



# BarNotes

A Publication of the  
San Fernando Valley Bar Association

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## Board of Trustees Elect Greenberg as Inaugural ABA Delegate

Immediate Past President Lyle F. Greenberg was elected by the San Fernando Valley Bar Association Board of Trustees on January 14 to be the SFVBA's delegate to the American Bar Association's House of Delegates. The ABA Credentials and Admissions Committee approved the SFVBA for representation in the House of Delegates on December 16.

The control and administration of the ABA is vested in the House of Delegates. Action taken by the House of Delegates on specific issues becomes official ABA policy. As of August 21, 2002 the House of Delegates consisted of 538 members. Of those, 83 represent local bar associations. A local bar association (which includes county bar associations) that has 2,000 or more members is entitled to one delegate in the House. The SFVBA currently has 2,161 active members.



Lyle F. Greenberg

"This is a testament to the vitality of our bar association," states Greenberg. "I am honored to serve as our delegate and will do my best to represent our SFVBA and our interests in this national organization."

The House of Delegates meets twice each year. Greenberg's two-year term begins at the ABA's mid-year meeting in Seattle February 10 and 11. Greenberg asserts, "This will begin a long tradition of active participation and leadership by our bar in the ABA." 🐾

## VAST Project Scheduled for the Fall

The San Fernando Valley Bar Association is doing its part to ensure that the wheels of justice keep turning while the Los Angeles Superior Court confronts large budget cutbacks and a growing civil calendar. At the request of Northwest Supervising Judge Sandy Kriegler, the VAST Project is being resurrected for two weeks this fall in Van Nuys, October 20 through 31. An estimated 10 bench officers and 400 volunteer attorneys are expected to participate.

The VAST (Valley Associated Settlement Team) Project was set up in 1994 by the SFVBA and the Superior and Municipal Courts of Van Nuys and San Fernando to help alleviate the backlog of cases caused by the Northridge Earthquake and the then new Three Strikes law. In its first year, 300 volunteer attorneys settled or disposed of 975 cases, saving the courts an estimated 4,000 trial days.

The Project has been conducted from time to time as requested by the court. VAST's objective is to conduct mandatory settlement conferences to rid the court of its oldest cases. Attorneys volunteer a full day and two pairs of defense attorneys and plaintiff's attorneys are assigned to each participating courtroom.

"The SFVBA is partnering with our local Bench to come up with innovative solutions to address the current budget crisis," states SFVBA President Steve Holzer. "We must ensure that access to our justice system is available for those who need it."

The Bar will begin recruitment of volunteers this spring once the courtrooms participating have been confirmed. An attorney training will be scheduled for September. For additional information on VAST, please contact Executive Director Liz Post at (818) 227-0490 ext. 101 or email [epost@sfvba.org](mailto:epost@sfvba.org). 🐾

## Calendar of Events Page 23

Save The Date!

JUDGES'  
NIGHT

Thursday  
February 20th

See Page 13 for details.

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## President's Message

Stephen T. Holzer

### SFVBA Qualifies For ABA Delegate

Due to the SFVBA's increase in membership, we have qualified to send a Delegate to the American Bar Association's Conference of Delegates. This development signals yet another rise in our profile as one of the nation's most prominent local bar associations.

Our Delegate will be entitled to attend, and vote, at two ABA meetings during 2003. The first of these meetings will be held in Seattle during February and the second will be held in San Francisco in August.

At its January meeting, the Board of Trustees unanimously elected Immediate Past President Lyle Greenberg as the first SFVBA Delegate. President-Elect Jim Felton was elected (also unanimously) by the Trustees as an alternate Delegate.

Our accomplishment in qualifying for a Delegate can be understood by reference to simple mathematics. The ABA has 538 Delegates; of these, only 83 Delegates come from "local" (i.e., County and smaller) bar associations. The SFVBA is now one of these select 83.

With this honor, of course, comes responsibility. As our Delegate, Lyle will be asked to vote on a number of resolutions the adoption of which could significantly affect our profession. Further, at least in the view of critics of the ABA, Lyle may be asked to vote on resolutions concerning topics more political than legal in nature.

