



SLR Members Business Meeting

October 4, 2025

11:15 AM ET

**Westin Portland Harborview
Winslow Homer**

AGENDA

- I. Call to Order (Meghan Conrad)
- II. Review of Minutes from May 17, 2025 (Conrad) **Attachment A**
- III. SLR Awards (Conrad)
 - a. SLR Referral Award
 - b. SLR Participation Award
 - c. SLR "Peck Fox" President's Award
 - d. Outgoing Board Member Awards
- IV. Marketing Report (Ed Watson)
 - a. Website / Social Media Report **Attachment B**
 - b. Referral Report **Attachment C**
 - c. Regional Meetings
 - d. SGAC
- V. SLR Practice Group Reports (Conrad)
- VI. SLR Membership Report (Derrick Smith)
- VII. SLR Financial Report (Daniel Furman) **Attachment D**
- Financials as of August 31, 2025
- VIII. SLR Upcoming Meeting Locations (Matt McKinney)
 - a. Spring 2026 – May 14-17 – The Waldorf Astoria, Atlanta, GA
 - b. Fall 2026 – September 24 - 27 – AC Hotel Bozeman Downtown, Bozeman, MT
 - c. Future Meeting Locations
- IX. SLR 2025 – 2026 Election (Conrad) **Attachment E**
- X. New Business from the Floor
- XI. Other Business
- XII. Adjourn



SLR Members Business Meeting

May 17, 2025

11:15 AM CT

The Crescent Hotel

Crescent AB

MINUTES

I. Call to Order

Meghan Conrad (ID) called the meeting to order at 10:43 AM CT.

II. Review of Minutes from September 28, 2024 *Attachment A*

A motion was made to approve the minutes from September 28, 2024. The motion was SECONDED and APPROVED.

III. Marketing Report

Meghan officially introduced the “Referral Rockstar” ribbons as a Marketing Committee initiative to recognize individuals who reported more than 5 outbound referrals within the year. Members who qualified have been given the ribbon to wear at the Spring Meeting.

Other Marketing Committee updates included the social media policy, which was updated and approved by the Board of Directors. This will be added to the member materials on the website, along with some wording for client engagement, explaining SLR and how the network can be of service. Additionally, a Terms of Use Policy will be added to the SLR website footer as recommended by legal.

a. Website Report *Attachment B*

Brian Jordan (RI) reviewed the website report. The revised website saw good traffic and increased use over the past year.

b. Social Media Report *Attachment C*

Hannah Webster provided an overview of the social media report and reminded members to engage with SLR on social media, particularly after meetings. There was a recommendation that if you plan to share a post, like and comment on the post first, and then come back to the post and share a day later to help boost SLR’s post first.

c. Referral Report **Attachment D**

Meghan reported that referral tracking this year has increased from previous years, as more firms are sharing the referrals they make. The marketing committee is looking to create some additional guidelines on what constitutes a referral. The guidelines we currently provide share more information on how to record referrals, but there has been a lack of clarity about what constitutes a referral.

d. SLR Member Directory

The membership agreed to share the member directory that included cell numbers to the member area of the website. It was emphasized that sharing your cell number is completely optional. Chris Slagle (OH) recommended that SLR circulates a request for cell numbers to get additional numbers that were not added the first time.

e. Regional Committee Updates

Western – Meghan reported that they were planning regional meeting in Boise, ID. The group is looking at a date in the second week of September 2025.

Southern – Raymond Bell (AL) announced that the Southern region was planning their meeting for Atlanta, GA, August 14-16, 2025.

Northeastern – Brian reported that the group was looking forward to getting together in Portland, ME for the Fall Meeting. The committee discussed regional issues, particularly post-covid deficits and Medicaid cuts.

Midwest – Greg Lestini (OH) announced the group was looking to have a regional meeting in Minneapolis, MN in 2026. The committee discussed various regional issues, particularly water issues.

f. SLR Awards Leaderboard

Hannah reviewed the 2025 referral leaderboard report, and announced the leading firms. The referral award will be given out at the Fall Meeting to the firm with the most outbound referrals reported.

