent cases in the chemical, mechanical, and consumer product areas as well as trademark, copyright, and unfair competition disputes. Alan is experienced in all phases of patent prosecution, appeals, and reexaminations. Alan also represents clients in and advises on patent office post-grant trial proceedings for patent validity challenges under the America Invents Act. Alan is a member of the American Arbitration Association's Commercial Panel and is a member of the World Intellectual Property Organization's list of Arbitrators and Mediators. Alan is an Adjunct Professor at William Mitchell College of Law.

TAMARA O'NEILL MORELAND
LARKIN HOFFMAN DALY &
LINDGREN LTD.

1500 Wells Fargo Plaza
7900 Xerxes Avenue South
Minneapolis, MN 55431
Tel: 952-896-6711
Fax: 952-842-1749
toneill@larkinhoffman.com
www.larkinhoffman.com

**LAND USE/ZONING**
REAL ESTATE
CONSTRUCTION LITIGATION

Tamara O'Neill Moreland is a shareholder in Larkin Hoffman's Real Estate Litigation Department. She concentrates her practice on litigation involving land use, commercial and residential construction, fraudulent real estate transactions, environmental issues, telecommunications, and appellate advocacy. She received her J.D., *cum laude*, from Hamline University School of Law in 1997 and her B.A., *summa cum laude*, from Centenary College of Louisiana in 1994. Tamara is an MSBA Board Certified Real Property Specialist. She serves on the Board of Directors for Larkin Hoffman and for the March of Dimes' Minnesota Chapter and is a member of the Minnesota Judicial Council's Committee on Equality and Justice. Tamara was named to the Minnesota Rising Stars list for eight years.

WILLIAM D. HARPER
HARPER & PETERSON, PLLC

3040 Woodbury Drive
Woodbury, MN 55129
Tel: 651-738-8539
Fax: 651-738-8669
wdharper@hpinjurlaw.com
www.injurylawyersminnesota.com

**PERSONAL INJURY GENERAL: PLAINTIFF**
PERSONAL INJURY PRODUCTS: PLAINTIFF
PROFESSIONAL LIABILITY: PLAINTIFF

William D. Harper is a nationally certified Civil Trial Specialist. He has tried over 150 jury trials to conclusion and has handled eight cases which have resulted in verdicts or settlements in excess of \$1 million. He limits his practice to personal injury, products liability, wrongful death, and professional malpractice. Dean of the Academy of Certified Trial Lawyers, 1993; President of the Minnesota Trial Lawyers Association, 1998-1999; Minnesota Lawyer of the Year, 1999 and 2011, in *Minnesota Lawyer*; sustaining member of the American Trial Lawyers Association. Member, Minnesota Million Dollar Round Table; member, Million Dollar Advocates Forum; Master of the Douglas K. Amdahl Inn of Court; member of the American Board of Trial Advocates. Has taught over 75 CLEs.

KEITH J. KERFELD
TEWKSBURY & KERFELD, P.A.

88 South 10th Street
Suite 300
Minneapolis, MN 55403
Tel: 612-334-3399
Fax: 612-334-5787
kkerfeld@tkz.com
www.tkz.com

**PERSONAL INJURY GENERAL: PLAINTIFF**
PERSONAL INJURY PRODUCTS: PLAINTIFF
CONSTRUCTION LITIGATION

Keith J. Kerfeld is a 1978 graduate of St. John's University and a 1982 William Mitchell graduate with honors. A founding partner of Tewksbury & Kerfeld, Mr. Kerfeld's practice focuses on personal injury claims involving injury and death arising from motor vehicles, product failures, unsafe premises, and construction sites. In addition, Mr. Kerfeld has significant experience in matters involving insurance coverage disputes, which enhances his ability to position his clients for a maximum recovery. Mr. Kerfeld has also developed an expertise in the construction field of litigation involving claims for personal injury and property damage in residential and commercial settings. Given his experience and success in handling claims, Mr. Kerfeld often serves as an arbitrator or mediator at the request of other attorneys and insurers.

PAUL D. PETERSON
HARPER & PETERSON, PLLC

3040 Woodbury Drive
Woodbury, MN 55129
Tel: 651-738-8539
Fax: 651-738-8669
paul@hpinjurlaw.com
www.injurylawyersminnesota.com

**PERSONAL INJURY GENERAL: PLAINTIFF**
PERSONAL INJURY PRODUCTS: PLAINTIFF
CONSTRUCTION LITIGATION

Paul represents people injured by the wrongful acts of others. He is Board Certified as a Civil Trial Specialist by the Minnesota State Bar Association and the National Board of Trial Advocacy. He is a member and Past President of the Minnesota chapter of the American Board of Trial Advocates and the Academy of Certified Trial Lawyers. He is the Past President and a current member of the Amdahl Inn of Court. Paul has served as trial and appellate counsel in a number of cases that led to notable decisions in the areas of damages, settlements, insurance bad faith, and the interrelationship of third-party tort and workers' compensation law. Paul is licensed in Minnesota and Wisconsin and, with his partner Bill Harper, has represented clients throughout the United States.

RICHARD J. SCHROEDER
SCHROEDER & MANDEL, PA

4525 Allendale Drive
White Bear Lake, MN 55127
Tel: 651-426-8740
Fax: 651-426-9981
rick@schroederandmandel.com
www.schroederandmandel.com

**PERSONAL INJURY GENERAL: PLAINTIFF**
WORKERS' COMPENSATION
ALTERNATIVE DISPUTE RESOLUTION

Since 2008, Mr. Schroeder has annually earned the Minnesota Super Lawyers recognition. Known by peers for his tireless, compassionate, and strategic representation in Minnesota and Wisconsin, he serves clients primarily on cases involving personal injury, insurance disputes and work-related injuries. Mr. Schroeder has teamed with and litigates cases with prominent Midwest trial lawyers and has arbitrated insurance disputes and complex personal injury claims for over 22 years. A former insurance claims adjuster, he is an active member of the American, Minnesota, and Wisconsin Associations for Justice and is a life member of Street Legal Motorcycle Club. He writes articles addressing unique aspects of motorcycle insurance, injuries, and safety measures and is frequently contacted to represent injured motorcyclists.

MICHAEL D. TEWKSBURY
TEWKSBURY & KERFELD, P.A.

88 South 10th Street
Suite 300
Minneapolis, MN 55403
Tel: 612-334-3399
Fax: 612-334-5787
mtewksbury@tkz.com
www.tkz.com

**PERSONAL INJURY GENERAL: PLAINTIFF**
ALTERNATIVE DISPUTE RESOLUTION

Mr. Tewksbury's practice focuses on the representation of injured people. His goal in representation of clients is to obtain a good result in as an efficient and stress-free manner for the client as possible. This approach, coupled with having done both plaintiff and defense work, serves Mr. Tewksbury well in his ADR practice. He is often called upon to mediate claims or to serve as an arbitrator at the request of other attorneys. He has served as a Special Master for the distribution of compensation of the victims of the I-35 bridge collapse, for the Cottonwood Bus Crash victims, and for former users of the drug Yaz/Yasmin.

WILLIAM L. TILTON
TILTON & DUNN, P.L.L.P.

2220 US Bank Center
101 East Fifth Street
St. Paul, MN 55101
Tel: 651-224-7687
Fax: 651-224-0239
billtilton@uno.com
www.tiltonanddunn.com

**PERSONAL INJURY MEDICAL MALPRACTICE: PLAINTIFF**
CIVIL LITIGATION: PLAINTIFF
EMPLOYMENT & LABOR

In over 35 years of practice Bill Tilton has tried major cases involving auto accidents, medical negligence, products liability, wrongful death, murder, riot, wrongful discharge, defamation, and more. He has taught at many seminars, was an adjunct professor of law, is certified as a Civil Trial Specialist, and is admitted to practice in several jurisdictions. He has received the Lawyer of the Year Award and been named by his peers to the Minnesota Super Lawyers list for many years. He obtains superlative settlements and verdicts for his clients, with record-setting results in several categories. His practice focuses mainly on wrongful death and other personal injury matters, including medical negligence, and on representation of medical professionals in personal affairs.

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FREDRIKSON & BYRON, P.A.

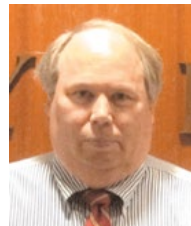
200 South Sixth Street
Suite 4000
Minneapolis, MN 55402
Tel: 612-492-7038
Fax: 612-492-7077
jkoneck@fredlaw.com
www.fredlaw.com

**REAL ESTATE**

John Koneck, a certified Real Property Specialist, assists clients with a wide variety of real estate transactions and disputes. Recognized for his problem-solving skills, he regularly counsels clients on their overall business strategies. He represents owners, developers, contractors, landlords, tenants, lenders, and borrowers in real estate transactions, disputes, workouts, Chapter 11 bankruptcy cases, and cases tried in court or arbitration. John is co-chair of the Minnesota State Bar Association Real Property Certification Council and a member of the American College of Real Estate Lawyers and American College of Mortgage Attorneys. He is named in the Top 100 list in Minnesota Super Lawyers, *Chambers USA* as a Band 1 lawyer, and *The Best Lawyers in America*.

CHAD D. LEMMONS
KELLY & LEMMONS, P.A.

223 Little Canada Road East
Suite 200
Little Canada, MN 55117
Tel: 651-224-3781
Fax: 651-223-8019
chadlemmons@kellyandlemmons.com
www.kellyandlemmons.com

**REAL ESTATE**
LAND USE/ZONING

Chad Lemmons is a Partner of Kelly & Lemmons, P.A. He has practiced in the area of real property law for 34 years concentrating on mechanic's lien enforcement and title issues, particularly boundary and easement conflicts. He has been certified as a Real Property Specialist by the Minnesota State Bar Association and is presently a Member of the Minnesota State Bar Association's Title Standards Committee. He has presented a number of seminars in the areas of easement law, title disputes, and title insurance.

MARVIN A. LISZT
BERNICK LIFSON, P.A.

The Colonnade, Suite 1200
5500 Wayzata Boulevard
Minneapolis, MN 55416
Tel: 763-546-1200
Fax: 763-546-1003
mliszt@bernicklifson.com
www.bernicklifson.com

**REAL ESTATE**
BUSINESS/CORPORATE

Marvin A. Liszt has more than 35 years of experience representing clients in all aspects of real estate and business law and is a Certified Real Property Law Specialist focusing on transactions involving the acquisition, development, construction, leasing, financing, and sale of commercial properties and office and apartment buildings. He also has an in-depth knowledge of the property tax system and has successfully represented numerous clients in reducing their property taxes. Marvin is particularly skilled in helping his clients find positive solutions by exploring all aspects of an issue and tailoring goals and outcomes through constructive, principled negotiations. He is a frequent continuing legal education instructor and speaks nationwide on real estate issues.

PATRICK J. KELLY
KELLY & LEMMONS, P.A.

223 Little Canada Road East
Suite 200
Little Canada, MN 55117
Tel: 651-224-3781
Fax: 651-223-8019
pkelly@kellyandlemmons.com
www.kellyandlemmons.com

**10**
YEARS**STATE, LOCAL & MUNICIPAL**
EMPLOYMENT & LABOR
LAND USE/ZONING

Patrick J. Kelly is nationally recognized for his knowledge, innovation, and creativity in all facets of government law, employment and labor law, real estate law, and litigation. The cities and corporations he represents are known for their progressiveness in areas of land use, public safety, and major development projects. He is sought after nationally by cities and developers in complex eminent domain and land use regulation cases that demand aggressive action and multidimensional approaches. His representation in difficult labor issues has placed him in high demand as an advocate, negotiator, and recognized speaker. He is also a recognized advocate for individuals dealing with government. Mr. Kelly was president of the MSBA and the RCBA, and he was Chair of the Second Judicial Ethics Committee.