Whether you are a critic or a supporter of the ABA, the fact is that the organization remains the largest and most influential association of lawyers in the country. As SFVBA Members, we now have the opportunity through our Delegate to make our collective voice heard in that national organization. Whatever your views, please make this opportunity meaningful for yourself by learning about the issues the ABA will be debating during 2003 and by communicating your views on these issues to Delegate Greenberg for consideration by him and by the SFVBA Trustees. ▲



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# Looking for Cash? Lawyers & Bank Loans



BY EDWARD POLL, J.D., M.B.A., CMC

Law, as any other business, requires cash to operate, and sometimes, cash is in short supply. For example, the firm may not have collected on its accounts receivable as quickly as anticipated. Another reason – quite the opposite – is when the law firm is experiencing growth and needs cash to finance the hiring of new personnel (including lawyers) and new facilities and/or equipment.

A common denominator in each of these situations is that the cash needs exceed the firm's own cash generation ability. Banks have the marvelous facility of being able to loan money to deserving borrowers to help them get over the periods when their own cash is less than expected. Following are some tips, considerations and important factors that can help in the acquisition of a bank loan.

## Types of Bank Loans

Some banks have specific guidelines for various types of loans made to lawyers and law firms. They are:

- **Line of Credit or Revolving Line of Credit:** The amount of the loan is dependent on each bank's perception of the total loan package. Some banks limit a loan to three times the monthly expenses, excluding partner draws. In the case of a line of credit, the borrower may borrow and repay at will up to the amount of the "line;" the bank usually prefers that the borrower be "clean" or out of debt for at least 30 days to 90 days each year. The line of credit is then reviewed annually and extended, increased, or terminated as circumstances warrant. In the case of a revolving line of credit, the borrower usually obtains a designated sum of money over a period of time; the revolving line of credit is then converted to a term loan and is repayable over a period of two, three, or five years.
- **Equipment Term Loan:** The amount of the loan will normally be no more than the depreciable life of the equipment, usually three to five years. Some borrowers may be able to obtain loans for a longer period, but this is usually when the equipment being financed is expected to last longer than equipment typically acquired for use by a law firm.

- **Term Loan:** These loans can be for as long as seven to ten years for a large law firm and three to five years for a smaller firm. Most such loans involve leasehold improvements and furniture and equipment purchases. Frequently, the term loan is drawn down over a period of six to nine months; the payback period begins within three months of the final draw. The periodic payments may be structured to be equal payments until paid in full, or the loan may provide a balloon payment at the end of the term.

## Selecting and Getting to Know a Banker

Not every lawyer can properly represent every client. So, too, not every bank is appropriate for every lawyer. It is important for lawyers to know the prospective banker; know the types of loans they prefer; know the type of customer base the bank is seeking to build; know the general pricing structure of the bank; and, know how flexible the bank will be in seeking new ways of helping the lawyer or firm with its future plans.

Lawyers and law firms are generally attractive customers for banks. Banks believe, and rightly so, that good attorneys have the ability to both stay employed and to accumulate a substantial net worth. Attorneys, aside from being good customers

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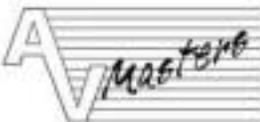
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themselves, tend to be opinion leaders in the business community and are viewed by the bank as a rich source of referrals (networking).

Lawyers need to educate and get to know their banker. The banking relationship must be open, candid, and built on trust. Good bankers are creative people who will find a way to assist a good customer of the bank; the banker can be more creative if s/he fully understands the goals of the customer and surrounding circumstances.



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### Understanding the Bank's Loan Requirements

Banks make loans based on "The Four Cs:" The average banker will weight these factors in the decision-making process as follows: character (80 percent), collateral (15 percent), capacity and capital together (5 percent).