IV. SLR Membership Report

Derrick Smith (AR) reported that the Louisiana and Texas firms have continued membership after primary member changes at the firm last year. Esme Thoman from Butler Snow (TX) attended this meeting but had to depart early. Last year, McGlinchy Stafford (LA) asked for a partial refund on their 2024 member dues, but they paid 2025 member dues. There have been several attempts at outreach, but there has been little to no communication.

Derrick announced that we welcomed two new firms to SLR this year, BCN Strategies from Illinois, and Taggart|Rimes from Mississippi. Both member firms are present at this meeting.

SLR is still seeking members in several states and Puerto Rico. There has been movement with potential firms in Virginia and Tennessee. Wyoming continues to be a challenge to find a good match, but there is continued work and effort to do so.

V. SLR Financial Report **Attachment E**
- Financials as of March 31, 2025

Daniel Furman (CO) reviewed the SLR financial report. Spring Meeting expenses are not yet reflected in expenses to date. Attendance for this meeting was low, so we expect revenue from the meeting will reflect that along with expenses.

Daniel reported that an audit of the 2024 financials was in progress. A draft of the audit will be completed soon.

VI. SLR Fall 2025 Meeting
October 2-5 * Portland, ME

Meghan reported on the planning meeting met this morning. The Maine firm, Soltan Bass LLC is very excited to host. There are plans to host a Lobster bake on Saturday afternoon. The travel to Maine may be tricky, so they recommended planning to arrive early, and booking travel sooner than later.

Erin Murphy shared that there were some clients that could not make it for the Spring Meeting, that have potential to attend the Fall Meeting. We are hopeful this meeting will draw great attendance, including guests and family for the Fall Meeting. The room block information will be shared with members soon so that SLR can decide if we need to add additional rooms to the block. Members are encouraged to book their room early, knowing they can cancel if needed at no cost.

VII. SLR Future Meetings Discussion
a. 2027 National Meeting – Hawaii **Attachment F**

Meghan summarized previous discussions and ideas surrounding a national meeting in Hawaii. The Board discussed at their recent meeting and recommended that the group have the 2027 Spring Meeting in Washington, DC, and a Fall Meeting somewhere central, such as Chicago, IL, in early fall. The Western region could host a “super” regional meeting in Hawaii in late October/early November, and invites would be extended to all members to attend.

The membership had robust discussion about concern for the number of attendees, expectations for three meetings that year, and the proposed meeting dates. There was concern about attendance at the Fall Meeting, as members could likely only attend one meeting, and would need to forego the other.

Sherry Doctorian (MO) suggested only having the 2027 Spring Meeting, and for the fall that year, have two “super” regional meetings. The membership agreed that this idea was worth considering. Erin Murphy will bring the idea to the Board and Site Selection Committee to discuss further and consider the details and finances.

b. Spring Meeting Attendance

Meghan reported that in the past few years, there has been a trend of lower attendance at Spring Meetings than Fall, particularly in odd years. Surveys have indicated that the cause of absence for many members is longer legislative sessions in odd years for some states, and personal conflicts such as graduations during the spring.

Meghan provided an overview of the Board discussion of the issue. They considered options such as changing the date, the length of the meeting, the structure, all of which presented other concerns. The recommendation is that during odd years, we consider having our Spring Meeting in Washington, DC. Members could combine business with the Spring Meeting better, and the location is relatively easy to get to.

Erin noted that there was less concern for low attendance for the 2026 Spring Meeting in Atlanta, GA. Trends show that attendance seems to be better in odd years, and Atlanta is easy to get to.

VIII. SLR Member Engagement Discussion

Meghan reviewed the Member Conduct Guidelines that were introduced last year. As part of the guidelines, a yearly review of member engagement will be conducted. This review process is intended to make sure that members are actively engaging and to identify any concern to conduct outreach. Member engagement can include, but is not limited to: referrals, meeting attendance, committee and practice group call participation, and client invitations to meetings.

