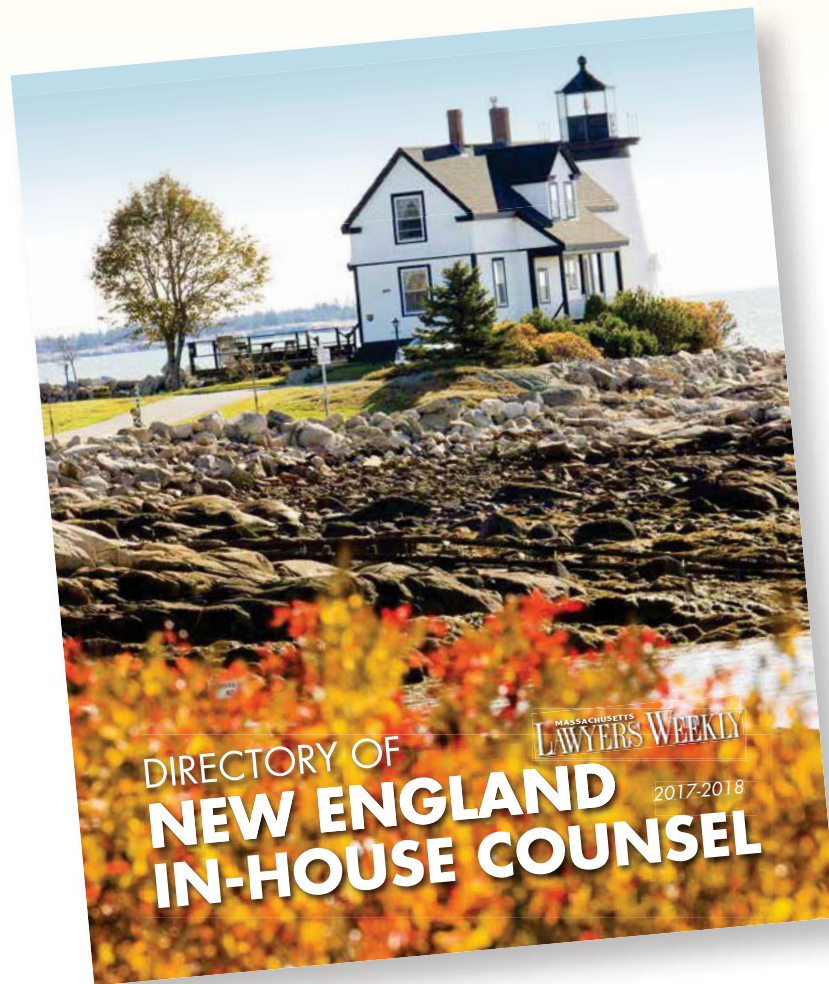




DIRECTORY OF
NEW ENGLAND
IN-HOUSE COUNSEL

MASSACHUSETTS
LAWYERS' WEEKLY

2017-2018



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Letter from the Publisher



WELCOME TO THE 2017-2018 DIRECTORY OF NEW ENGLAND IN-HOUSE COUNSEL

We are proud to provide you with the most comprehensive catalog of its kind, and we hope you find it to be a valuable reference tool. Lawyers Weekly is committed to serving corporate counsel throughout the region, and this year's edition has been extensively reviewed for accuracy and completeness. Our goal is to enhance your access to in-house attorneys throughout New England.

New England In-House, our bi-monthly publication, provides the news and information corporate counsel need in their practices. Please visit www.newenglandinhouse.com to register for a complimentary subscription. I encourage you to contact me at sbocamazo@lawyersweekly.com with any suggestions and comments on how to improve the Directory of New England In-House Counsel. Additionally, if any updates are required for your company's listing, please use the correction form below, or email us at masales@lawyersweekly.com.

In case you didn't already know, corporate attorneys can find a wealth of information every day on Massachusetts Lawyers Weekly's website, masslawyersweekly.com, and at Rhode Island Lawyers Weekly's website, rilawyersweekly.com.

Don't forget to mark your calendars! Our Leaders in the Law Gala will be taking place March 1, 2018. This event honors select in-house lawyers and others and is a festive, well-received celebration of the in-house community.

Thank you for making the Directory of New England In-House Counsel a part of your legal reference material.