- **Character:** The first question a bank asks is whether the ethics, business practices, and general reputation of the prospective customer/borrower is such that the bank is comfortable. Does the bank want to do business with this lawyer? Without this threshold question being answered in the affirmative, there is no further discussion. The elements of character are honesty, integrity, and ability.
- **Capacity:** The next question is whether the cash flow of the law firm is such as to justify the confidence that the loan carrying costs (interest and related charges) and the principal amount of the loan will be paid back at the appointed time. A cash flow statement (not just an income or revenue and expenses statement) must be submitted to the bank for their consideration.
- **Capital:** The bank wants to know what the funds are being used for. If the loan proceeds will be used to purchase an asset, the bank wants to know how much of the cost will be purchased by the law firm with assets of the firm. In other words, how much equity (or debt-to-equity ratio) will the law firm have in the asset? Banks do not want to be the only party investing in the given asset; the bank wants to know that the law firm has a substantial stake in the purchase.
- **Collateral:** Despite the bank having been as careful as it can be in its examination and review of the borrower (due diligence), there still may come a time when the loan will go into default. If all else fails, how will the bank get paid? The "back door," as some bankers call it, is the value and adequacy of the collateral that was given to the bank to secure the payment of the debt in accordance with the terms of the loan. What type of collateral will be given to secure payment? Is it a house, another piece of real estate, equipment used in the operation of the law firm, or a personal guarantee?

*continued on page 16*

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# Mediator's Notebook



BY CHARLES B. PARSELLE



## Unrealistic Opening Demands

A party comes to mediation with an opening demand of \$150,000. He settles two hours later for \$15,000. Is there anything wrong with such an opening? Yes, because by making that demand, the negotiator was compelled to "bid against himself," and thereby weaken his overall bargaining strength.

The case was not "worth" \$15,000 until the moment of settlement. Until then, its value was contingent. If we allow that whatever the case settled for was "necessarily" its true value, then a case which settled for \$15,000 was initially within a bargaining range of, say, \$5,000 to \$45,000. In other words, until the defendant offered at least \$5,000 or the plaintiff's demand was no higher than \$45,000, neither party could feel the other was in good faith and "real" negotiations could not begin.

The selection of \$5,000 and \$45,000 as "the bargaining range" is hardly carved in stone. It is just a simplistic division by three of the offer and multiplication by three of the demand, based on a notional \$15,000 value. However, in negotiating, you cannot adopt this "rule of three" as a rule of thumb, because if it was known as a general rule then each party's floor and ceiling, respectively, would be ascertainable by simple division and multiplication, respectively. But there is a point at which a demand or an offer is regarded by the other side as being "in good faith." Negotiations do not begin in earnest until a party feels the other side is in good faith.

We know this particular case was "worth" \$15,000 because that is what it settled for. That is a bootstrap method of determining value, but it is the basic capitalist premise, which states that the value of a thing is whatever a willing buyer will pay a willing seller.

However, the parties have to determine, without the benefit of hindsight, what each is willing to give and take, respectively, in order to achieve settlement.

At least the appropriate range of numbers in which the "true value," meaning the settlement value, needs to be worked out beforehand. Such "true value" is not an exact settlement number; it is, instead, a working hypothesis. The difference between a realistic and an unrealistic demand/offer is "supportability." A realistic demand/offer bears a supportable relationship to the substance of the case. It is possible to make out a rational argument for that number, even if the negotiator is willing to move off that number.

One can say, as a general rule, that most cases have a value that is determinable within a certain range. Clients sometimes expect huge damages because they have read about such cases. No one can count the number of times "the McDonald's case" has been cited by expectant clients. But there is a difference between the settlement value of a case and a jury verdict. This article does not deal with

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the value of cases as expressed in jury verdicts; in general, the range of possibilities is greater. One jury may award large damages; a different jury might have thrown out the same case. Settlements are usually within a narrower range, but then the risk and expense is also much reduced.