THOMAS R. MUCK
FREDRIKSON & BYRON, P.A.

200 South Sixth Street
Suite 4000
Minneapolis, MN 55402
Tel: 612-492-7045
Fax: 612-492-7077
tmuck@fredlaw.com
www.fredlaw.com

**TAX**
ADMINISTRATIVE LAW

Tom concentrates his practice on tax disputes and litigation, including state and local tax matters (income, sales, and property tax) and federal tax matters. Prior to joining the firm, he was chief litigator for the Minnesota Department of Revenue, representing the state in complex corporate tax cases involving unitary taxation and other constitutional issues. Tom frequently advises clients who are contemplating a change of residence and represents clients in tax residency audits and appeals. Tom is also an accomplished administrative law litigator with experience in securities, banking, and insurance.

MICHAEL G. SCHULTZ
SOMMERER & SCHULTZ, PLLC

1219 Marquette Avenue
Suite 300
Minneapolis, MN 55403
Tel: 612-333-2282
Fax: 612-333-0747
mike@sommererandschultz.com
www.mikeschultzlaw.com

**WORKERS' COMPENSATION**
PERSONAL INJURY GENERAL: PLAINTIFF
SOCIAL SECURITY DISABILITY

Michael Schultz is a founding partner of the law firm of Sommerer & Schultz, PLLC. This is his 14th consecutive year on the Minnesota Super Lawyers list. He has been named in the Top 40 Workers' Compensation Attorneys in Minnesota. Mr. Schultz is an experienced litigator, representing individuals throughout Minnesota with work, automobile, and disability claims. Mr. Schultz is an educator and a frequent lecturer in the areas of Minnesota workers' compensation and personal injury. Mr. Schultz's clients are from all walks of life, from migrant workers to professional athletes including such Minnesota Vikings favorites as Chuck Foreman, Randall McDaniel, Mike Morris, and Paul Krause. Mr. Schultz has a reputation among attorneys and clients alike as a tireless advocate.

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Bourne, Joseph, Gustafson Gluek, Minneapolis, 612-333-8844

Looby, Michelle J., Gustafson Gluek, Minneapolis, 612-333-8844

Payne, Sara J., Gustafson Gluek, Minneapolis, 612-333-8844

Rissman, Joshua J., Gustafson Gluek, Minneapolis, 612-333-8844

Smith, Catherine K., Gustafson Gluek, Minneapolis, 612-333-8844

Williams, Amanda M., Gustafson Gluek, Minneapolis, 612-333-8844

APPELLATE

Berger, Matthew C., Gislasen & Hunter, New Ulm, 507-354-3111

Schmidt, Jonathan P., Briggs and Morgan, Minneapolis, 612-977-8718

BANKING

Ashley, Lisa M., Messerli & Kramer, Minneapolis, 612-672-3664

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Christensen, Joshua D., Anastasi Jellum, Stillwater, 651-332-8314

Dietzen, Mark C., Lindquist & Vennum, Minneapolis, 612-371-2452

Gordon, Michael D., Briggs and Morgan, Minneapolis, 612-977-8400

Hernandez, Miko E., Faegre Baker Daniels, Minneapolis, 612-766-7134

Hurtig, Beau J., Fredrikson & Byron, Minneapolis, 612-492-7267

Kettleson, Thomas J., Winthrop & Weinstine, Minneapolis, 612-604-6400

Lee, Kristopher (Tip), Winthrop & Weinstine, Minneapolis, 612-604-6400

Maier, Adam D., Stinson Leonard Street, Minneapolis, 612-335-1500

Miernicki, Jennifer D., Faegre Baker Daniels, Minneapolis, 612-766-7000

Prutzman, Amanda E., Eckberg Lammers Briggs Wolff & Vierling, Stillwater, 651-439-2878

Schleuss, Breia L., Faegre Baker Daniels, Minneapolis, 612-766-7000

Vivian, Nicholas J., Eckberg Lammers Briggs Wolff & Vierling, Stillwater, 651-379-3080

BANKRUPTCY: BUSINESS

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Bruggeman, Mychal A., Manty & Associates, Minneapolis, 612-465-0347

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Wang, Henry T., Gray Plant Mooty, Minneapolis, 612-632-3370

Wilkinson, Abby E., Faegre Baker Daniels, Minneapolis, 612-766-7152

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BUSINESS LITIGATION

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Anderson, Joy Reopelle, Gray Plant Mooty, Minneapolis, 612-632-3292

Anthony, Brooke D., Anthony Ostlund Baer & Louwagie, Minneapolis, 612-349-6969

Asmus, Jason R., Briggs and Morgan, Minneapolis, 612-977-8649

Awsumb, Shannon M., Anthony Ostlund Baer & Louwagie, Minneapolis, 612-349-6969

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Chow, Emily E., Faegre Baker Daniels, Minneapolis, 612-766-7000

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ECKLAND & BLANDO LLP
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Gassman-Pines, Jenny, Greene Espel, Minneapolis, 612-373-0830

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Habeck Paz, Jamie L., Foley & Mansfield, Minneapolis, 612-338-8788

Hadac, Kelly S., Murnane Brandt, St. Paul, 651-251-8384

Hamilton, Molly R., Messerli & Kramer, Minneapolis, 612-672-3672

Hansen, Erik F., Burns & Hansen, Minneapolis, 952-564-6252

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Janus, Leah C., Fredrikson & Byron, Minneapolis, 612-492-7000

Jenkins, Justin H., Winthrop & Weinstine, Minneapolis, 612-604-6400

Johnson, Eric S., Fryberger Buchanan Smith & Frederick, Duluth, 218-722-0861

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Kaplan, Philip, Anthony Ostlund Baer & Louwagie, Minneapolis, 612-349-6969

Kemper, Jared D., Dykema Gossett, Minneapolis, 612-486-1904

Kerbaugh, Steven C., Anthony Ostlund Baer & Louwagie, Minneapolis, 612-349-6969

Kibort, Jesse H., Daniels & Kibort, Plymouth, 763-201-1215

Kilby, Matthew B., Faegre Baker Daniels, Minneapolis, 612-766-7000

Kingsbury, Kristin L., Monroe Moxness Berg, Minneapolis, 952-885-1281

Kramer, Liz, Stinson Leonard Street, Minneapolis, 612-335-1500

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Lindell, Justice Ericson, Winthrop & Weinstine, Minneapolis, 612-604-6400

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Olson, Ryan A., Felhaber Larson, Minneapolis, 612-373-8514

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Vehrs, Karla M., Lindquist & Vennum, Minneapolis, 612-371-2449

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Zylstra, Nathaniel J., Briol & Associates, Minneapolis, 612-756-7777

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Brandt, Christian A., Murnane Brandt, St. Paul, 651-251-8328

Carothers, Colton M., Dorsey & Whitney, Minneapolis, 612-492-6125

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Cole, Patrick J., Larkin Hoffman Daly & Lindgren, Minneapolis, 952-835-3800

Engel, Matthew A., The Engel Firm, Minneapolis, 612-373-7060

Farnsworth, Jon L., Felhaber Larson, St. Paul, 651-222-6321

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Vlodaver, Royee, Vlodaver Law Offices, St. Paul, 651-690-9906

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 VLODAVER LAW OFFICES, LLC
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Weinberg, Justin P., Briggs and Morgan, Minneapolis, 612-977-8400

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Biren, Patrick M., Brownson & Ballou, Minneapolis, 612-332-4020

Brantingham, Andrew, Dorsey & Whitney, Minneapolis, 612-340-2600

Bryan, Meaghan C., Cousineau McGuire, Minneapolis, 952-546-8400

Camarotto, David E., Bassford Remele, Minneapolis, 612-376-1618

Carlisle, Wendy M., Blackwell Burke, Minneapolis, 612-343-3200

Delbridge, Charles A., Christensen & Laue, Edina, 952-927-8855

Downey, Kathryn R., Murnane Brandt, St. Paul, 651-251-8354

Gatto, John Paul (J.P.) J., Murnane Brandt, St. Paul, 651-251-8353

Mulder, Jeffrey R., Bassford Remele, Minneapolis, 612-376-1622

Novak, Anthony J., Larson • King, St. Paul, 651-312-6571

Novotny, Tamara L., Cousineau McGuire, Minneapolis, 952-525-6939

O'Connell, Nicholas J., Murnane Brandt, St. Paul, 651-251-8385

Rollins, Tamara L., Meagher & Geer, Minneapolis, 612-347-9176

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Steffes, Brian D., Fisher Bren Sheridan, Minneapolis, 612-332-0100

Steinle, Pamela D., Bassford Remele, Minneapolis, 612-333-3000

Theisen, Jessica J., Cousineau McGuire, Minneapolis, 952-525-6929

Waldeck, Theodore J., Waldeck Law Firm, Minneapolis, 612-375-1550

Williams, Scott G., Murnane Brandt, St. Paul, 651-227-9411

Young, Mary S., Blackwell Burke, Minneapolis, 612-343-3200

CIVIL LITIGATION: PLAINTIFF

Glover, Sam, The Glover Law Firm, Minneapolis, 612-387-2477

Kuhlman, Christopher J., Kuhlman Law, Minneapolis, 612-349-2747

Sandstrom, Kevin S., Eckberg Lammers Briggs Wolff & Vierling, Stillwater, 651-967-7344

CIVIL RIGHTS

Edlund, Paul J., Attorney at Law, Minneapolis, 612-338-2829

PAUL J. EDLUND
 ATTORNEY AT LAW
 Minneapolis • 612-338-2829
www.pauledlundlaw.com

Gaulding, Jill R., Gender Justice, St. Paul, 651-789-2090

Gilbert, Heather, Gilbert Law, Little Canada, 651-340-9642

Noel, Andrew J., Gaskins Bennett Birrell Schupp, Minneapolis, 612-333-9543

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Armstrong, Connie I., Lind Jensen Sullivan & Peterson, Minneapolis, 612-333-3637

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Glade, Aaron J., Farrish Johnson Law Office, Mankato, 507-625-2525

Hattlevig, Elisa M., Jardine Logan & O'Brien, Lake Elmo, 651-290-6514

Jadin, Alexander M., Roeder Smith Jadin, Bloomington, 952-236-4252

Jones, Christopher R., Hellmuth & Johnson, Edina, 952-746-2156

Koch, Jason A., Jardine Logan & O'Brien, Lake Elmo, 651-290-7415

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Lindmark, Patrick J., Leonard O'Brien Spencer Gale & Sayre, Minneapolis, 612-332-1030

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Smith, Anthony T., Roeder Smith Jadin, Bloomington, 952-236-1971

Thompson, Jennifer A., Hammargren & Meyer, Bloomington, 952-844-9033

Tomczik, Jacob M., Aafedt Forde Gray Monson & Hager, Minneapolis, 612-339-8965

CONSUMER LAW

Carlson, Scott W., Scott Carlson Law Firm, Minneapolis, 612-293-8353

Ellsworth, Brian J., Law Office of Brian Ellsworth, Minneapolis, 507-218-1228

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Rosow, Michael A., Winthrop & Weinstine, Minneapolis, 612-604-6400