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LAWYERS WEEKLY

Because of the frequent turnover of corporate counsel, Lawyers Weekly cannot assure the information in this directory is the most recent information of its kind available at any given time. Lawyers Weekly's Directory of New England In-House Counsel 2017-2018 is intended for use as a supplement for other sources of information and should not be used as a substitute for reasonable investigation or the exercise of reasonable judgment by the user. Federal copyright law protects the Directory of New England In-House Counsel 2017-2018. Unauthorized re-production or distribution of Lawyers Weekly's Directory of New England In-House Counsel 2017-2018, or any portion thereof, is strictly prohibited, and may result in severe civil and criminal penalties, and will be prosecuted to the fullest extent permitted by law.

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☐ **Correction**

☐ **Addition**

The 2017-2018 Directory of New England In-House Counsel is the most comprehensive resource of its kind. We try to be as thorough as possible in collecting the information contained in this Directory. We encourage you to submit additions or changes to in-house law departments at companies and organizations either listed or not listed. We also encourage feedback and suggestions for improvements for the next edition. If we've made an error or have omitted an in-house counsel, please let us know by completing this form and returning it to our attention. Thank you for your assistance.

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How can we improve the Directory? _____

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Table of Contents

■ CONNECTICUT

Banks	4
Biotechnology, Pharmaceuticals Chemicals and Medical Products	4
Community Charitable, Conservation, Cultural and Religious Organizations	4
Communications and Publications	5
Computer Software, Hardware and Internet	5
Employment, Employee Benefits Unions and Associations	5
Energy and Utility Companies	5
Engineering and Construction	6
Entertainment	7
Environmental Services	7
Financial Services	7
Government Authorities and Commissions	8
Hospitals and Health Care	9
Insurance/Reinsurance Management Services	10
Property and Commercial Insurance Life	11
Manufacturing	12
Miscellaneous	14
Property & Casualty Insurance	15
Real Estate	15
Retail Stores and Consumer Goods	15
Supermarkets, Restaurants and Food Industries	16
Technology	16
Title Insurance and Title Search Services	16
Transportation	17
Universities, Colleges, Educational Associations and Related Groups	17

■ MAINE

Banks	18
Biotechnology, Pharmaceuticals Chemicals and Medical Products ..	18
Employment, Employee Benefits Unions and Associations	18
Energy and Utility Companies	18
Engineering and Construction	18
Financial Services	18
Hospitals and Health Care	18

Property and Commercial Insurance Life	18
Manufacturing	19
Retail Stores and Consumer Goods	19
Supermarkets Restaurants and Food Industries	19
Title Insurance and Title Search Services	19
Universities, Colleges, Educational Associations and Related Groups	19

■ MASSACHUSETTS

Banks	20
Biotechnology, Pharmaceuticals Chemicals and Medical Products	20
Charitable, Community Conservation, Cultural and Religious Organizations	26
Communications and Publications	27
Computer Software, Hardware and Internet	28
Defense	31
Employment, Employee Benefits Unions and Associations	32
Energy and Utility Companies	33
Entertainment	34
Environmental Services	35
Financial Services	35
Government Authorities and Commissions	44
Hospitals and Health Care	50
Insurance/Reinsurance Management Services	54
Property and Commercial Insurance Life	55
Manufacturing	58
Miscellaneous	61
Property & Casualty Insurance	63
Real Estate	63
Retail Stores and Consumer Goods	64
Services: Architectural and Consulting	66
Supermarkets, Restaurants and Food Industries	66
Technology	67
Title Insurance and Title Search Services	69
Transportation	70
Universities, Colleges, Educational Associations and Related Groups	70

■ NEW HAMPSHIRE

Biotechnology, Pharmaceuticals Chemicals and Medical Products . . .	74
Charitable, Community Conservation, Cultural and Religious Organizations	74
Computer Software, Hardware and Internet	74
Employment, Employee Benefits Unions and Associations	74
Energy and Utility Companies	74
Entertainment	74
Financial Services	74
Hospitals and Health Care	74
Insurance/Reinsurance Management Services	75
Property and Commercial Insurance Life	75
Manufacturing	75
Miscellaneous	75
Real Estate	75
Retail Stores and Consumer Goods	75
Supermarkets, Restaurants and Food Industries	75
Technologies	75
Title Insurance and Title Search Services	75
Universities, College, Educational Associations and Related Groups	75

■ RHODE ISLAND

Banks	77
Biotechnology, Pharmaceuticals Chemicals and Medical Products	77
Charitable, Community Conservation, Cultural and Religious Organizations	77
Communications and Publications	77
Energy and Utility Companies	77
Engineering and Construction	77
Entertainment	77
Environmental Services	77
Financial Services	77
Government Authorities and Commissions	78
Hospitals and Health Care	78
Insurance/Reinsurance Management Services	78
Property and Commercial Insurance Life	78
Manufacturing	79