The plaintiff with a \$150,000 demand in this example was forced to "bid against himself" for a while, because the canny defendant would not respond to such an inflated demand. So the plaintiff had to halve his demand and then halve it again to reach the appropriate negotiating range. Then the real negotiations began. Likewise, a canny plaintiff will not respond to a derisory \$250 offer. Both parties have to move into the negotiating range.

The problem for the plaintiff in this example is that he weakened his negotiating strength by being forced to bid against himself. Because the defendant would not respond until the opening demand was seen as being somewhat realistic. Had the plaintiff started more realistically, maybe he could have settled for a higher amount in the final result. ⚡

A graduate of Oxford's Honor School of Jurisprudence, Charles Parselle was called to the English bar in 1966 by the Honorable Society of the Middle Temple, and has practiced law in California since 1983. An experienced litigator, his practice is now devoted to mediation and arbitration.

## JUDGE RICHARD KOLOSTIAN

will be speaking on:

### VIEW FROM THE BENCH

to the San Fernando Valley Estate Planning Council at the SFVEPC monthly meeting on Thursday, February 27, 2003, at 6:00 p.m., at the Airtel Plaza Hotel, 7227 Valjean Avenue, in Van Nuys. Seating is limited. For further information contact:

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## Message From LRIS Coordinator

Michele C. Morley

This month I am going to share some facts about LRIS. Did you know that:

1. Our current LRIS membership is 199. New members totaled 18 for last fiscal year and 12 membership applications are pending.
2. The State Bar rules state that LRIS membership is open to all active members of the State Bar of California and meets our "objectively determinable criteria" for membership.
3. I personally meet with each new LRIS applicant and their staff to discuss our programs, requirements, and our expectations and rules regarding professional service.
4. Each panel rotates independently of the other panels. You may be number 1 in rotation on the personal injury panel and number 20 in rotation on the workers' compensation panel.
5. LRIS signs are in the Van Nuys, Chatsworth, San Fernando, Sylmar and Burbank court facilities.
6. We have LRIS business cards available to the public and to our members to use in making a referral to us. These cards are also distributed at various courts and at Self-Help Resource Centers.
7. LRIS has now filmed seven Legal Forum Shows and have aired five of these productions. Other cable television stations will be showing all of the productions soon. We are negotiating for a regular time slot.
8. We have to apply for State Bar Recertification and ABA approval each year. We submit detailed information about our governing committee members, referral panels, marketing efforts and materials, referrals, client surveys, modest means, pro bono, and public service projects. We are required to submit detailed financial information. The State Bar also requires us to demonstrate that our referral procedures are fair to the public and to the participating attorneys. The annual recertification fee is 1% of our gross income for the reporting period.
9. Membership is an individual and not a firm membership. Therefore, those attorneys in a firm can increase the firm's chances for referrals by having several or all of the attorneys in the firm join LRIS.
10. Status reports are due within 30 days of receipt and fees owed LRIS are due within 30 days of receipt.
11. The State Bar requires LRIS to establish a method of review for continued panel membership. This is one reason we send out renewal applications and survey clients.
12. Since the Speaker Service began in August 2000 panel members have spoken about various legal issues to over 31 groups and 1000 individuals
13. We spend approximately \$35,000 annually to market and advertise the LRIS.
14. LRIS is a non-profit entity that funds its public service through collection of administrative and percentage fees.
15. LRIS helps train future lawyers about client relations and professional service through its law school intern program.

Do you know a new idea that would increase our referrals and improve our public service? If so, please let me know. 🐶

## The Return of Predatory Pricing



BY DAVID GURNICK

The U.S. economy is experiencing its lowest interest rates in more than 40 years. New cars and high tech electronics are on sale with large rebates. McDonalds and Burger King franchisees complain they lose money selling Big Macs and Whoppers at 99 cents. Words like "deflation" "disinflation," and other terms that mean prices are falling, have returned to our daily dialogue. In an economy with declining prices and increased price competition, more businesses are likely to sense that aggressive competitors are gaining market share by selling goods at a loss – selling below cost. There is likely to be renewed claims for predatory or below-cost pricing.