Tanabe, Kesha L., ASK, Eagan, 651-406-9665

CRIMINAL DEFENSE

Beito, Thomas M., Beito & Lengeling, Minneapolis, 612-767-1618

Bliss, Tyler, Attorney at Law, Minneapolis, 651-789-0192

TYLER BLISS
 ATTORNEY AT LAW
 Minneapolis • 651-789-0192
www.tylerblisslaw.com

Blumberg, James L., Attorney at Law, Apple Valley, 952-431-7758

Brisbois, Jill A., Newmark Law Office, Minneapolis, 612-455-7050

Bushnell, Anthony, The Bushnell Law Firm, Minneapolis, 763-458-7652

Edmunds, Samuel J., Sieben Edmunds, Mendota Heights, 651-994-6744

Groshek, Christa J., Groshek Law, Minneapolis, 612-827-3833

Gurstelle, Gretchen, Attorney at Law, Minneapolis, 612-834-1359

Hagen, Thomas, Rosengren Kohlmeier Law Office, Mankato, 507-625-5000

Kaschinske, Jeremy, Halberg Criminal Defense, Bloomington, 952-224-4848

Keegan, Kelly J., Brandt Criminal Defense, Anoka, 763-421-6366

Kettwick, Nicole, Brandt Criminal Defense, Anoka, 763-421-6366

Keyser, Christopher, Keyser Law, Stillwater, 612-338-5007

Kubista, Nicole J., Law Offices of John C. Conard, Woodbury, 651-797-0950

Lang, Debbie, Halberg Criminal Defense, Bloomington, 612-333-3673

Mathis, Brad, Brad Mathis Law Office, Minneapolis, 612-823-9466

Mohammad, Murad, Mohammad Schiks & Jaafar, Woodbury, 651-264-3080

Morrison, Aaron J., Wold Morrison Law, Minneapolis, 612-341-2525

Narins, Page H., Law Offices of Page H. Narins, St. Louis Park, 952-544-8373

Orwig, Lee M., Halberg Criminal Defense, Bloomington, 952-224-4848

Sieben, Kevin A., Sieben Edmunds, Mendota Heights, 612-210-3889

CRIMINAL DEFENSE: DUI/DWI

Koewler, Daniel J., Ramsay Law Firm, Roseville, 651-604-0000

CRIMINAL DEFENSE: WHITE COLLAR

Folk, W. Anders, Stinson Leonard Street, Minneapolis, 612-335-1500

Hoppe, Lousene M., Fredrikson & Byron, Minneapolis, 612-492-7402

Riach, Kevin C., Fredrikson & Byron, Minneapolis, 612-492-7435

Wilson, Jonathan D., Best & Flanagan, Minneapolis, 612-843-5828

ELDER LAW

Peterson, Marit A., Maser Amundson Boggio & Hendricks, Bloomington, 952-881-4996

MARIT A. PETERSON
 MASER, AMUNDSON, BOGGIO & HENDRICKS, P.A.
 Bloomington • 952-881-4996
www.maserlaw.com

Price, Mary Frances M., Long Reher & Hanson, Minneapolis, 952-929-0622

EMPLOYEE BENEFITS

Court, Amy L., McGrann Shea Carnival Straughn & Lamb, Minneapolis, 612-752-1919 **Pg. S-30**

Norby-Jahner, KrisAnn, Hellmuth & Johnson, Edina, 651-328-7302

EMPLOYMENT & LABOR

Beck, Kevin M., Kelly & Lemmons, Little Canada, 651-224-3781

Bekish, Ashlee M., Ogletree Deakins Nash Smoak & Stewart, Minneapolis, 612-336-6863

Brinkman, Ellen A., Briggs and Morgan, Minneapolis, 612-977-8868

Clark, Marilyn J., Dorsey & Whitney, Minneapolis, 612-492-6885

Connolly, Katie M., Nilan Johnson Lewis, Minneapolis, 612-305-7546

Conway, Amy B., Stinson Leonard Street, Minneapolis, 612-335-1500

Desai, Reena I., Nichols Kaster, Minneapolis, 612-256-3244

DeWall, Marnie L., Lindquist & Vennum, Minneapolis, 612-371-2401

Durbin, Jessica L., Johnson Killen & Seiler, Duluth, 218-722-6331

Fisk, Julie L., Quinlivan & Hughes, St. Cloud, 320-258-7859

Fitzsimmons, Brandon M., Flaherty & Hood, St. Paul, 651-225-8840

Genelin, Cory A., Gislason & Hunter, Mankato, 507-387-1115

Godwin, James A., Wendland Utz, Rochester, 507-288-5440

Haedt, Stephanie A., Peterson Savelkoul Kolker Haedt & Benda, Albert Lea, 507-373-6491

Hofrichter, Jessica N., Seaton Peters & Revnew, Minneapolis, 952-921-4624

Ives, Jennifer, Stinson Leonard Street, Minneapolis, 612-335-1500

James, David A., Nilan Johnson Lewis, Minneapolis, 612-305-7573

Kappenman, Martin D., Seaton Peters & Revnew, Minneapolis, 952-921-4603

McCain, Michael L., Eckberg Lammers Briggs Wolff & Vierling, Stillwater, 651-351-2102

McEllistrem, Sarah J., Collins Buckley Sauntry & Haugh, St. Paul, 651-227-0611

Mick, Ryan E., Dorsey & Whitney, Minneapolis, 612-492-6613

Nelson, Jessica J., Felhaber Larson, Minneapolis, 612-339-6321

Nelson, Kerri J., Bassford Remele, Minneapolis, 612-376-1640

Nodes, Jennifer A., Best & Flanagan, Minneapolis, 612-843-5814

Olson Bluvshstein, Norah E., Fredrikson & Byron, Minneapolis, 612-492-7000

Parker, Kristin Berger, Stinson Leonard Street, Minneapolis, 612-335-1500

Pearson, Shawn L., Barnes & Thornburg, Minneapolis, 612-367-8718

Pecoraro, Jessica S., Maslon Edelman Borman & Brand, Minneapolis, 612-672-8390

Prokott, Daniel G., Faegre Baker Daniels, Minneapolis, 612-766-7713

Raddatz, Alissa M., Faegre Baker Daniels, Minneapolis, 612-766-7214

Riskin, Sarah B., Nilan Johnson Lewis, Minneapolis, 612-305-7713

Serrill, Beth A., Blethen Gage & Krause, Mankato, 507-345-1166

Shannon, Adrianna H., Shannon Law, Minnetonka, 952-679-8868

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EMPLOYMENT & LABOR CONT'D FROM PAGE S-27

Smith, Bonnie M., Nichols Kaster, Minneapolis, 612-256-3220
Stein, Hannah R., Nierenberg Employment Law, Minneapolis, 952-826-6494
Sullivan, Jack, Best & Flanagan, Minneapolis, 612-339-7121
Taber, Amy C., Barnes & Thornburg, Minneapolis, 612-367-8722
Wenger-Slaba, Ashley A., Ogletree Deakins Nash Smoak & Stewart, Minneapolis, 612-336-6872

EMPLOYMENT LITIGATION: DEFENSE

Fitzke, Susan K., Littler Mendelson, Minneapolis, 612-313-7642
Gilbertson, Britt M., Briggs and Morgan, Minneapolis, 612-977-8869
Janeiro, Gina K., Jackson Lewis, Minneapolis, 612-341-8131
Kaitfors, Nora R., Jackson Lewis, Minneapolis, 612-341-8131
Lassetter, John H., Littler Mendelson, Minneapolis, 612-313-7648
Moffitt, Kelly A., Ogletree Deakins Nash Smoak & Stewart, Minneapolis, 612-336-6871
Murphy, Andrew B., Faegre Baker Daniels, Minneapolis, 612-766-7000
Norrie, Jonathan P., Bassford Remele, Minneapolis, 612-376-1606
Ryan, Margaret (Molly) R., Meagher & Geer, Minneapolis, 612-347-9169
Schroeder, Joel, Faegre Baker Daniels, Minneapolis, 612-766-8860
Sokolowski, Lindsay J., Fredrikson & Byron, Minneapolis, 612-492-7346
Souvenir, Nadege J., Dorsey & Whitney, Minneapolis, 612-492-6273
Winter, Randi J., Felhaber Larson, Minneapolis, 612-339-6321

EMPLOYMENT LITIGATION: PLAINTIFF

Carlson, Peter A. T., Fafinski Mark & Johnson, Eden Prairie, 952-995-9500 **Pg. S-7**
Christian, Peter G., Schaefer Halleen, Minneapolis, 612-294-2619
Kitzer, Phillip M., Schaefer Halleen, Minneapolis, 612-294-2616
Leland, Daniel G., Bailton Thome Jozwiak & Wanta, Minneapolis, 612-252-3570
Miller, Bryce M., Schaefer Halleen, Minneapolis, 612-294-2626
Nelson, Kaarin S., Halunen & Associates, Minneapolis, 612-605-4098
Nolan, Matthew S., Bailton Thome Jozwiak & Wanta, Minneapolis, 612-252-3570
Prakash, Anna P., Nichols Kaster, Minneapolis, 612-256-3291
Rochel, Brian T., Schaefer Halleen, Minneapolis, 612-294-2613

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Rusch, Jacob R., Johnson Becker, Minneapolis, 612-436-1838
Sharp, Darren M., Schaefer Halleen, Minneapolis, 612-294-2604
Srey, Rachhana T., Nichols Kaster, Minneapolis, 612-256-3239
Stadheim, Ross D., Halunen & Associates, Minneapolis, 612-605-4098
Williams, Joshua, Law Office of Joshua R. Williams, Minneapolis, 612-486-5540

ENERGY & NATURAL RESOURCES

Droel, Tim L., Droel, Bloomington, 952-835-1614

ENTERTAINMENT & SPORTS

Stuckey, Shawn D., Zelle Hofmann Voelbel & Mason, Minneapolis, 612-339-2020

ENVIRONMENTAL

Peterson, Sara J., Parkway Law, Minneapolis, 763-226-6168

ESTATE PLANNING & PROBATE

Asp, William R., Best & Flanagan, Minneapolis, 612-843-5812
Barnes, Kathryn J., Melchert • Hubert • Sjodin, Waconia, 952-442-7700
Bjerken, Anne L., Gray Plant Mooty, Minneapolis, 612-632-3000
Hendricks, Peter M., Maser Amundson Boggio & Hendricks, Bloomington, 952-881-4996

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Jaafar-Mohammad, Imani, Mohammad Schiks & Jaafar, Woodbury, 651-264-3083
Kaster, Nicholas J., Felhaber Larson, St. Paul, 651-222-6321
Miller, Michele L., Johnson Killen & Seiler, Duluth, 218-722-6331
Papenhausen, Amy E., Henson & Efron, Minneapolis, 612-252-2878
Rosha, Valorie J., The Rosha Legal Group, Mound, 952-472-3333
Santini, Jennifer, Sykora & Santini, Minneapolis, 612-492-1844
Sommers, Lori A., Maslon Edelman Borman & Brand, Minneapolis, 612-672-8354
Sykora, Jayne, Sykora & Santini, Minneapolis, 612-465-9442
Tutt, Robin R., Lindquist & Vennum, Minneapolis, 612-371-3965