Miscellaneous	80
Public-Private Partnerships	80
Real Estate	80
Retail Stores and Consumer Goods	80
Supermarkets, Restaurants and Food Industries	80
Technology	80
Title Insurance and Title Search Services	81
Transportation	81
Universities, Colleges, Educational Associations and Related Groups	81

■ VERMONT

Banks	82
Charitable, Community Conservation, Cultural and Religious Organizations	82
Computer Software, Hardware and Internet	82
Employment, Employee Benefits Unions and Associations	82
Energy and Utility Companies	82
Engineering and Construction	82
Entertainment	82
Environmental Services	82
Financial Services	83
Government Authorities and Commissions	83
Hospitals and Health Care	83
Insurance/Reinsurance Management Services	83
Life Property and Commercial Insurance	83
Manufacturing	83
Miscellaneous	83
Real Estate	83
Supermarkets, Restaurants and Food Industries	84
Title Insurance and Title Search Services	84
Transportation	84
Universities, Colleges, Educational Associations and Related Groups	84

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Missions & Visions

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IRS TAX ATTORNEYS



After leaving the Internal Revenue Service Chief Counsel's Office in 2005, D. Sean McMahon opened the doors of McMahon & Associates in Boston. Today, the firm has half a dozen other lawyers specializing in federal and state tax problems, representing individuals, estates and businesses with federal and state tax audits, appeals and litigation, as well as handling foreign asset reporting, voluntary disclosure and defense.

Q: How would you describe your law firm's mission?

A: To provide ethical and sound legal representation to individual and business taxpayers during what can be one of the most stressful and emotional periods of their life.

Q: What is your firm's greatest strength?

A: Our IRS experience and specialization in tax controversy. The rules and regulations of tax law are incredibly complicated and constantly changing. All we do is tax controversy work and all of our senior professionals have years of experience working at the IRS. When the IRS comes knocking at your door, you want experienced tax counsel.

Q: What practice areas do you see as having the most potential for growth in 2018, and why?

A: International asset and transaction enforcement will continue to see growth due to an increase in communication between

international financial entities and the IRS. This area has been on the radar since 2009 and we've been doing a lot of voluntary disclosures over the last few years. Now we're seeing the IRS go after the people who haven't come in voluntarily as they have finally started to receive information from other countries for the first time. Another area is captive insurance tax structures. This

haul of the tax code, there are still small changes. We need to stay on top of that and how it will impact our clients.

Q: What do you see as the greatest opportunity the legal profession will face over the next five years?

A: Over the last 10 to 15 years technology has changed the practice tremen-

"All we do is tax controversy work and all of our senior professionals have years of experience working at the IRS. When the IRS comes knocking at your door, you want experienced tax counsel."

transaction has been on the IRS's "Dirty Dozen" list for several years but just this past August, the U.S. Tax Court confirmed the IRS's position that many of these structures are tax shelters. With that decision, I see increased enforcement and scrutiny of these arrangements.

Q: As managing partner, what trends in management do you see as most likely to lead to substantive change in the legal profession?

A: A flexible workforce, brought about through recent changes in technology.

Q: How is technology changing the practice of law?

A: From the administrative and legal practice points of view, technology has made it much easier for attorneys to do their job. I've been a main beneficiary because advances in technology have allowed specialty practices like mine to exist and compete with large firms that have economies of scale that small firms couldn't compete with in the past. Technology has allowed my firm to exist and compete at a high level, which probably couldn't have happened years ago.

Q: What do you see as the biggest challenge the legal profession will face over the next five years?

A: A shift in tax policy and tax reform. We are seeing a shrinking number of federal employees and a related drop in the aggressive pursuit to collect unpaid taxes. Instead, we're seeing a move to privatize and outsource the federal collection of taxes. The new dump of international information will also have an impact on the practice, as will whatever ends up happening with tax reform. Even when there isn't a major over-

dously, but it is still having an impact. The increased efficiency enables us to better educate individuals and companies on realistic and ethical approaches to their tax problems.

Q: What is unique about your firm's culture? What sets you apart?

A: The fact that we are a small expert firm in our one practice area makes us unique.

Q: The local legal community is well known for its commitment to "giving back." What pro bono work does your firm do that you are most proud of?