Following the Spring Meeting, the Board will conduct a review of member engagement, and from there, the Board will reach out and have direct conversations with the member firm if there are concerns.

Chris Slagle (OH) suggested that there be some type of update for anyone who cannot be in the room for these business meetings. It was suggested to go over the content afterwards, perhaps at a regional meeting, or have a separate update call.

The membership discussed various ways to keep the membership engaged, including suggestions for new groups or committees. Mike Biberstine (IN) suggested the creation of a working group, or “legacy committee” to create some protocols and procedures to assist with maintaining member firms, getting new meeting attendees and members engaged, and to assist with succession planning to help ensure the longevity of the organization. Andy Taggart (MS) suggested an early career committee. Mihoko suggested a small firm committee. Kurt Oneto (CA) suggested a group that discusses practice tips, such as engagement letters or dealing with clients. The Spring 2027 meeting in Washington, DC was suggested to be a starting point for that group.

IX. New Business from the Floor

Sherry provided information about the upcoming State Government Affairs Counsel (SGAC) event. SLR provides membership at SGAC. They have a small regional training, a Spring Meeting, and a Fall Leader Policy Conference, where leadership and legislatures from every state will attend. It is an opportunity to get clients as well as network. It's SGAC's 50th anniversary year, and they are having extra celebrations at their events throughout the year.

Matty Lopes (RI) brought forth a product/business development opportunity with a client, Defense Diagnostics, who has created a pocket-sized fentanyl detection protector. They are interested in bringing SLR members together who would like to be involved in this opportunity. The request was not state-specific, they are interested in anyone who is willing to help.

X. Other Business

Members shared some success stories of referrals from the group.

- Sherry received such a great recommendation by Eddie Watson (KS) for a client, American Adoptions, that she was hired right away by them.
- Raymond reported that when he received a call from Tyler from Bluebird Bio, that he had such confidence in this group after receiving the referral from TJ Kaplan (GA), that he just asked for a contract with Raymond, and not even a pitch book.
- Andy Taggart (MO) mentioned that he received a referral from Levi Andrist (ND) within 60 days of joining SLR. They got a 6-month contract out of it. The first month's fee of the contract covered the cost of annual SLR dues.

XI. Adjourn

The meeting was adjourned at 12:04 pm CT.

LinkedIn Analytics

Month	Page Views	Increase/ Decrease (%)	Unique Visitors	Increase/ Decrease (%)	New Followers	Total Followers	SLR Posts/ Reposts	Impres- sions	Increase/ Decrease (%)	Reactions (Comments/Likes)	Increase/ Decrease (%)	Reposts
January	8	33%	3	0%	0	205	7	221	35%	6	46%	0
February	22	175%	11	267%	6	205	5	1483	583%	51	750%	1
March	17	15%	10	0%	7	204	4	1693	21%	38	27%	0
April	5	71%	3	70%	1	205	3	158	91%	3	92%	0
May	11	120%	6	100%	5	210	8	874	490%	54	1700%	2
June	4	63%	3	50%	0	210	2	288	66.70%	5	90.70%	0
July	4	0%	3	0%	1	210	8	292	9.30%	0	0%	0
August	22	450%	13	333%	6	216	6	296	1.40%	16	0%	2
September	13	40%	8	38%	8	228	6	1095	269%	63	293%	1

Facebook Analytics

Month	New Followers	Total Followers	Posts/ Reposts	Impres- sions	Increase/ Decrease (%)	Reactions (Comments/Likes)	Increase/ Decrease (%)
January	0	81	7	225	65%	19	73%
February	0	81	5	222	22%	11	10%
March	0	81	4	125	50%	7	50%
April	0	81	3	47	20%	11	57%
May	1	82	8	845	647%	48	336%
June	0	82	2	169	80%	4	92%
July	0	82	8	224	30%	16	300%
August	1	83	6	193	13%	24	50%
September	0	83	6	143	44%	13	51%