FAMILY LAW

Andersen, Chase L., Michales & Barbosa, Eden Prairie, 952-767-3330
Appelhof, Tori M., Appelhof Pfeifer & Hart, Oakdale, 651-379-3024
Athmann, Lori L., Jovanovich Kadlec & Athmann, St. Cloud, 320-230-0203
Banas, Christopher M., Banas Family Law, St. Paul, 651-361-8109
Bies, Ryan J., Dougherty Molenda Solfest Hills & Bauer, Apple Valley, 952-432-3136
Billings, Nicole E., Lubov and Associates, Golden Valley, 763-529-4200
Boulette, Michael Paul, Lindquist & Vennum, Minneapolis, 612-371-2404
Brenner, Victoria Lynn Jacobson, Collins Buckley Sauntry & Haugh, St. Paul, 651-227-0611
Cassellius, Christine J., Dougherty Molenda Solfest Hills & Bauer, Apple Valley, 952-953-8813
Chaffee, Rebecca A., Best & Flanagan, Minneapolis, 612-339-7121
Clyborne, Johanna P., Brekke Clyborne & Ribich, Shakopee, 952-402-9410
Clydsdale, Elizabeth A., Collins Buckley Sauntry & Haugh, St. Paul, 651-227-0611
Crain, Amanda, Heimert & Lammers, Minneapolis, 612-294-2200
Driggs, Jaime, Henson & Efron, Minneapolis, 612-339-2500
Driver, Stacia Walling, Walling Berg & Debele, Minneapolis, 612-340-1150
Field, Melisa K., Rogness & Field, Oakdale, 651-705-0276
Gaarder, Michael Scott, Pennington & Cherne, St. Cloud, 320-253-7879

Gapen, David C., Gapen Larson & Johnson, Minneapolis, 612-284-9381
Garfinkel, Naomi S., Kathleen M. Newman + Associates, Minneapolis, 612-746-5525
Gisselman, Ben, Fogel Family Law, Plymouth, 763-746-4045
Hagen, Amanda L., Hagen Family Law, St. Paul, 651-783-5331
Hanks, Carol M., Patton Hoversten & Berg, Waseca, 507-835-5240
Johnson, Jade, Gapen Larson & Johnson, Minneapolis, 612-424-8342
Juelich, Elizabeth, Krueger & Juelich, Minnetonka, 952-373-8564 **Pg. S-30**
Karls, Kelsey, Heimert & Lammers, Minneapolis, 612-294-2200
Kniess, Michelle M., Kniess Law, Woodbury, 651-964-2960
Kruse, Corwin R., Katz & Manka, Minneapolis, 612-333-1671
Kugler, Karen Terese, J. Oakes Family Law, Roseville, 651-628-0265
Lawrence, Amber, Dittrich & Lawrence, Rochester, 507-288-7365
Marsh, Zachary P., Kathleen M. Newman + Associates, Minneapolis, 612-746-5525
Martin, Trent D., de Beer & Associates, Lake Elmo, 651-968-1176
Merkel, Katie, Henschel Moberg Goff, Minneapolis, 612-326-6008
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Pearson, Brittany Stephens, Lindquist & Vennum, Minneapolis, 612-371-3256
Robinson, Kimberly J., Robinson | Duffy, Minneapolis, 952-525-2252
Schack, Rebecca Kuehn, Meier Schack, Minneapolis, 612-605-6103
Schmisek, Ryan M., Messerli & Kramer, Minneapolis, 612-672-3725
Seymour, Julie K., Seymour Family Law, Lakeville, 952-255-8735
Soeffker, Margaux C., Terzich & Ort, Maple Grove, 763-391-7339

Swisher, Heidi A., Joslin & Moore Law Offices, Cambridge, 763-689-4101
Tatge, Andrew M., Gislason & Hunter, Mankato, 507-387-1115
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MCCULLOUGH & ASSOCIATES, P.A.
 St. Paul • 651-772-3446
www.mcculloughlawyers.com

Thibodeau, Mia E., Fryberger Buchanan Smith & Frederick, Duluth, 218-722-0861
Wahi, Richelle M., Lindquist & Vennum, Minneapolis, 612-371-3979
Wass, Katrina I., Pemberton Sortie Rufer & Kershner, Fergus Falls, 218-736-5493
Weber, Deja L., Weber Law, Rochester, 507-282-1441
Weinandt, Elizabeth L., Betters Weinandt, Mankato, 507-625-1900
Whitehouse, Courtney E., Bloch & Whitehouse, Bloomington, 952-224-9977
Wolter, Tifanne, Mundahl Law, Maple Grove, 763-445-2620

FRANCHISE/DEALERSHIP

Dady, J. Mark, Dady & Gardner, Minneapolis, 612-359-9000
Dillon, Elizabeth Street, Gray Plant Mooty, Minneapolis, 612-632-3284
Ginsburg, Elliot, W. Michael Garner, Minneapolis, 612-259-4800
Stover, Jason J., Faegre Baker Daniels, Minneapolis, 612-766-7000
Zastrow, Kristy L., Dady & Gardner, Minneapolis, 612-359-9000

GENERAL LITIGATION

Asp, David W., Lockridge Grindal Nauen, Minneapolis, 612-596-4091
Cefalu, Amanda R., Anderson Helgen Davis & Nissen, Minneapolis, 612-435-6349
Dolejsi, Nicholas A., Zelle Hofmann Voelbel & Mason, Minneapolis, 612-336-9163
Duffy, Jillian K., Robinson | Duffy, Minneapolis, 952-525-2252
Evenson, Thomas J., Lind Jensen Sullivan & Peterson, Minneapolis, 612-333-3637
Frohman, Charles G., Maslon Edelman Borman & Brand, Minneapolis, 612-672-8330
Johnson, Jeanine L., Meyer & Njus, Minneapolis, 612-341-2181
Kimber, Kenneth A., Hanft Fride, Duluth, 218-722-4766
Lorentz, Rachel R., Malkerson Gunn Martin, Minneapolis, 612-455-6622
Luloff, Gary K., Chestnut Cambronne, Minneapolis, 612-336-2931
Lurken, Jennifer G., Maschka Riedy & Ries, Mankato, 507-625-6600
Maccabee Itman, Leora, Maslon Edelman Borman & Brand, Minneapolis, 612-672-8343
Middlecamp, Lindsey E., Lindquist & Vennum, Minneapolis, 612-371-3516
Moen, Nicole M., Fredrikson & Byron, Minneapolis, 612-492-7320
Moss, Carol R.M., Hellmuth & Johnson, Edina, 952-941-4005
Niemczyk, Brian N., Hellmuth & Johnson, Edina, 952-941-4005
Renz, Christopher P., Thomsen & Nybeck, Bloomington, 952-835-7000
Rufer, Samuel S., Pemberton Sortie Rufer & Kershner, Detroit Lakes, 218-847-4858
Schwartz, Brandon, Schwartz Law Firm, Oakdale, 651-528-6800
Stevens, J. Vincent, Miller & Stevens, Wyoming, 651-462-0206
Topka, William M., Dougherty Molenda Solfest Hills & Bauer, Apple Valley, 952-432-3136
Trapp, Kerry A., Morrison Sund, Minnetonka, 952-277-0137
Vaccaro, Robert W., Gaskins Bennett Birrell Schupp, Minneapolis, 612-333-9541
Velasquez, Kevin A., Blethen Gage & Krause, Mankato, 507-345-1166
Witty, Scott A., Hanft Fride, Duluth, 218-722-4766

GOVERNMENT RELATIONS

Padilla, Julie L., Larkin Hoffman Daly & Lindgren, Minneapolis, 952-896-3308

HEALTH CARE

Finnern, Christianna L., Winthrop & Weinstine, Minneapolis, 612-604-6400

IMMIGRATION

Anderson, Ill, Thomas R., Robichaud Anderson & Alcantara, Minneapolis, 612-333-3343
Bortel, Angela D., The Bortel Firm, Minneapolis, 612-388-3366
Feist, Sandra, Grell & Feist, Minneapolis, 612-354-2682

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BY PRACTICE AREA

Kowski-Dahlberg, Jennifer, Kowski Law Office, St. Paul, 651-321-8472

Schmiechen, Malinda, Aust Schmiechen, Minneapolis, 612-724-4860

INSURANCE COVERAGE

Alt, Anthony J., Meagher & Geer, Minneapolis, 612-337-9673

Brown, Tiffany M., Meagher & Geer, Minneapolis, 612-371-1324

Davis, Lindsey, Zelle Hofmann Voelbel & Mason, Minneapolis, 612-339-2020

Deutsch, Andrew D., Meagher & Geer, Minneapolis, 612-337-9650

Jenson Prouty, Beth A., Arthur Chapman Kettering Smetak & Pikala, Minneapolis, 612-375-5992

Kniffen, Elizabeth V., Zelle Hofmann Voelbel & Mason, Minneapolis, 612-339-2020

Loetscher, Janine M., Bassford Remele, Minneapolis, 612-376-1658

Payne, Daniel L., Meagher & Geer, Minneapolis, 612-371-1325

Wiegert, Joel T., Meagher & Geer, Minneapolis, 612-347-9162

INTELLECTUAL PROPERTY

Dawson, Michelle E., Winthrop & Weinstine, Minneapolis, 612-604-6400

Klein, Brett A., Winthrop & Weinstine, Minneapolis, 612-604-6400

Lagatta, Andrew J., Merchant & Gould, Minneapolis, 612-371-5383

Longley, Nathaniel P., Dorsey & Whitney, Minneapolis, 612-492-6859

Okerlund, Misti N., Okerlund Esquire, Minneapolis, 612-703-7869

Rodriguez, Henry, Law Office of Henry Rodriguez, Long Prairie, 320-533-3444

Stender, Brian L., Patterson Thunte Pedersen, Minneapolis, 612-252-1548

Walz, Bradley J., Winthrop & Weinstine, Minneapolis, 612-604-6725

Witzany, Nathan J., Winthrop & Weinstine, Minneapolis, 612-604-6393

Zuege, Austen, Kinney & Lange, Minneapolis, 612-339-1863

INTELLECTUAL PROPERTY LITIGATION

Arenz, Patrick M., Robins Kaplan Miller & Ciresi, Minneapolis, 612-349-8500

Bilek, Jennell C., Carlson Caspers Vandeburgh Lindquist & Schuman, Minneapolis, 612-436-9648

Budd, Theodore M., Faegre Baker Daniels, Minneapolis, 612-766-7952

Carpenter, Jonathan D., Carlson Caspers Vandeburgh Lindquist & Schuman, Minneapolis, 612-436-9600

Chad, Eric, Merchant & Gould, Minneapolis, 612-332-5300

Cowan Wright, Elizabeth, Faegre Baker Daniels, Minneapolis, 612-766-6851

Drown, Chad, Faegre Baker Daniels, Minneapolis, 612-766-7000

Fairbairn, Grant, Fredrikson & Byron, Minneapolis, 612-492-7255

Gilbert, Glenna, Larkin Hoffman Daly & Lindgren, Minneapolis, 952-835-3800

Grimsrud, Timothy E., Faegre Baker Daniels, Minneapolis, 612-766-8925

Hansen, Loren L., Gray Plant Mooty, Minneapolis, 612-632-3389

Hayes, Brian W., Carlson Caspers Vandeburgh Lindquist & Schuman, Minneapolis, 612-436-9613

Hietala, James R., Carlson Caspers Vandeburgh Lindquist & Schuman, Minneapolis, 612-436-9600

Hughey, Rachel C., Merchant & Gould, Minneapolis, 612-332-5300

Johnson, Aaron M., Merchant & Gould, Minneapolis, 612-336-4754

Kohlhepp, Peter, Carlson Caspers Vandeburgh Lindquist & Schuman, Minneapolis, 612-436-9600

Lee, Joseph E., Merchant & Gould, Minneapolis, 612-332-5300

Lockner, Samuel T., Carlson Caspers Vandeburgh Lindquist & Schuman, Minneapolis, 612-436-9654

Myers, Aaron A., Barnes & Thornburg, Minneapolis, 612-367-8761

Olson, Alexandra J., Carlson Caspers Vandeburgh Lindquist & Schuman, Minneapolis, 612-436-9600

Prange, David Allen, Robins Kaplan Miller & Ciresi, Minneapolis, 612-349-8500

Redmond, Heather D., Dorsey & Whitney, Minneapolis, 612-340-2600

Rigby, Russell J., Carlson Caspers Vandeburgh Lindquist & Schuman, Minneapolis, 612-436-9611