A: The lawyers in our firm are on the panel for the Federal Tax Clinic of the Legal Service Center of Harvard Law School, which is authorized under the Internal Revenue Code and provides assistance to low income taxpayers. When the clinic gets a case they can't handle or a matter that may be too complicated, they refer it to us.

Q
and
A

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Missions & Visions

RUBIN and RUDMAN LLP Attorneys at Law



John J. McGivney is a civil litigation attorney who represents clients in trials, appeals and arbitrations, and is also a certified mediator. He joined Rubin and Rudman as an equity partner 21 years ago. This is his first year as managing partner.

Q: How would you describe your law firm's mission?

A: We want to help businesses and individuals with all of their legal needs. We are a multi-disciplinary firm that offers a full range of legal services. We have sizable practices and talented, accomplished lawyers in all our practice areas. In the last couple of years we have also expanded our intellectual property practice considerably, which has added a whole new dimension to our ability to help clients in the technology, life sciences and pharmaceutical sectors.

Q: What is your firm's greatest strength?

A: We are a diverse group of practitioners, but we're also a diverse group of individuals. Nobody here is a carbon copy of anyone else, and we each bring our own perspective to the job of helping our clients. We consider that diversity a strength, because often clients come to a law firm with multiple legal concerns and need more than one kind of legal expertise.

Q: What practice areas do you see as having the most potential for growth in 2018, and why?

A: In Boston, Cambridge and surrounding areas right now, we are in the midst of one of the greatest eras of technological innovation ever. That presents issues to our traditional clients who are encountering the costs and benefits of the new technology as well as to newer clients who are driving that revolution. It's a very exciting time to be practicing law in Boston.

Q: As managing partner, what trends in management do you see as most likely to lead to substantive change in the legal profession?

A: When I started to practice law over 36 years ago, people in law firms mostly

ness law needs but is still nimble enough to help individuals with their personal legal needs is the kind of law firm that will win in the new economy.

Q: What is unique about your firm's culture? What sets you apart?

A: Most of our partners came to Rubin and Rudman from other law firms. They all came here looking to serve their clients in the most efficient way they could while still offering their clients the assurance that we can handle almost any kind of legal need. That makes our culture stronger and more inclusive, and a great work environment for our lawyers and staff alike.

"In Boston, Cambridge and surrounding areas right now, we are in the midst of one of the greatest eras of technological innovation ever. It's a very exciting time to be practicing law in Boston."

conformed to what was expected of them in terms of thought and dress and lifestyle. Today law firms are more inclusive, more diverse places which make them much more alive with the kind of energy that differences produce. And that changes everything for the better.

Q: How is technology changing the practice of law?

A: It has changed it for the better in the sense that we have better efficiency and better economy for ourselves and our clients. Law practice is less labor intensive than it used to be because of technology, and that saves money for the client.

Q: What do you see as the biggest challenge the legal profession will face over the next five years?

A: One of the things that you hear lawyers talking about when you attend meetings with other managing partners is that very large accounting firms in other parts of the globe have started bundling accounting and legal services. That's an interesting concern for regional law firms and accounting firms, who could work together to meet that challenge. And cybersecurity issues are a challenge we share with all our clients.

Q: What do you see as the greatest opportunity the legal profession will face over the next five years?

A: As a lot of new companies begin they will need legal help with their various business law issues, but all of the people who work in those companies will also need help with their personal legal issues. A law firm that is large enough and diverse enough to help a company with its busi-

Q: The local legal community is well known for its commitment to "giving back." What pro bono work does your firm do that you are most proud of?

A: In addition to members of our firm who have served or are serving as officers and directors of community non-profit organizations, and of Bar organizations dedicated to improving the law, the legal system and the profession, some of our colleagues provide pro bono services to Pine Street Inn, Catholic Charities and the Mass. Bar Association Fee Arbitration Board, to name a few examples. Most of us also provide free legal services or discounted legal services to individuals of limited means or to non-profit organizations. Rubin and Rudman has been a part of the community here for almost 100 years, and we're always aspiring to do more for our community.