X (fka Twitter) Analytics

Month	New Followers	Total Followers	SLR Posts/ Reposts	Impressions	Increase/ Decrease (%)	Reactions (Comments /Likes)	Increase/ Decrease (%)	Follower Reposts
January			6	95		2		0
February			5	279	193%	5	150%	1
March			3	53	81%	1	80%	0
April	0	115	3	50	5%	0	100%	0
May	1	116	8	967	1834%	13		4
June	0	115	2	27	97%	1	92%	0
July	0	115	8	181	570%	7	600%	1
August	0	115	6	233	28%	6	14%	1
September	0	115	6	115	50%	3	50%	0

SLR Website Analytics

State Law Resources Website Report

Time Period	Total Views	View increase/decrease	Most Viewed Pages	Total Users	Referral Source
Sep. 1-Dec. 31, 2024 (4 Months)	3,368		1) Member Firms 2) Ferriter Scobbo Rodophele 3) Fall Meeitng 2024 4) About		1) Direct (46%) 2)Organic Search (45%) 3) Referral (5%) 4) Organic Social (2%)
Jan. 1- Apr. 30, 2025 (4 Months)	3,570	5.90%	1) Member Firms 2) Spring Meeting 2025 3) Ferriter Scobbo Rodophele 4) About	1,172	1) Direct (48%) 2)Organic Search (46%) 3) Referral (4%) 4) Organic Social (0.5%)
May 1 - Aug. 30, 2025 (4 Months)	4,113	15.20%	1) Home 2) Member firms 3) Fall Meeting 2025 4) Hall & Evans	1,605	1) Direct (58%) 2)Organic Search (38%) 3) Referral (3%) 4) Organic Social (0.6%)

State Law Resources, Inc.
2025 Referral Report
September 1, 2024 - September 2, 2025

Inbound	State	Outbound
5	Alabama	3
1	Alaska	1
3	Arizona	11
7	Arkansas	1
1	California	4
4	Canada	
3	Colorado	3
3	Connecticut	1
5	Delaware	
	District of Columbia	
6	Florida	5
2	Georgia	15
3	Hawaii	2
2	Idaho	
2	Illinois	4
2	Indiana	22
4	Iowa	2
11	Kansas	4
1	Kentucky	17
2	Louisiana	
3	Maine	5
2	Maryland	1
2	Massachusetts	1
3	Michigan	
6	Minnesota	2
2	Mississippi	1
2	Missouri	10
8	Montana	1

Inbound	State	Outbound
3	Nebraska	2
1	Nevada	
3	New Hampshire	
1	New Jersey	7
1	New Mexico	1
6	New York	2
7	North Carolina	2
4	North Dakota	13
4	Ohio	11
4	Oklahoma	
3	Oregon	2
6	Pennsylvania	
	Puerto Rico*	
1	Rhode Island	14
4	South Carolina	
3	South Dakota	
2	Tennessee*	
9	Texas	
2	Utah	3
1	United Kingdom	
2	Vermont	3
1	Virginia*	
2	Washington	
3	West Virginia	2
5	Wisconsin	1
	Wyoming*	
	Meeting Referral	1
173	Totals	180

*Puerto Rico, Tennessee, Virginia, and Wyoming are no longer SLR members

State Law Resources

Statement of Financial Position

As of August 31, 2025

	<u>Total</u>
ASSETS	
Current Assets	
Bank Accounts	
1000-100 Checking Chain Bridge	95,000.00
1002-100 Chain Bridge ICS	275,253.07
1020-100 Money Market Chain Bridge	152,627.20
Total Bank Accounts	<u>\$ 522,880.27</u>
Accounts Receivable	
1100-100 Accounts receivable billed	16,450.28
Total Accounts Receivable	<u>\$ 16,450.28</u>
Other Current Assets	
1320-100 Prepaid expenses general	20,160.74
Total Other Current Assets	<u>\$ 20,160.74</u>
Total Current Assets	<u>\$ 559,491.29</u>
Fixed Assets	
1500-100 Fixed Assets Website	55,249.98
1700-100 Accumulated Deprec.Website	(45,580.77)
Total Fixed Assets	<u>\$ 9,669.21</u>
TOTAL ASSETS	<u>\$ 569,160.50</u>