Schwen, Nadeem, Winthrop & Weinstine, Minneapolis, 612-604-6400

Seidl, Christopher A., Robins Kaplan Miller & Ciresi, Minneapolis, 612-349-8500

Smith, Christopher R., Lindquist & Vennum, Minneapolis, 612-371-3533

Stensland, Sarah, Carlson Caspers Vandeburgh Lindquist & Schuman, Minneapolis, 612-436-9651

Sullivan, Chris, Lindquist & Vennum, Minneapolis, 612-371-6226

INTERNATIONAL

Reeves, Steven Y., Faegre Baker Daniels, Minneapolis, 612-766-7000

LAND USE/ZONING

McCool, Brian S., Fredrikson & Byron, Minneapolis, 612-492-7309

MERGERS & ACQUISITIONS

Hwang, Inchun, Gray Plant Mooty, Minneapolis, 612-632-3310

Irons, Leigh Erin, Fredrikson & Byron, Minneapolis, 612-492-7259

Pederson, Bradley A., Maslon Edelman Borman & Brand, Minneapolis, 612-672-8341

Schildkraut, Ryan, Winthrop & Weinstine, Minneapolis, 612-604-6489

Stewart, Chad A., Lindquist & Vennum, Minneapolis, 612-371-3211

Tatton, Maggie M., Lindquist & Vennum, Minneapolis, 612-371-2465

Ujdur, Douglas G., Briggs and Morgan, Minneapolis, 612-977-8400

NATIVE AMERICAN LAW

Harkins, Aaron J., Faegre Baker Daniels, Minneapolis, 612-766-7442

Stomski Seim, Jessie, Hogen Adams, St. Paul, 651-842-9106

PERSONAL INJURY GENERAL: DEFENSE

Breza, Vincent I., LaBore Giuliani & Viltoft, Hopkins, 952-933-3371

Oelrich, Eric S., Rajkowski Hansmeier, St. Cloud, 320-251-1055

Richardson, Jessica C., Stich Angell Kreidler Dodge & Unke, Minneapolis, 612-305-4531

PERSONAL INJURY GENERAL: PLAINTIFF

Aase, William J., Aase Law Firm, Maplewood, 651-209-6884

Bellig, Daniel J., Farrish Johnson Law Office, Mankato, 507-625-2525

Carey, Shannon, Sieben Grose Von Holtum & Carey, Minneapolis, 612-333-9712

Chronic, II, George E. (Jed), Maschka Riedy & Ries, Mankato, 507-625-6600

Clemmer, Neil G., Dovolav & Vande Vegte, St. Paul, 651-488-2430

Davick, Andrew L., Meshbesh & Spence, Rochester, 507-280-8090

Deery Stennes, Stacy, Conlin Law Firm, Minneapolis, 952-252-0490

Eken, Aaron, McEllistrem Fargione Landy Rorvig & Eken, Minneapolis, 952-544-5501

Eyberg, Jason M., Sieben Grose Von Holtum & Carey, Minneapolis, 612-333-4500

Finnegan, Michael G., Jeff Anderson & Associates, St. Paul, 651-227-9990

Gatto, Marcus P., Swor & Gatto, St. Paul, 651-454-3600

Houghton, Rick, TSR Injury Law, Bloomington, 952-832-3584

Howland, Grim Daniel, Lindell & Lavoie, Minneapolis, 612-339-8811

Lammers, Michael B., Heimerl & Lammers, Minneapolis, 612-294-2200

Lavoie, Ben, Lindell & Lavoie, Minneapolis, 612-339-8811

Lawrence, Courtney A., Schwebel Goetz & Sieben, Minneapolis, 612-344-0417

Maxwell, Nicholas J., Maschka Riedy & Ries, Mankato, 507-625-6600

Miller, Michael M., Sieben Grose Von Holtum & Carey, Minneapolis, 612-333-9754

Nelson, Eric Bruce, Fay & Associates, Minneapolis, 612-333-6900

Nelson, Oliver E., Magna Faw Firm, Mineapolis, 612-767-1871

Odegaard, Sarah, Jeff Anderson & Associates, St. Paul, 651-227-9990

Palmer, Eric M., Palmer Law Firm, Roseville, 651-633-9367

Pederson, Jason D., Fuller Wallner Cayko Pederson & Huseby, Bemidji, 218-751-2221

Peterson, Andrew R., Cope & Peterson, Virginia, 218-749-4470

Puklich, Jonathan P.K., Meyer Puklich Merriam & Johnson, Eden Prairie, 952-249-0111

Rahimi, Kara, Kosieradzki Smith Law Firm, Plymouth, 763-746-7800

Rather, Ashley E., Walsh & Gaertner, St. Paul, 651-228-9968

Reitan, Benjamin L., Reitan Law Office, Chaska, 952-448-2800

Rorvig, Andrew J., McEllistrem Fargione Landy Rorvig & Eken, Minneapolis, 952-544-5501

Sayler, Joseph M., Sieben Polk, Hastings, 651-437-3148

Sieben, Alicia N., Schwebel Goetz & Sieben, Minneapolis, 612-344-0410

Spaulding, Pamela J., Meshbesh & Spence, Minneapolis, 612-339-9121

Spiten, John Michael, Walsh & Gaertner, St. Paul, 651-228-9968

Steinbrink, Matthew E., Sieben Grose Von Holtum & Carey, Minneapolis, 612-333-9733

Tobin, Conor E., Tobin Law Office, St. Paul, 651-270-3134

Willer, Erik D., TSR Injury Law, Bloomington, 952-832-3592

PERSONAL INJURY MEDICAL MALPRACTICE: DEFENSE

Frantzen, Matthew S., Gislason & Hunter, Minneapolis, 763-225-6000

McAlpine, James S., Quinlivan & Hughes, St. Cloud, 320-258-7855

Nelson, Angela M., Gislason & Hunter, Minneapolis, 763-225-6000

Waterworth, Jennifer M., Gislason & Hunter, Minneapolis, 763-225-6000

PERSONAL INJURY MEDICAL MALPRACTICE: PLAINTIFF

Tuchscherer, Joshua M., Sieben Polk, Hastings, 651-304-3245

Vaughn, Brandon E., Robins Kaplan Miller & Ciresi, Minneapolis, 612-349-8500

Wendland, Melissa Milbert, Robins Kaplan Miller & Ciresi, Minneapolis, 612-349-8500

PERSONAL INJURY PRODUCTS: DEFENSE

Ahlin-Halverson, Catherine H., Maslon Edelman Borman & Brand, Minneapolis, 612-672-8314

Browning, Bryan R., Bassford Remele, Minneapolis, 612-333-3000

Carey, Michael R., Bowman and Brooke, Minneapolis, 612-339-8682

Carrigan, Timothy J., Arthur Chapman Kettering Smetak & Pikala, Minneapolis, 612-339-3500

Given, Molly Jean, Bowman and Brooke, Minneapolis, 612-339-8682

Johnson, Benjamin C., Nilan Johnson Lewis, Minneapolis, 612-305-7693

Kain, Christine R. M., Faegre Baker Daniels, Minneapolis, 612-766-7000

Koopmann, Barry J., Bowman and Brooke, Minneapolis, 612-672-3289

Marcusen, Nathan J., Bowman and Brooke, Minneapolis, 612-672-3282

Narotzky, Nicole E., Maslon Edelman Borman & Brand, Minneapolis, 612-672-8373

Neubauer, Heather H., Meagher & Geer, Minneapolis, 612-371-1308

Petosky, Anna, Maslon Edelman Borman & Brand, Minneapolis, 612-672-8375

Rome, Emily M., Maslon Edelman Borman & Brand, Minneapolis, 612-672-8308

Sorenson Brotten, Elizabeth M., Foley & Mansfield, Minneapolis, 612-338-8788

Stull, Melissa R., Soule & Stull, Minneapolis, 612-353-6457

Sveen, Andrew J., Nilan Johnson Lewis, Minneapolis, 612-305-7513

Winebrenner, M. Joseph, Faegre Baker Daniels, Minneapolis, 612-766-7000

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Osterholm, Ryan, Pritzker Olsen, Minneapolis, 612-338-0202

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Ivanca, Corinne, Burke & Thomas, St. Paul, 651-490-1808

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Sims, Valerie, Lommen Abdo, Minneapolis, 612-336-9318

REAL ESTATE

Andreasen, Creig L., Messerli & Kramer, Minneapolis, 612-672-3663

Berg, Jeremy M., Berens Rodenberg & O'Connor, New Ulm, 507-233-3900

Christensen, Carl E., Christensen Law Office, Minneapolis, 612-823-4427

CARL E. CHRISTENSEN
CHRISTENSEN LAW OFFICE PLLC
Minneapolis • 612-823-4427
www.clawoffice.com

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Doherty, Matthew, Brutlag Hartmann & Trucke, Minneapolis, 763-222-2507

MATTHEW DOHERTY
BRUTLAG, HARTMANN & TRUCKE, P.A.
Minneapolis • 763-222-2507
www.brutlaw.com

Drewes, Jonathan L.R., Drewes Law, Minneapolis, 612-285-3051

JONATHAN L.R. DREWES
DREWES LAW PLLC
Minneapolis • 612-285-3051
www.dreweslaw.com

Eaton, Dan, Christensen Law Office, Minneapolis, 612-823-4016
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DAN EATON
CHRISTENSEN LAW OFFICE PLLC
Minneapolis • 612-823-4016
www.clawoffice.com

AMY L. COURT
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800 Nicollet Mall
Suite 2600
Minneapolis, MN 55402
Tel: 612-752-1919
Fax: 612-339-2386
alc@mcgrannshea.com
www.mcgrannshea.com



EMPLOYEE BENEFITS
GENERAL LITIGATION

Amy L. Court practices in the area of civil litigation, focusing primarily on employee benefit litigation and ERISA litigation. Ms. Court represents and counsels trustees of multi-employer fringe benefit plans in matters relating to the enforcement of the contribution and related obligations in collective bargaining agreements and trust agreements, subrogation, and withdrawal liability. In addition Ms. Court defends benefit plan trustees in claims for the wrongful denial of benefits. Ms. Court is a graduate of the University of St. Thomas and William Mitchell College of Law.

NICHOLAS A. FURIA
LAW OFFICES OF
NICHOLAS A. FURIA, PLLC

120 South Sixth Street
Suite 1720
Minneapolis, MN 55402
Tel: 952-960-2820
Fax: 952-960-2815
nick@nfurialaw.com
www.nfurialaw.com



TAX
REAL ESTATE

Nick's practice is devoted exclusively to property tax appeals involving commercial property, including retail, office, and industrial buildings. Nick consistently obtains substantial reductions in real estate taxes for his clients, which include Fortune 100 companies, REITs, local businesses, and investors. Nick is a past Chairman of the Minnesota State Bar Association's Tax Council and is the current chairman of the IPT's Property Tax Symposium Committee. Nick has twice co-authored the Minnesota Shopping Center Association's Retail *Real Estate Report* and frequently lectures on the topics of property taxes and property valuation to appraisers, attorneys, real estate brokers, property managers, and corporate tax professionals.