PRACTICE AREAS

- CORPORATE
- REAL ESTATE
- BANKING
- REGULATORY & ADMINISTRATIVE LAW
- ENERGY & UTILITIES
- ENVIRONMENTAL
- EMPLOYMENT
- EDUCATION
- FAMILY
- TRUSTS & ESTATES
- INTELLECTUAL PROPERTY
- LITIGATION

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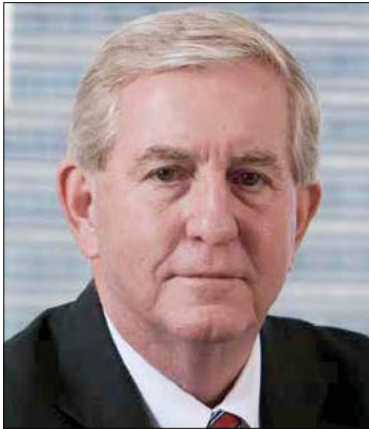
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Missions & Visions



Paul M. Barrett co-founded the firm, which combines under one roof one of the biggest health care practices in Massachusetts with one of the most experienced white-collar criminal and business litigation practices, in 1989. He has served as managing partner ever since.

Q: How would you describe your law firm's mission?

Blaisdell: Our mission is to be flexible. One day that's helping a hospital obtain regulatory approval for a project. Another day it's advising an employer how to handle a workplace violence incident. On another day we are standing between our client and incarceration. That all requires flexibility and it also requires the integration of our practice groups.

Q: What is your firm's greatest strength?

Barrett: Without question it's our people. We approach client problems realistically and practically, and not as a law school hypothetical.

Q: What practice areas do you see as having the most potential for growth in 2018, and why?

Blaisdell: We all see tremendous growth in healthcare litigation, both civil and criminal. There is an increasingly pronounced effort, particularly at the federal level, to identify and prosecute suspected fraud, and while the government has become better at uncovering fraud, the real explosion will be in qui tam cases.

Q: As managing partner, what trends in management do you see as most likely to lead to substantive change in the legal profession?



Robert K. Blaisdell joined the firm in 1997 and has served as co-managing partner since January of 2017.

Blaisdell: By now everyone realizes you can't operate firms like they were run in the 50s, 60s, 70s and 80s. The younger generations are just not interested in being grist for the mill of a law firm. They really expect a better balance of life and work. The task for management is to help everyone see how important that is, for both the individual and the firm, while still ensuring that clients' expectations are being met.

landscape in such a short period of time? You have to really be ready to respond.

Q: What do you see as the greatest opportunity the legal profession will face over the next five years?

Blaisdell: Helping our clients respond to advancements in consumer technology. For example, many hospitals are beginning to use electronic fingerprinting to positively identify their patients. Where does privacy interact with access to care in that instance? It seems like every six months we've got a new technology that our clients are trying to deal with, and we not only have to help them, we have to get up to speed on it.

Q: What is unique about your firm's culture? What sets you apart?

Barrett: We are very fortunate here to have such a talented, collaborative and quite frankly fun group to work with. It is a pleasure to come to work here. Everyone is willing to pitch in and help. What I really appreciate, having been here so long, is that there are no egos. I don't think that's all that common.

Q: The local legal community is well known for its commitment to "giving back." What pro bono work does your firm do that you are most proud of?

"The landscape and business market have been changing so rapidly that whatever you plan for five years from now probably won't be there when you arrive." – Paul M. Barrett

Q: How is technology changing the practice of law?

Blaisdell: It's key to increasing speed, access and capacity. We can have reams of research or documents at our fingertips or on a mobile device at a moment's notice. The due diligence we can perform online in an hour used to take days, if you could find the information at all. Knowing how to use that capability is really vital to successfully representing a client in today's large volume cases.

Q: What do you see as the biggest challenge the legal profession will face over the next five years?

Barrett: The landscape and business market have been changing so rapidly that whatever you plan for five years from now probably won't be there when you arrive. There was a time when people felt safe inside a public building like a hospital. But we are now drafting active shooter policies for our client hospitals. Who could have foreseen such a significant change to the

Barrett: We have significant associations with groups like Community Services, the Boston Healthcare for the Homeless Program, and the Women's Bar Association. Recently our partner Meg Cosgrove brought in an Iraq veteran and his family who got caught in the vise between government sponsored health insurance and his own private health insurance, which had lapsed. We were able to successfully intercede after his daughter became very ill.

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Missions & Visions

BOWDITCH

ATTORNEYS



A "lifer" who began his career at Bowditch & Dewey more than 30 years ago as a summer associate, Robert D. Cox Jr., whose practice focuses on environmental law and environmental litigation, recently became managing partner of the firm.

Q: How would you describe your law firm's mission?

A: Our mission is to be a firm that clients consistently rely upon to assist them with legal issues and business goals. We are a traditional law firm making modern changes.