There are several bases for asserting a below-cost pricing claim. One is under federal antitrust law in which a claim of predatory pricing may be based on Section 2 of the Sherman Act, 15 U.S.C. Sec. 2. The Act prohibits monopolistic practices. A similar prohibition is in Section 3 of the Robinson Patman Act which prohibits selling goods at unreasonably low prices when accompanied by predatory intent, 15 U.S.C.

Sec. 15a. The Supreme Court has stated that the claim is the same under either statute. Brooke Group Ltd. v. Browne & Williamson 509 U.S. 209, 222 (1993).

Another basis for a predatory pricing claim is California's state antitrust law that prohibits below-cost pricing or loss leaders, Bus. & Profs. Code Secs. 17043-4. These statutes prohibit a business from selling any item at less than cost, or giving it away, or selling at a loss to induce the purchase of another item. An element of the cause of action under federal or state law is intent. The plaintiff must prove that the seller intended to injure competitors or destroy competition. Cel-Tech Communications v. L.A. Cellular 20 Cal.4th 163 (1999).

The Supreme Court has never decided what is the appropriate measure of a seller's cost for a below-cost pricing claim. Two respected law professors wrote a seminal article in 1975 asserting that the relevant cost measure is "pricing below marginal cost." Marginal cost is the additional cost a manu-

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facturer incurs to produce one more unit of a product. The authors said: "A monopolist pricing below marginal cost should be presumed to have engaged in a predatory or exclusionary practice." Areeda & Turner, *Predatory Pricing and Related Practices Under Sec. 2 of the Sherman Act* 88 Harv L. Rev. 697 (1975).

The authors noted that marginal cost is particularly hard to measure. They suggested using "average variable cost," instead, because it is easier to measure and produces the same result. Variable costs are costs that vary with changes in output. These are costs for items like materials, fuel, labor, utilities, repair and maintenance. Average variable costs are the sum of all a manufacturer's variable costs, divided by the number of units of product made. The California court of appeal has stated that for analysis under the state's predatory pricing law, the relevant measure is average cost of production over a reasonable time rather than cost of producing one item. Pan Asia Venture Capital Corp. v. Hearst Corp. 74 C.A.4th 424 (1999).

To make a preliminary assessment whether a business may have a viable below cost or predatory pricing claim, the company should estimate its competitor's average variable costs to make their product. That is, develop an estimate of the competitor's variable costs divided by their output of product. Then compare the competitor's pricing to their estimated average variable costs. This analysis cannot be done with exactitude, but a knowledgeable businessperson often knows their own cost inputs and can use their experience and knowledge of the market to make a rough estimate of what are likely to be their competitor's costs and output.

A company that sells goods below its cost of manufacture (or below average variable cost) is losing money. The only rational business reason to do this is a plan to destroy the competition and later recoup the losses. Therefore another critical element of a below cost pricing claim is showing that the competitor has a reasonable chance to recoup its investment in below cost prices. *Brooke Group, supra* 509 U.S. 209 (1993). Evaluation of a possible below cost pricing claim includes estimating the competitor's total cost for the predatory scheme, the structure

*continued on page 20*

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## On Doing A "Time Audit"



BY DAVID R. HAGEN

Most of us keep track of our time on a daily basis. However, have you ever thought about how much time, or lost revenue, performing certain office functions costs you? Since we are early in the year, this might be a good time to take a look at how much time you spend on different functions in the office. You might find that you spend a lot of time on a function that could be effectively handled by someone else. This could save you a good deal of money and time in the long run.

Let me give you an example. In the late '80's, when we formed Merritt & Hagen, I would go into the office two Saturdays per month to pay bills. We used a rudimentary program and it took me a good deal of time to open the bills, input the data into the program, print the checks, sign them,

and mail them out. Since that time, we have brought in a part-time bookkeeper on a weekly basis to perform this function. (We use Judy Goldfarb at Bottomline Bookkeeping. She also does this work for the Bar Association.) When she arrives each week, Judy opens the bills and gives me a list of accounts payable. I approve which bills to pay. The checks are then cut, I sign them, and they are mailed out. This takes a minimal amount of my time, but keeps me absolutely in control of the finances, although it is good to bounce ideas off Judy as well.