Eid, Christine L., Stinson Leonard Street, Minneapolis, 612-335-7093

Erb, Timothy D., Barna Guzy & Steffen, Minneapolis, 763-783-5126

Fox, Gina, Stinson Leonard Street, Minneapolis, 612-335-1500
Govze, Amanda M., Shapiro & Zielke, Burnsville, 952-831-4060

Heeren, Baiers C., Swanson and Heeren, Grand Marais, 218-387-2902

Jones, Jeffrey W., Fabyanske Westra Hart & Thomson, Minneapolis, 612-359-7600

Kelly, Cameron Royal, Cameron Kelly Law, Stillwater, 651-705-6277

Kirscher, Bradley, Kirscher Law Firm, Roseville, 651-209-8440
Kreun, Michael E., Beisel & Dunlevy, Minneapolis, 612-436-0118

MICHAEL E. KREUN
BEISEL & DUNLEVY, P.A.
Minneapolis • 612-436-0118
www.bdmnlaw.com

Mendez, Nigel H., Carlson & Associates, Vadnais Heights, 651-287-8640

Nagorski, Julie N., Larkin Hoffman Daly & Lindgren, Minneapolis, 952-835-3800

DAN EATON
CHRISTENSEN
LAW OFFICE PLLC

800 Washington Avenue North
Suite 704
Minneapolis, MN 55401
Tel: 612-823-4016
Fax: 612-823-4777
dan@clawoffice.com
www.clawoffice.com



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BUSINESS/CORPORATE
BANKRUPTCY: CONSUMER

Dan's goal with every client is to provide efficient and effective representation. To achieve this he takes the time necessary to truly understand his clients' concerns and objectives. Dan counsels businesses and individuals in real estate, bankruptcy, and business matters. He strikes a balance in his practice between representing clients in transactions and civil litigation. His transactional practice includes business formations, asset sales, commercial or residential real estate sales, and serving as outside general counsel for small businesses. His litigation practice includes representing plaintiffs or defendants in disputes over real estate sales, financing, and construction. A strong advocate, Dan has obtained several favorable judgments representing plaintiffs in cases of real estate fraud. Dan is a Rule 114 qualified neutral.

ELIZABETH JUELICH
KRUEGER & JUELICH, PLLC

601 Carlson Parkway
Suite 1050
Minnetonka, MN 55305
Tel: 952-373-8564
Fax: 952-373-8594
ejuelich@kruegerjuelichlaw.com
www.kruegerjuelichlaw.com



FAMILY LAW
ESTATE PLANNING & PROBATE

Elizabeth Juelich is a partner at Krueger & Juelich, PLLC in Minnetonka, Minnesota. She focuses her practice on family law and estate planning, advocating on behalf of clients to protect their assets and to represent their children's best interests. Ms. Juelich's family law practice includes spousal maintenance, executive compensation, complex property division, child support, custody, and parenting time. Believing clients are often happier with the outcome when they are actively engaged in settlement negotiations, she encourages client participation throughout the process. She advocates strongly in court, mediations, and settlement conferences and ensures that her clients understand the cost/benefit analysis of specific actions.

Partridge, Wyatt S., Foley & Mansfield, Minneapolis, 612-338-8788

Scott, Jeffrey A., Heley Duncan & Melander, Minneapolis, 952-841-0212

Seim, Dehlia C.J., Fryberger Buchanan Smith & Frederick, Duluth, 218-722-0861

Snow, Christina M., Wilford Geske & Cook, Woodbury, 651-209-3300

Snyder, Brent C., Snyder & Brandt, Minneapolis, 612-787-3102

BRENT C. SNYDER
SNYDER & BRANDT, P.A.
Minneapolis • 612-787-3102
www.snyderattorneys.com

Taurinkas, Brian J., Taurinkas Law Firm, South St. Paul, 651-451-9743

Tomizuka, Lica, Faegre Baker Daniels, Minneapolis, 612-766-7092

Van Dyk, Daniel J., Briggs and Morgan, Minneapolis, 612-977-8756

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Walz, Natalie R., Thomsen & Nybeck, Bloomington, 952-835-7000

Woessner, Angela M., Barna Guzy & Steffen, Minneapolis, 763-783-5119

Zach, Sarah, Lindquist & Vennum, Minneapolis, 612-371-6239

SECURITIES & CORPORATE FINANCE

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Radloff, Jill R., Stinson Leonard Street, Minneapolis, 612-335-7119

SECURITIES LITIGATION

Grgurich, Christopher A., Lindquist & Vennum, Minneapolis, 612-371-3543

Tchida, Bryant D., Stinson Leonard Street, Minneapolis, 612-335-1840

Young, David L., Barnes & Thornburg, Minneapolis, 612-333-2111

Zamansky, Rory D., Zelle Hofmann Voelbel & Mason, Minneapolis, 612-339-2020

STATE, LOCAL & MUNICIPAL

Gates, David B., LeVander Gillen & Miller, St. Paul, 651-451-1831

Gaughan, Mark F., Erickson Bell Beckman & Quinn, Roseville, 651-223-4999

Nason, Bridget McCauley, LeVander Gillen & Miller, St. Paul, 651-451-1831

Porter, Jerome Michael, Grannis & Hauge, Eagan, 651-456-9000

Sonsalla, Sarah, Kennedy & Graven, Minneapolis, 612-337-9284

TAX

Furia, Nicholas A., Law Offices of Nicholas A. Furia, Minneapolis, 952-960-2820 Pg. S-30

NICHOLAS A. FURIA
LAW OFFICES OF NICHOLAS A. FURIA, PLLC
Minneapolis • 952-960-2820
www.nfurialaw.com

TRANSPORTATION/MARITIME

Holman, Eric E., Sweeney & Masterson, St. Paul, 651-223-8000

WORKERS' COMPENSATION

Courtney, Ryan J., Fitch Johnson Larson & Held, Minneapolis, 612-332-1023

Cragg, Lucas V., Teplinsky Law Goup, Minneapolis, 612-465-0320

Delger, Brad M., Aafedt Forde Gray Monson & Hager, Minneapolis, 612-339-8965

Fitzgerald, Jennifer M., Cousineau McGuire, Minneapolis, 952-525-6948

Furth, Amanda M., Osterbauer Law Firm, Minneapolis, 612-334-3434

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Heimerl, Benjamin J., Heimerl & Lammers, Minneapolis, 612-294-2200

Teel, Whitney L., Cousineau McGuire, Minneapolis, 952-525-6940



Don't Commit Best Practicide

Fortune 500 consultant Cecily Sommers gives advice to arts administrators.

This year's Dance USA conference was held in Minneapolis in mid-June, and Cecily Sommers, a futurist and business consultant, gave the opening address. Sommers is more likely to work with Fortune 500 heavyweights than ballet and modern dance companies, so I asked her what she told the audience of several hundred dancers and arts administrators.

Sarah Lutman: What differences in the sectors are you thinking about?

Cecily Sommers: The opportunities and issues are identical. Change affects all of us. We have to think through the implications and figure out where our potential intersects with the future's potential.

The future is created in our imaginations. People need to engage those parts of their minds that help them build constructive images of the future based on real knowledge of what we believe about future potentials.

The big change that is affecting everyone—what we call “the new normal”—is intense volatility. There is no there to get to, there is no stability to return to or to seek. Businesses and nonprofits have to discover how to make dynamism an organizing way of being, to make their thinking and responsiveness as dynamic as the environment we live in. That's the key to maintaining resilience and relevance.

SL: What keeps the nonprofit sector from being more dynamic?

CS: Revenue structure is the biggest one. The traditional revenue sources are slow and change-resistant. There's been almost no fast money. That is one of the reasons we've seen such a flurry of micro-financing like Kickstarter. We are creating new ways for money to flow faster.

Foundations are in a perfect position to choose to redesign their funding model—and to say not only can we, [but] we must, given the environment. But it's one thing to understand things intellectually, and another for people to lead the needed change. There is great talk about innovation and entrepreneurialism. Yet when it comes to making a commitment to making

change, it's very hard. When I untie the question “Why is that?” truly, people don't know how.

That's why envisioning the future is so important. Change board meetings so they inspire and educate board members. Create engagements and interactions, things that will excite the imagination, like field trips and learning retreats. Once people can hear and see new ideas, they can see how change gets done.

SL: How does your early training as a dancer inform this?

CS: How artists navigate change is from the inside, from the internal urge. It tells them who they are and what they do and where to create and generate from. That practice, that discipline, is something that can be taught. It should be part of the equation in all organizational thinking.

SL: Do you find that business pundits talking about change management give advice that sounds like the structure of artistic discipline?

CS: Yes, they are straight out of artistic discipline. Athletes have it too—anything you have to stay with over a long period of time, and to develop yourself over the course of the pursuit.

To advance your technique as a dancer, you have figure out how to go inside your body and to find the feeling, and then figure out how to engage it. Like any discipline—a swimmer would say the same—you have to conceive it first before you can actually do it.

It is a practice—that's why it's called practice. When we go back to organizations, you can practice change. This is an important distinction for a lot of people. For example, the idea that some people don't have courage is wrong. Some people are [just] more practiced at courage. And that's all it takes, the ability to practice. Every day do what you can.



Where so many organizations hide is in best practices. These practices are needed when you get to execution, but they kill the discovery of anything new in strategy and innovation. So when people are faced with, “What are we going to do?” their default is to ask, “What are best practices in this area?” This is a killer.”

—Cecily Sommers, Fortune 500 consultant

SL: So what are the themes for nonprofit organizations?

CS: Nonprofits [sometimes] have the attitude that by excelling at business they are going to damage the mission because it is commodified. But in fact, business offers a way to empower what you want to bring into the world. It's another set of disciplines and tools. You have to study it, feel empowered by it, be highly responsible and curious about that part of your pursuit. You have to love it and see it creatively.

SL: And the pitfalls?

CS: Where so many organizations hide is in best practices. These practices are needed when you get to execution, but they kill the discovery of anything new in strategy and innovation. So when people are faced with, “What are we going to do?” their default is to ask, “What are best practices in this area?” This is a killer. I call it “best practi-

cide.” Instead, [the idea that] needs to be entertained [is what] are the best questions.

SL: A final word?

CS: The principles are the same whether it's a food bank, a ballet company, a university or a corporation. Inquire constantly: How is the world changing? In what form do we need to deliver our service or product? Our stewardship is to understand how conditions are changing and then change with them.

Nonprofit agendas tend to be fixed. Yes, their purpose will be fixed, but how they operationalize that purpose has to change with changing conditions. This is a discipline, and you need to fall in love with it. **TCB**

Sarah Lutman is a St. Paul-based independent consultant and writer for clients in the cultural, media and philanthropic sectors



Go on Medicare at 65? Maybe; Maybe Not.

Employers and employees express different expectations for the future of private retiree health coverage.

*"Will you still need me,
will you still feed me,
when I'm 64?" —The Beatles*

I haven't thought much about retiree health benefits. Mostly it's because I haven't thought much about retirement. I like what I do, and I'm years away from being in the same area code as age 65. It's also because it really didn't register to me that there was such a thing as "retiree health benefits." My default thinking was that you work until you retire at age 65, and then you transition from employer-based health coverage to Medicare.

As it turns out, by one count there are more than 17 million people out there (presumably non-journalists) who have the financial means to voluntarily retire early and stay on their companies' health plans, and others, who, when they do retire, buy additional health insurance through their former employers to supplement their Medicare benefits.

In a recent report, the Congressional Budget Office (CBO) said 156 million people in the United States are getting their health insurance this year through their employer. That number would increase by 6.5 percent to 166 million by 2024, if it weren't for the influence of the Patient Protection and Affordable Care Act (ACA), according to the report (1.usa.gov/1iiqGpk).

But because of the ACA, which requires employers with 50 or more employees to provide health benefits to workers starting in 2015, the projected 166 million by 2024 will actually be more like 159 million, or 7 million fewer. That's because more workers will be getting their health insurance through state health insurance exchanges, either by choice (it's cheaper for the employee) or by necessity (it's cheaper for the employer).