Q: What is your firm's greatest strength?

A: What sets us apart is our ability to bring on board and integrate new talent. We are very good at attracting and bringing in new people and having them stay. Over the last two years, we've brought in eight laterals and we know how to make them feel at home on day one.

Q: What practice areas do you see as having the most potential for growth in 2018, and why?

A: It shouldn't come as a surprise that clients are facing a lot of uncertainty on the regulatory side, given the many changes taking place. We're also seeing a lot of concern about data privacy and cybersecurity.



**Robert D.
Cox Jr.**
MANAGING
PARTNER,
BOWDITCH &
DEWEY

Q: As managing partner, what trends in management do you see as most likely to lead to substantive change in the legal profession?

A: I see three trends having an impact. First, firms are becoming less hierarchical. Younger lawyers want to be more involved, and we're answering this call by putting our younger lawyers front and center at events, for example. A second trend is that firms

"Culturally, we have a strong sense of loyalty. I've been here my entire career and that's not uncommon at Bowditch for lawyers or staff. People come here and they stay."

are operating like a business. At our firm, we have made changes to our management structure, from a five-member senior partner management committee to a managing partner and executive director with the equity partners acting like a board of directors. And third, employees don't stay as long at one firm. To address that, we have spent a lot of time on our hiring choices and retention.

Q: How is technology changing the practice of law?

A: Leveraging technology to provide a better overall client experience is a top priority for me. By having lawyers utilize technology, we can provide services faster and more efficiently and at the same time be more cost effective.

Q: What do you see as the biggest challenge the legal profession will face over the next five years?

A: We have seen a change in how legal services are delivered. Clients are much more savvy and have a lot more choices. In an effort to better meet our clients' needs, we recently joined the MSI Global Alliance, an international network of accounting and law firms that allows us to serve our clients anywhere from Taiwan to Morocco to Paris.

Q: What do you see as the greatest opportunity the legal profession will face over the next five years?

A: The opportunity to reinvent ourselves and change the game. Over the last few years, our firm has put in place many of the things we need to be on the cutting edge in terms of client service. I am excited to take these efforts even further.

Q: What is unique about your firm's culture? What sets you apart?

A: Compared to other firms, our structure is unique. In many ways, we operate like a big firm but the change in our management structure allows for faster decision making. We have about 60 attorneys, but we punch above our weight. Culturally, we have a strong sense of loyalty. I've been here my entire career and that's not uncommon at

Bowditch for lawyers or staff. People come here and they stay.

Q: The local legal community is well known for its commitment to "giving back." What pro bono work does your firm do that you are most proud of?

A: Our firm is committed to three legal aid referral services: Community Legal Aid in Worcester, Lawyers Clearinghouse in Boston and MetroWest Legal Services in Framingham. At Bowditch, the time spent on pro bono matters counts towards the hours folks put in, which means we track it and use it for performance reviews and compensation. Our firm is part of the community and we want to make sure we are participating in the community.

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- EMPLOYMENT, LABOR AND BENEFITS
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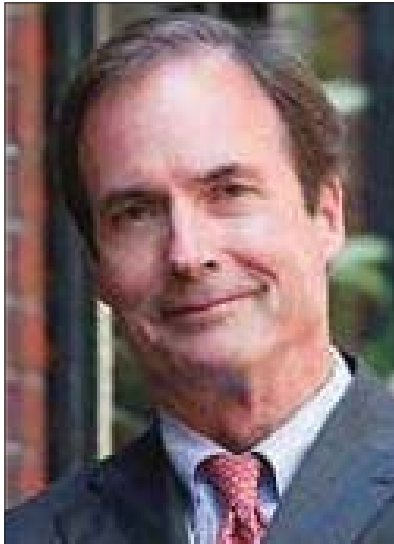
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Jonathan W. Fitch has managed Fitch Law Partners LLP since 1984, when he helped found the firm. Today, his diverse practice includes international arbitration, domestic commercial litigation, intellectual property and technology litigation and business and fiduciary litigation.

Q: How would you describe your law firm's mission?

A: For decades we have pursued the mission of excellence in complex litigation.

Q: What is your firm's greatest strength?

A: A cooperative work environment grounded in the values of high professional standards, mutual respect and loyalty to clients.

Q: What practice areas do you see as having the most potential for growth in 2018, and why?

A: The demand for conflict resolution will mirror local economic trends, so I expect to see growth in the technology, health, biotechnology, real estate and financial sectors. The dramatic influx of new companies in the Seaport District and elsewhere will fuel a lot of activity.