I also have complete control of the bank accounts, as I approve and sign all the checks. Admittedly, I now have a monthly invoice for a bookkeeper who spends perhaps ten to fifteen hours a month keeping our books in good order. However, this is much less time than it took me to do the

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same task. We also get more accurate and concise reports on the progress of the business as we have a professional performing this task. This allows me time to spend promoting the business or time relaxing on the weekend. (Remember, it is important to "sharpen the saw" on the weekends.)

This bookkeeping system also allows us to print our year-end financial statements within two weeks of the close of the year and have our returns prepared by our accountant before the tax return rush in April.

Let me give you another example. I consider myself pretty good with computers and other office technology. However, I don't work on the computers much anymore. I can't afford to. It costs me too much time away from the practice of law. Rather, we bring in a technical consultant who handles these issues for us. Again, I am paying someone to handle something which I could, if I had unlimited time. However, given that my hourly rate is much greater than what I pay the consultant, and it seems that I never run out of legal work, it simply makes sense to pay a consultant to handle these issues for us.

I would encourage you to take some time this month and write down what you spend your "administrative time" on. Do a "time audit" on yourself. If you find that you are spending a lot of time on something that could be handled by someone else, consider using a consultant for these tasks. In the long run, you will save yourself money, you will have significantly less stress as you will have an expert performing these non-legal functions, and you will have more time away from the office to spend more time with your family and friends. ♣

*Dave Hagen is a principal at Merritt & Hagen. The firm's practice focuses on representing individuals and small businesses in bankruptcy. He speaks to attorneys often on the areas of bankruptcy, the marketing of legal services, and the practice of law. He welcomes your comments to this series of essays.*

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In law firms that are organized in the partnership format, there is joint and several liability for the bank loan. Therefore, the partner with the greater asset base may want to insist that there be substantial collateral or, alternatively, s/he may want to request that the potential profit should be greater than for the other partner(s) by virtue of the greater risk (exposure to risk).

If the loan is unsecured, the bank has given up the fourth C. In today's economic environment, this would be very unusual and occur only with the best of the bank's customers.

Lawyers should think of the bank as a supplier. Suppliers provide lawyers with the goods and services that allow the law firm to deliver quality legal services. One of these suppliers, for most lawyers, should be the bank. Good banking relationships provide the necessary funds and services to allow a law firm to maintain itself and grow. ↗

Edward Poll, J.D., M.B.A., CMC, is a coach to lawyers and certified management consultant. Ed's latest book is *Collecting Your Fee: Getting Paid From Intake to Invoice* (ABA 2003); he is the author of *Attorney & Law Firm Guide to The Business of Law, 2d ed.* (ABA 2002); *Secrets of the Business of Law: Successful Practices for Increasing Your Profits*. To make suggestions or comments about this article, call (800) 837-5880 or send an e-mail to [edpoll@lawbiz.com](mailto:edpoll@lawbiz.com). You can also order a free e-zine or visit Ed on the web at [www.lawbiz.com](http://www.lawbiz.com).

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# Notice To Attorneys

## Re: Class Action Cases

Effective, January 2, 2003, the assignment of class action cases will change. All new class action filings shall be filed in the Central District and assigned to Department 323 at the Central Civil West Courthouse (CCW) located at 600 South Commonwealth Avenue, Los Angeles. Department 323 will determine if a class action case is complex under CRC 1800. Complex class action cases will be randomly assigned to one of the complex litigation departments in CCW for all proceedings connected with the case. Non-complex class action cases will be randomly reassigned to one of the Individual Calendar (IC) departments at the County Courthouse located at 111 North Hill Street, Los Angeles for all proceedings connected with the case. Local Rule 2.59(j) will be changed to reflect this reassignment.