Driving the drop in the number of people with employer-based health insur-

ance is the number of nonelderly retirees who will lose the coverage provided by their employers. Per the CBO: "More employers than previously thought will decide not to offer retiree coverage under the ACA—both because of the availability of the exchanges and other new sources of coverage, and because they face no penalty for declining to offer coverage to retirees."

Luckily, not many early retirees routinely read CBO reports, because if they did, they would be hopping mad. Some 78 percent of employees age 50 or older cited economic security in retirement as their top concern, according to a recent survey of more than

spondents who said they were satisfied with their health coverage dropped to 59 percent in 2013 from 64 percent in 2010.

So what's an employer to do? On one hand, the ACA makes it easier for companies to get out of the retiree health benefits business and wipe a big expense off their books. On the other hand, companies have a legion of elderly workers who were promised and expect to be taken care of health-wise after they leave the workplace.

A 28-page report released by the Henry J. Kaiser Family Foundation offers some suggestions for employers (bit.ly/1k1ocOD). Among them:

- ▶ Providing retirees with a defined contribution, or lump sum, that they can use to buy coverage from the new state health insurance exchanges.
- ▶ Increasing the cost of employer-based coverage to such a level that it would be cheaper for retirees to buy coverage from the new state health insurance exchanges.
- ▶ Offering group coverage to retirees through the growing number of private health insurance exchanges.
- ▶ Raising co-pays and deductibles for prescription drug coverage available through supplemental Medicare health plans.

When I turn 64 in 2024, I hope you still need me, and, at the very least, I hope you will feed me. But I'm not expecting any

private employer-based health insurance if I'm retired.

Is your company doing something creative to manage the cost of retiree health benefits? Tell us, and we'll write about it in a future column. Email me at dburda@msp-c.com.

Short take

The days of businesses pleading ignorance of the employer requirements of the Patient Protection and Affordable Care Act are numbered. Some 69 percent of 303 companies surveyed by the Transamerica Center for Health Studies, a Los Angeles-based health research organization affiliated with Transamerica Life Insurance Co., say they consider themselves "very informed" about the ACA and how it affects them and their employees (bit.ly/RxZTLx). That's up from only 37 percent from a similar poll of companies conducted in 2013. Even when broken down by company size, most employers are becoming ACA-savvy. Some 56 percent of businesses with fewer than 50 employees described themselves as "very informed," compared with 59 percent for those with 50 to 99 employees and 82 percent for those with 100 or more employees.

Update

In June's column (bit.ly/1hv01ma), we discussed the health care cost upside for employers that enter bundled payment arrangements directly with hospitals and doctors. Under these arrangements, employers pay a fixed fee to a health care provider for an all-inclusive package of health care services related to a medical procedure such as knee replacement surgery. We said an increasing number of providers will be offering bundled payment deals to employers, and we were right. A poll of 140 hospitals, health systems and large physician practices by KPMG, the tax, audit and consulting firm, found that 44 percent have bundled payment options in place. That's up from 38 percent in October 2013. KPMG said it expects that percentage to grow. **TCB**

David Burda (twitter.com/davidrburda, dburda@msp-c.com) is editorial director, health care strategies, for MSP-C, where he serves as the chief health care content strategist and health care subject matter expert.

WHERE 285 MILLION NONELDERLY AMERICANS WILL GET HEALTH INSURANCE IN 2024*

Insurance Source	Number of Americans
Employment-based	159
Medicaid and CHIP	48
Uninsured	31
State insurance exchanges	25
Nongroup and other	22

* Assumes Patient Protection and Affordable Care Act will be in effect.

SOURCE: CONGRESSIONAL BUDGET OFFICE

5,000 full-time employees conducted by Towers Watson, the New York-based benefits consulting firm (bit.ly/1tntmnW). Central to that economic security is the availability of retiree health benefits.

Specifically, employees want retiree health benefits but are less willing to pay for them, particularly because they think they're already getting less for their money.

The percentage of respondents who said they would be willing to have more withheld from their paychecks now to ensure access to health benefits later dropped from 54 percent in 2010 to 42 percent in 2013.

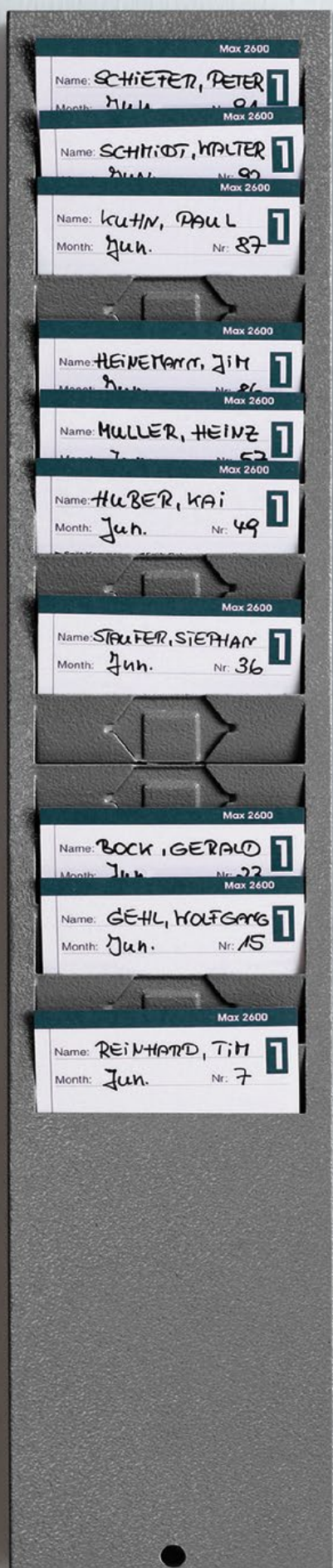
At the same time, the percentage of re-

RETIREE HEALTH BENEFITS AT A GLANCE

- ▶ **28%** of employers with 200 or more workers offer retiree health benefits.
- ▶ **5%** of employers with fewer than 200 workers offer retiree health benefits.
- ▶ **61%** of the large employers that offer retiree health benefits are public employers.
- ▶ **24%** of the large firms that offer retiree health benefits are private for-profit employers.
- ▶ **90%** of the large firms that offer retiree health benefits offer them to retirees under age 65 or older.
- ▶ **67%** of the large firms that offer retiree health benefits offer them to Medicare age retirees.

Note: All figures from 2013.

SOURCE: KAISER FAMILY FOUNDATION



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What Will Your Legacy Be?

Becoming a purposeful leader requires knowing your identity.

wish I had done more.” These six words have replayed in my mind since I heard them spoken by Joe Ehrmann, a former Syracuse University football All-American and team captain with the Baltimore Colts, who was also featured as “the most important coach in America” by *Parade* magazine in 2004. Ehrmann was in the Twin Cities to conduct an “InSideOut Coaching” clinic based on his national best-seller. He spoke to over 500 business leaders and Minnesota high school and college coaches to encourage people in leadership positions to become more purposeful and build lasting legacies. I had the opportunity to engage him in some mind-stretching conversation about purpose, identity and legacy.

One negative example he cited was Penn State’s debacle. Coach Joe Paterno has been quoted as saying “I wish I had done more” to stop sexual abuse of boys by his defensive coordinator Jerry Sandusky. Ehrmann’s take is that Paterno probably believed his coaching role was a transactional one—teaching student athletes the Xs and Os to win games—rather than a transformational role that teaches young people the “Ys” in life and sport, and equips them with the values and moral courage to win at life. Rather than leaving a lasting legacy of boys who become men of empathy and integrity who will lead, be responsible and change the world for good, he said those Penn State coaches thought their purpose was to “win games at all costs.”

Ehrmann’s clinic forces participants to look inside themselves and articulate their purpose in coaching and/or leading businesses. He encouraged us to reflect on childhood memories of activities that brought us great joy, at an age before the world taught us what we should be or think or how we should behave.

The exercise made me realize that one of my fondest childhood memories was of fixing broken things. My dad was a traveling salesman and sometimes gone for a couple weeks at a time, and not always available to make repairs. So, as the eldest son, the



task fell on my shoulders. When the garage door wouldn’t close or the lawn mower didn’t work, for instance, I would do my best to fix them. Most times, I could figure it out, with much pride. When I couldn’t do it myself, I called my grandfather, who would come over with his old toolbox full of wooden-handled hammers, screwdrivers and other tools, to teach me what to do. This memory made me realize that my life’s purpose was grounded in fixing things, and is probably a driver of my career in business restructurings and turnarounds.

Another childhood memory is not so joyful—report cards. Teachers would write that I didn’t pay attention or daydreamed too often in class. Well, why pay attention to history lessons about the past when you can think about the way things should or could be? Many years later I realized that



Harvard Business Review research found that less than 20 percent of leaders have a strong sense of their own individual purpose.

my “daydreaming” was also a cornerstone of my life’s purpose. I learned that it is actually a unique gift of “intuition,” which over the years has allowed me to counsel organizations on overcoming critical challenges or capitalizing on unique opportunities.



Most times, I could figure it out. . . . When I couldn’t do it myself, I called my grandfather, who would come over with his old toolbox full of wooden-handled hammers, screwdrivers and other tools, to teach me what to do.

To avoid saying we wish we had done more, we must live with a purpose built on helping others. When my time is done on this Earth, I don’t think that people will remember or care about the size of my firm, my bank accounts or my homes or cars; rather, I hope people will say that I was generous. I hope they will say I gave back to people and the community with my time and money to help others achieve their dreams and ideals. I believe what George Bernard Shaw wrote: “Life is not about finding yourself. It’s about creating yourself.”

In his book *All Pro Wisdom—The 7 Choices That Lead to Greatness*, former Minnesota Viking star Matt Birk makes the point that we will either establish our own identity, or someone else will do it for us.

A recent *Harvard Business Review* article (“From Purpose to Impact: Figure out your passion and put it to work,” May 2014) reported that less than 20 percent of leaders have a strong sense of their own individual purpose. Now, to be clear, an individual purpose statement is much different from a business mission statement.

A purpose statement describes why you do what you do; it is specific and personal and is about who you are, not who you want to become or think you should be. It can’t be too aspirational, like “promote world peace,” or too jargon-filled, like “empower my team to achieve the necessary outcomes and master new drivers in our market.” Rather, it should be a concise, declarative statement of purpose that defines your values and keeps you going during

tough times. In Birk’s book, he challenges readers to consider: What are you about, what do you want to be about and what do you want to stand for? He challenges people to think about what the ideal “you” would look like. Is that the person you see when you look in the mirror?

Joe Ehrmann described his journey to find his purpose, beginning with the death of his brother. Dealing with the grief made him realize how “sports could transcend the playing field,” and led him to find something bigger than himself in sports. That helped him define his purpose statement: “I coach to help boys become men of empathy and integrity who will lead, be responsible and change the world for good. Every practice, drill and game are designed to help fulfill that purpose.”

Business leaders are coaches as well, and can become truly great leaders when they understand that success isn’t about transactions, it’s about equipping the people you are coaching with the tools they need to win at life. It’s about having a purpose greater than the business right in front of you; it’s about leaving a lasting legacy. As Mark Twain said, “The two most important days in your life are the day you are born and the day you find out why.” **TCB**

Mark W. Sheffert (mark@manchestercompanies.com) is founder, chairman and CEO of Manchester Companies, Inc., a Minneapolis-based performance improvement, board governance, and litigation advisory firm.



A Greener Dream

If it can unlock the potential from its timber, the Iron Range could become a center for biochemical production.

You've probably never heard of levulinic acid. But it could become one of the building blocks of modern life, for use in plastics and cleaning products, just to name two applications. Northern Minnesota potentially has an abundance of the base material that could yield the stuff.