Q: As managing partner, what trends in management do you see as most likely to lead to substantive change in the legal profession?

A: Firm managers are more focused on creating highly skilled, diverse and loyal workforces, designing meaningful jobs and

over-performing when it comes to client satisfaction. There will continue to be changes in the interior design of law offices, with more emphasis on collaborative spaces and the fostering of a creative and healthy environment. I expect to see more stakeholders, flatter organizational structures, more openness and other changes in the governance of law firms.

“The challenge for us all is to be as far ahead of the Artificial Intelligence curve as possible so that we can shape how AI can improve the quality and lower the cost of legal services...”

Q: How is technology changing the practice of law?

A: We have had the first glimpse of disruptive technology in the daunting challenges brought on by electronically stored information. We have substituted one form of drudgery (poring over rooms full of documents) for another, both undertaken at enormous expense. I am optimistic, however, that Artificial Intelligence and cloud services will continue to develop and bring dramatic progress in the efficiency of document review.

Q: What do you see as the biggest challenge the legal profession will face over the next five years?

A: The big questions involve how Artificial Intelligence technologies will develop new, faster and smarter ways of doing sophisticated legal work. The challenge for us all is to be as far ahead of the AI curve as possible so that we can shape how AI can improve the quality and lower the cost of legal services — and more importantly, serve our best selves and the best values of our profession.

Q: What do you see as the greatest opportunity the legal profession will face over the next five years?

A: The problems of the day — for instance, the wretched state of public discourse, bitter political fragmentation, identity politics and personal grievances, disregard for scientific evidence, fake news and the lack of respect for others — strike me as ones that lawyers are uniquely equipped to address. We should seize the opportunity as lawyers to model what it means to be a good citizen. As lawyers in our communities and in our private lives, we should show respect for the views of others and show willingness to have our own minds changed by facts and reasoned discussion.

Q: What is unique about your firm's culture? What sets you apart?

A: We hire attorneys who have a demonstrated track record of excellence and a passionate desire to be trial lawyers. We ask our attorneys to regularly focus on their own vision of what kind of lawyer they strive to be and their assessment of what they need to do to reach their highest aspirations.

We support each and every lawyer at the firm engaged in that enterprise and provide what's needed, whether it's more trial experience, the opportunity to write or teach, the freedom to attend CLE programs throughout the country, and/or the assignment of more work in a particular area of our litigation practice.

Q: The local legal community is well known for its commitment to “giving back.” What pro bono work does your firm do that you are most proud of?

A: We are volunteer attorneys for Kids in Need of Defense (KIND) and represent unaccompanied minors in asylum and special immigrant juvenile petitions, as well as in removal petitions before the U.S. Citizens and Immigration Services. We have volunteered for KIND on repeated occasions and have obtained permanent resident status for five different minors.

Q
and
A

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Missions & Visions

Holland & Knight



Steven H. Wright has been with Holland & Knight since the firm came to Boston 20 years ago, and has been the executive partner overseeing the Boston office for nine years. He practices in the business corporate group, but also has litigation matters under his supervision.

Q: How would you describe your law firm's mission?

A: Iterations of the firm have been existence for 100 years, and the mission has been remarkably consistent. Our firmwide standard, the Holland & Knight Commitment, focuses on providing excellent legal services, cherishing client relationships, encouraging teamwork, embracing diversity, giving back to the community and promoting a high regard for professionalism and ethical standards. Throughout our offices, those are the type of attorneys we attract, who have those priorities.

Q: What is your firm's greatest strength?

A: Our greatest strength internally is our leadership, which has been steady, transparent and very communicative, even during some challenging years in the legal industry. Externally, I would say client service. The BTI Consulting Group recently placed Holland & Knight in an exclusive group of 10 U.S. law firms that have been most recommended by corporate counsel for more than 15 years in a row, as well as ranking us among the top eight firms nationally for the quality of our associates.

Q: What practice areas do you see as having the most potential for growth in 2018, and why?

A: Clearly, healthcare, technology, and intellectual property are vital in Boston's innovative economy. Nationally and regionally, the finance, technology and transportation sectors are drivers of the economy and will continue to grow. These match up very well with our firm's different industry-focused groups.

Q: As managing partner, what trends in management do you see as most likely to lead to substantive change in the legal profession?

A: In terms of management, I think it's the trend of combining technical expertise and industry insight and being able to apply

Q: What do you see as the greatest opportunity the legal profession will face over the next five years?