For any assistance or additional information, please contact: Walter Fernandez, Clerk's Office, Complex Case Coordinator at (213) 974-5241. ✉

## North Central District Probate Matters

Effective Friday, Jan. 3, 2003, all new probate matters for the North Central District will be heard at 9 a.m. in Dept. NCF of the Glendale Courthouse. The matters presently on calendar with Judge David Schacter will continue with him until determination. ✉

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of the scheme and market conditions to develop a theory how the predatory competitor expects to recoup its costs.

In *Brooke Group*, the Supreme Court recognized this analysis is hard, but noted that the stakes are high. Businesses that believe a competitor is engaged in predatory pricing, should undertake the analysis.

Preliminary analysis indicating a claim may have merit can provide a basis for further investigation and possible legal action.

Conversely, if the early analysis indicates a claim is not likely to succeed, then this approach can help avoid the substantial costs and distraction of an unsuitable claim. ↕

David Gurnick is a partner in the Woodland Hills' office of Arter & Hadden. To contact the author, email [david.gurnick@arterhadden.com](mailto:david.gurnick@arterhadden.com).



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*It's all very unsettling.*

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### CHECKLIST

*You owe it to yourself to find the answers to these critical questions!*

- ✓ *Will your carrier* still be writing professional liability policies in California at your next renewal?
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# February Events

## calendar and MCLE event listings

### Mediation Panel Meeting

**Topic:** Discussion of Proposal RE: Court Ordered  
"Final Dispute Resolution Ordered"

**Date:** February 6

**Time:** 6:00 p.m.

**Place:** SFVBA Conference Room, Woodland Hills

### Probate and Estate Planning Section

**Topic:** Selling Real Estate Out of Probate

**Speakers:** Margarita Billings, Stephanie Kane and Larry Weiner

**Date:** February 11

**Time:** 12:00 Noon

**Place:** Radisson Hotel, Sherman Oaks

**Cost:** \$30 members prepaid; \$35 at the door  
\$35 non-members prepaid; \$40 at the door

**MCLE:** 1 Hour

### Healthcare Law Section

**Topic:**

**Speaker:** Wayne Miller, Esq.

**Date:** February 12

**Time:** 6:00 p.m. Dinner and program

**Place:** SFVBA Conference Room, Woodland Hills

**Cost:** \$30 members prepaid; \$35 at the door  
\$35 non-members prepaid; \$40 at the door

**MCLE:** 1 Hour

### Litigation Section

**Topic:** Coming Up To Code

**Speaker:** Carl Sheriff, Premises Expert

**Date:** February 13

**Time:** 6:00 p.m. Dinner and Program

**Place:** SFVBA Conference Room, Woodland Hills

**Cost:** \$30 members prepaid; \$35 at the door  
\$35 non-members prepaid; \$40 at the door

**MCLE:** 1 Hour

### Small Firm and Sole Practitioner Section

**Topic:** Employment Law Pitfalls for Small Offices

**Speaker:** Cynthia Elkins Hogan, Esq.

**Date:** February 14

**Time:** 12:00 Noon

**Place:** SFVBA Conference Room, Woodland Hills

**Cost:** \$25 members prepaid; \$30 at the door  
\$30 non-members prepaid; \$35 at the door

**MCLE:** 1 Hour

### Workers' Compensation Section

**Topic:** Check out the SFVBA Website for details!

**Date:** February 19

**Time:** 12:00 Noon

**Place:** Encino Glen Restaurant, Encino

**Cost:** \$30 members prepaid; \$35 at the door  
\$35 non-members prepaid; \$45 at the door

**MCLE:** 1 Hour

### Family Law Section

**Topic:** Family Court Services/Conciliation Court

**Speakers:** Bench Officers and Family Court Services

**Date:** February 24

**Time:** 5:30 p.m.

**Place:** Encino Glen Restaurant, Encino

**Cost:** \$38 members prepaid; \$45 at the door  
\$45 non-members prepaid; \$50 at the door

**MCLE:** 1 Hour

#### Information & Reservations 818•227•0490

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