LIABILITIES AND NET ASSETS

Liabilities	
Current Liabilities	
Accounts Payable	
2000-100 Accounts payable	2,728.96
Total Accounts Payable	<u>\$ 2,728.96</u>
Credit Cards	
2100-100 First Bankcard	\$ 756.36
Total Credit Cards	<u>\$ 756.36</u>
Other Current Liabilities	
2800-000 Deferred Revenue	567.00
Total Other Current Liabilities	<u>\$ 567.00</u>
Total Current Liabilities	<u>\$ 4,052.32</u>
Total Liabilities	<u>\$ 4,052.32</u>
Net Assets	
3040-100 W/O Donor Restriction, Board Desig.	152,400.00
3480-100 Without Donor Restriction	291,272.16
Incr(Decr) in Net Assets	121,436.02
Total Net Assets	<u>\$ 565,108.18</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 569,160.50</u>

State Law Resources

Statement of Activities Compared to Budget
For the Eight Months Ending August 31, 2025

	2025 Budget	Year to Date Actual	Year to Date 2024	Year to Date Variance	2024 - 2025 Variance
REVENUES					
Dues - membership	\$ 238,000.00	\$ 238,000.00	\$ 228,000.00	\$ 0.00	\$ 10,000.00
Fall Mtg-First Attendee	26,235.00	19,780.00	19,760.00	(6,455.00)	20.00
Fall Mtg-Additional Attendee	5,950.00	7,140.00	5,345.00	1,190.00	1,795.00
Fall Mtg-Guest	2,000.00	2,300.00	1,800.00	300.00	500.00
Fall MtgMarketing Director	0.00	0.00	0.00	0.00	0.00
Fall Mtg-Optional Activity	0.00	0.00	0.00	0.00	0.00
Fall Mtg-Other Income	0.00	0.00	0.00	0.00	0.00
Spring Mtg-First Attendee	23,850.00	20,398.00	25,020.00	(3,452.00)	(4,622.00)
Spring Mtg-Additional Attendee	5,950.00	4,660.00	5,445.00	(1,290.00)	(785.00)
Spring Mtg-Guest	1,250.00	450.00	1,000.00	(800.00)	(550.00)
Spring Mtg-Optional Activity	0.00	0.00	0.00	0.00	0.00
Interest	3,400.00	2,074.03	2,465.48	(1,325.97)	(391.45)
Ad Hoc Income	0.00	2,451.10	7,099.78	2,451.10	(4,648.68)
Other Income	0.00	0.00	0.47	0.00	(0.47)
Total Revenues	306,635.00	297,253.13	295,935.73	(9,381.87)	1,317.40