That potential has led Atul Thakrar, president and CEO of Golden Valley-based Segetis, to the Iron Range. Another attraction is the \$21.2 million that the Iron Range Resources and Rehabilitation Board (IRRRB) is chipping in for a Segetis biochemical plant in the Northland.

Seven years ago, Thakrar joined Segetis to produce "green" alternatives to petroleum-based chemicals. Over several years, Segetis has raised primarily venture-based equity—including \$25 million in 2012—to utilize proprietary technology that converts biomass to levulinic acid and its derivatives, for use in flexible plastic products, cleaning products and other consumer goods.

The company's current customers include two cleaning-products businesses, Method Products and Seventh Generation. In late April, Segetis announced it would build a commercial-scale plant in Hoyt Lakes. Construction could begin next year.

Based on market studies, there is an opportunity for a \$50 billion-plus market that may find use for levulinic acid, Thakrar says. "The key, of course, is to get it started. The larger the scale, the more cost-effective this material will be."

Currently, Segetis extracts levulinic acid from corn sugars. But there's another potential source of levulinic acid—cellulosic sugars from trees, like those in abundance in northern Minnesota.

The state of Minnesota has available about 5 million cords of "sustainable harvest" timber per year. Most of Minnesota's timber has been used for making paper or

for specialized products such as oriented strand board used in construction. The decline in paper usage in the digital age and the recessionary slowdown in homebuilding has left many more trees standing. In the past few years, Minnesota's timber harvest has been around 2.3 million cords.

"We are greatly underutilizing our wood assets," notes Don Fossnacht, director of the Center for Applied Research and Technology Development at the University of Minnesota Duluth's Natural Resources Research Institute (NRRI). "So this plant would have ample wood resources that [Segetis] could go after." Those species could include the aspen, birch and pine that the paper mills once used, and underused species such as tamarack and red pine.

BIOGENIC TITLE?

Segetis isn't the only Minnesota company working with northern trees for industrial purposes.

Circle Pines-based Biogenic Reagents has begun taking biomass, primarily from timber, to produce carbon products for use in emissions control, iron and metals production, and energy generation. It now has a plant making ultra-absorptive carbon for air and water purification in Michigan's Upper Peninsula. The company obtained \$9.5 million in financing last year.

Wood has three main components—cellulose, hemicellulose and lignin. Lignin holds everything together, Fossnacht says. "You need techniques that basically split those things apart so that you can get to the cellulose, so that you can get to the sugars."

One problem:

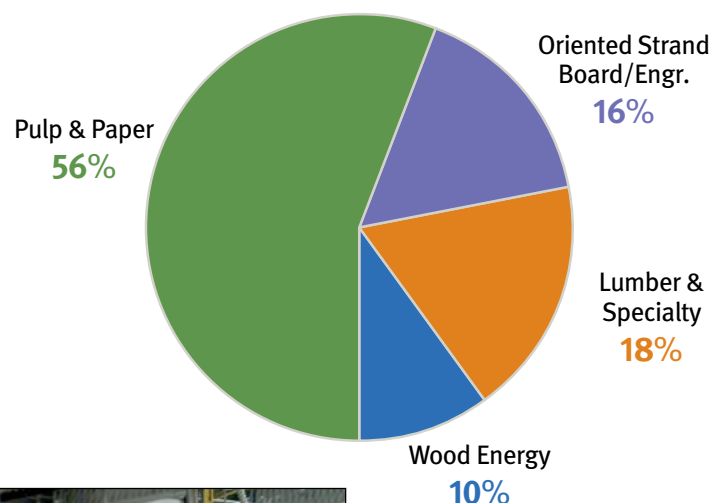
There's as yet no technology that can pull out the cellulosic sugars needed to make levulinic acid. Corn sugars are plentiful. There are a number of efforts underway to unlock the cellulose from timber. Scientists worldwide are experimenting with possible techniques. The NRRI is focusing on heat treatments that would change the structure of the wood to more easily break apart its components.

"I don't know who's the most advanced," Fossnacht says. But developing a process to liberate cellulose from trees is "a key factor in us being able to use our forest resources in a manner that could lead to very interesting developments for that Hoyt Lakes facility."

Segetis itself isn't involved in developing a process for obtaining cellulosic sugars. But Thakrar hopes that if a successful, scalable method arises, a company built on the method would locate near its Hoyt Lakes plant.

ESTIMATED WOOD USE FROM MINNESOTA TIMBER

Harvest by Primary Industry Sector 2010
Total Harvest = 2.81 million cords



SOURCE: MINNESOTA DNR



Atul Thakrar, Segetis CEO

That's the IRRRB's hope, too. "We as a region have been assessing what our strengths are to do value-added natural resources economic development," IRRRB Commissioner Tony Sertich says. "Early on, doing that assessment, we knew that our wood basket [the amount of available timber] was such an asset that we looked at where investments would be." After "a long courtship of three or four years," he adds, the IRRRB was able to lure Segetis to Hoyt Lakes.

"I believe it's just one company that would be in a cluster using our wood basket for value-added [products]," Sertich says. Thakrar sees a cellulosic sugar facility as part of that industrial infrastructure. The proximity of Hoyt Lakes to Duluth-Superior, a port as well as a rail center, "would provide the ability to transport things out in a cost-effective way all over the world," which could help form the basis of this

biochemical cluster, Thakrar says.

But Thakrar also acknowledges the Hoyt Lakes plant and a bio-based chemical industry to support it is "a work in progress." Much remains uncertain, particularly how soon cellulosic sugars might be available. The market for green chemistry also needs to grow. Thakrar knows about the importance of scale, given his background in the oil and gas industry and the chemical sector. "The larger the plant, the larger the scale, the more economics you get and the lower the cost," he notes. "The lower the cost, the more the market gets excited about finding uses for it."

Much of the interest on the Iron Range about the Segetis plant stems from the fact that it has nothing to do with iron. Though the taconite industry expects a good year, unemployment on the Range remains stubborn. And with the timber sector in the doldrums, a sustainable new industry is worth dreaming about, and pursuing. That's despite the risks and uncertainties ahead. As Thakrar describes it: "This is a journey." **TCB**

Gene Rebeck is TCB's northern Minnesota correspondent.



In the Heart of Minnesota

To: Omar Ishrak
CEO, Medtronic
710 Medtronic Parkway
Fridley, MN 55432-5604 (for now)

Dear Mr. Ishrak:

Millions of people worldwide have a special place in their hearts for Minnesota. That's probably because millions of people worldwide have a physical piece of Minnesota in their heart—a Medtronic device. Until now, those devices started out in Minnesota, as did Medtronic. Medtronic was formed in a garage in northeast Minneapolis in 1949. The company has grown to the point where you can now announce that Medtronic will acquire Covidien, a maker of hospital and medical supplies, for \$42.9 billion.

Irish eyes are smiling because Covidien, although run out of its headquarters in Mansfield, Massachusetts, is legally incorporated in Dublin, Ireland. That company is itself the result of a spinoff from Tyco, which originally sought to avoid United States taxation by reincorporating in Bermuda. And by the same token, much of the Medtronic-Covidien deal is being driven by tax strategies.

Dublin, Ireland, most famous for its Guinness brewery (actually located in Dublin), is now becoming famous for a new accountants' brew, "tax inversion." The basic way this works is that a United States company, trying to avoid corporate tax rates of 35 percent, reincorporates and establishes its "headquarters" in a tax-friendly jurisdiction such as Ireland (12.5 percent tax rate). United States tax law allows a corporation to keep profits it earns outside of the United States, but taxes those profits at the U.S. rate (35%) when they are returned or "repatriated" to the United States. Needless to say, there are a lot of profit expats living outside the United States.

In fact, approximately \$2 trillion of expat dollars, according to Bloomberg, are currently heaped up at U.S. companies (through foreign subsidiaries) outside the United States, where they cannot be repatriated without paying a huge tax bill.

Medtronic is not the only U.S. company to engage in this form of tax planning. Pentair, with offices in Golden Valley, has been headquartered in Switzerland following a 2012 merger deal. More recently, Pentair shareholders approved a plan to reincorporate Pentair in Ireland.

Business journalist Allan Sloan has reported that at least 28 United States companies in the Standard & Poor's 500, including such high-profile companies as Sara Lee in Chicago, have shifted their headquarters from the United States to other countries since 2008.

So the Medtronic-Covidien deal is primarily a tax deal. Bill George, former Medtronic CEO, said as much in a *New York Times* interview. And Medtronic said as much in its SEC filing when it disclosed that, if Congress changes the law on these forms of tax schemes, the deal is off. Much political sound and fury—it is an even-numbered year—will be produced by this transaction. Should any of the rest of us care?

Tax experts have said that the idea that Medtronic will now become an Irish company is, to a large degree, an accounting fiction. And we should treat it as fiction. In exactly the same way as we treat, for example, 3M Corp. because it is incorporated in the state of Delaware. Corporations incorporate in Delaware not so much to avoid taxes as to avoid other legal and shareholder costs. And just as we have corporations located elsewhere but living among us, so, too, do we with many people in this state.

Medtronic is not the only entity domiciled elsewhere for tax reasons, yet moving and working among us. Many executives have followed that same course in their personal lives. Some of these part-time residents are called snowbirds. Others are called residents of Naples, Florida. The point is, many people in their personal lives routinely seek out a tax residence in a



“People and corporations both establish complicated, and in many cases, ‘fictional’ headquarters or domiciles entirely for the purpose of reducing taxes. It has always been that way and will always be that way.”

state with much lower taxes than in Minnesota. And this is not simply the case for individuals, but their heirs and their estate plans; many estate plans establish trusts in places like South Dakota or Delaware. So even the houses and personal possessions, to say nothing of bank accounts, that one may think are in Minnesota, in actual fact reside for estate tax purposes somewhere else. It was said during the last campaign that our governor receives money from a trust fund that resides in South Dakota.

People and corporations both establish complicated, and in many cases, “fictional” headquarters or domiciles entirely for the purpose of reducing taxes. It has always been that way and will always be that way.

Thousands of good-paying jobs in Minnesota will not suddenly leave Medtronic headquarters and magically reappear in Dublin, Ireland. And just as that magic will not occur, neither will the magic of a rational corporate tax law appear anytime soon. It is ridiculous to encourage companies to be successful and make money in markets outside the United States and then subject those earnings to extraordinarily high tax rates when the money is brought back into the United States to reinvest in those very companies. Most people in Washington

understand that. A rational solution to that tax problem will emerge in an election year when leprechauns take over Capitol Hill.

This discussion of foreign tax domicile also obscures a more important point. The reason Medtronic is among us is because of our higher education system, our educated workforce and the entrepreneurship that exists in this state. Our tax and fiscal policies should be devoted to increasing those attributes. If, because we are very successful as a state and a people, some of our corporate enterprises purchase large companies in foreign countries, that is a cause for celebration.

So congratulations, Medtronic. You don't have to go to Dublin to hoist a pint of Guinness. **TCB**

Sincerely yours,

Vance K. Opperman
A Fan of Medtronic

Vance K. Opperman (vopperman@keyinvestment.com) is owner and CEO of MSP Communications, which publishes Twin Cities Business.

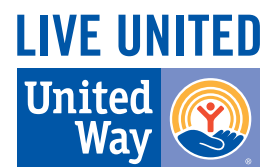
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Pictured, Mark Briol (boxer at left) versus Gary "the Hammer" Holmgren, 2013 Minnesota Boxing Hall of Fame Inductee, fighting in the 1973 Upper Midwest Golden Gloves Championships. Holmgren won by decision and went on to fight for the National Golden Gloves Championship that year, finishing second in the nation. We would personally like to thank Gary Holmgren for allowing us to use his image in these ads.