EXPENSES

Management Fee	124,087.00	82,727.00	80,312.00	(41,360.00)	2,415.00
Accounting	6,500.00	5,500.00	4,950.00	(1,000.00)	550.00
Bank charges	2,350.00	1,512.97	1,702.48	(837.03)	(189.51)
Storage	450.00	337.93	233.06	(112.07)	104.87
Dues and Subscriptions	1,750.00	1,560.37	1,356.86	(189.63)	203.51
Insurance	1,850.00	1,405.50	1,155.25	(444.50)	250.25
Legal	1,000.00	1,080.00	1,423.20	80.00	(343.20)
License and Permits	1,090.00	1,125.82	886.42	35.82	239.40
Miscellaneous	500.00	108.44	409.49	(391.56)	(301.05)
Office supplies	100.00	0.00	0.00	(100.00)	0.00
Postage	50.00	0.00	12.25	(50.00)	(12.25)
Printing	850.00	592.50	17.30	(257.50)	575.20
Telephone	0.00	0.00	0.00	0.00	0.00
Staff Travel	2,500.00	1,458.94	1,029.02	(1,041.06)	429.92
Local Travel	100.00	0.00	0.00	(100.00)	0.00
Board/Chairman-Chairman	6,000.00	1,818.63	1,543.59	(4,181.37)	275.04
Board/Chairman-Other	3,000.00	744.23	3,855.82	(2,255.77)	(3,111.59)
Web-Site	1,300.00	1,178.24	513.46	(121.76)	664.78
Marketing Materials	500.00	42.40	0.00	(457.60)	42.40
Marketing -Other	3,000.00	2,000.00	740.26	(1,000.00)	1,259.74
Marketing -SGAC	6,500.00	6,500.00	6,500.00	0.00	0.00
Marketing -Regional Meetings	10,000.00	2,077.26	3,130.41	(7,922.74)	(1,053.15)

Attachment D

	2025 Budget	Year to Date Actual	Year to Date 2024	Year to Date Variance	2024 - 2025 Variance
Fall Meeting-Audio Visual	5,000.00	0.00	0.00	(5,000.00)	0.00
Fall Meeting-Food & Beverage	45,000.00	7,110.00	20,000.00	(37,890.00)	(12,890.00)
Fall Meeting-Miscellaneous	500.00	0.00	0.00	(500.00)	0.00
Fall Meeting-Meeting Materials	1,000.00	96.45	597.54	(903.55)	(501.09)
Fall Meeting-Staff Travel	3,500.00	0.00	437.66	(3,500.00)	(437.66)
Fall Meeting-Panelists	7,000.00	0.00	599.06	(7,000.00)	(599.06)
Fall Meeting-Optional Activity	0.00	0.00	0.00	0.00	0.00
Fall Meeting-Honoraria	3,000.00	0.00	0.00	(3,000.00)	0.00
Spring Meeting-Audio Visual	5,000.00	0.00	5,024.31	(5,000.00)	(5,024.31)
Spring Meeting-Food & Beverage	40,000.00	40,998.23	53,628.90	998.23	(12,630.67)
Spring Meeting-Miscellaneous	500.00	762.00	4,118.87	262.00	(3,356.87)
Spring Meeting-Meeting Mat'l	1,000.00	542.27	1,128.38	(457.73)	(586.11)
Spring Meeting-Staff Travel	3,500.00	3,704.73	2,036.42	204.73	1,668.31
Spring Meeting-Panelists	7,000.00	6,495.46	3,778.24	(504.54)	2,717.22
Spring Meeting Optional Act.	0.00	0.00	6.00	0.00	(6.00)
Spring Meeting-Honoraria	3,000.00	0.00	0.00	(3,000.00)	0.00
Depreciation	2,594.00	1,886.64	1,650.81	(707.36)	235.83
Ad Hoc Expense	0.00	2,451.10	5,711.86	2,451.10	(3,260.76)
Community Support	2,000.00	0.00	0.00	(2,000.00)	0.00
Total Expenses	303,071.00	175,817.11	208,488.92	(127,253.89)	(32,671.81)
Incr(Decr) in Net Assets	\$ 3,564.00	\$ 121,436.02	\$ 87,446.81	\$ 117,872.02	\$ 33,989.21



State Law Resources, Inc.
2025 – 2026 Officer and Board of Directors Slate
October 4, 2025

**Chair
and President:** C. Edward Watson, Foulston Siefkin LLP (KS)

**Vice Chair and
Vice President:** Daniel Furman, Hall & Evans, LLC (CO)

Secretary: Chris Slagle, Bricker Graydon LLP (OH)

Secretary: Aimee Grmoljez, Crowley Fleck PLLP (MT)

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Audit Committee: James Norment, Ward and Smith, P.A. (NC)

James Bass, Soltan Bass LLC (ME)

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Derrick Smith, Mitchell Williams (AR)