A: The biggest opportunity is for law firms and clients to work on similar platforms in terms of technology and, in terms of their collective business and legal knowledge, being able to manage that in a much more efficient way.

Q: What is unique about your firm's culture? What sets you apart?

A: In our Boston office, Holland & Knight is known as a firm committed to excellent client service and also one that has an unparalleled degree of collegiality. Although we have 150 attorneys and 245 employees in total, counting professional staff, it's a place where everybody here matters every

"Holland & Knight ... is a place where everybody here matters every day and we put team above all."

that in the form of solutions for clients' business issues. That's the professional challenge we all have to meet. The other is effectively managing the changing workforce. With millennials and the changing demographics in the profession, you have to manage that transition and leverage it. A key element we have learned with millennials is to establish a dialogue that goes both ways, with us learning from them in terms of their visions and work styles, and millennials understanding more clearly some of our traditional approaches that are incorporated in our success. That is something that will continue to help businesses transform.

Q: How is technology changing the practice of law?

A: We're working at a much faster pace with the receipt and analysis of information — as well as our decision-making once we get that information. The other aspect is the ability to harness technology, such as artificial intelligence, to advance the practice.

Q: What do you see as the biggest challenge the legal profession will face over the next five years?

A: Adjusting to technology and the changes in our practices that come from it. Also important will be the continuing challenge of meeting clients' demands with regard to providing value. It's recognizing that clients are under significant cost pressure and re-creating the partnership between firms and clients to shape a relationship that works in light of the pressures we all have.

day and we put team above all. The culture that we have emphasizes community service, diversity and pro bono work — and that permeates our entire office. We also have firmwide programs such as a 9/11 Day of Service that involves everyone from partners to associates to staff. We all pitch in.

Q: The local legal community is well known for its commitment to "giving back." What pro bono work does your firm do that you are most proud of?

A: We are most proud of Holland & Knight's Public and Charitable Service program, which encompasses not only pro bono work with regard to housing, domestic violence and civil rights but also includes a very strong presence in the community. That allows the full engagement of the firm, staff and other professionals in addition to attorneys. Everybody can find a way to get involved.

Q
and
A

Steven H. Wright

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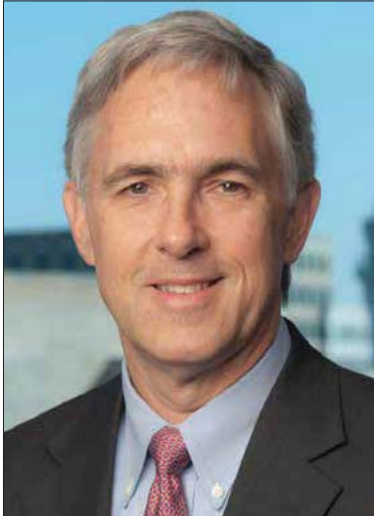
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For 35 years, John E. Rattigan Jr. has focused his practice on commercial real estate, with the last 12 years spent at DLA Piper. In January of 2016 he became the managing partner of the Boston office, which has 80 of the global firm's 4,500 lawyers.

Q: How would you describe your law firm's mission?

A: Our mission is to be a global business leader among law firms. Instead of a U.S. firm that happens to have offices around the world, DLA Piper was created differently: In 2005 three firms came together to create a global firm that provides indigenous lawyers in every jurisdiction.

Q: What is your firm's greatest strength?

A: Our greatest strength is our global platform and the collaborative attitude among our lawyers. Having a global law firm active in more than 90 offices in more than 40 countries doesn't do you any good if the lawyers are not collaborative. Part of the DNA of this firm is that our lawyers work together to create opportunities to serve clients around the world.

Q: What practice areas do you see as having the most potential for growth in 2018, and why?

A: The Boston business community is growing quickly. We expect continued strength for life sciences and technology of all kinds.

Q: As managing partner, what trends in management do you see as most likely to lead to substantive change in the legal profession?

A: The biggest change I'm seeing in the legal practice is a pressing need to collaborate with people in other practice areas and other locations. We need to collaborate if we are going to serve our clients well. No longer are there simple legal problems dealt with by individual lawyers.

Q: How is technology changing the practice of law?

A: The biggest change is the pace of the legal practice. Technology allows us to work more quickly, and therefore permits clients to expect things to be done more quickly. It

A: We came together in 2005, so we have a young and developing culture that focuses on our abilities and the need to work together. It is perfectly natural for the lawyers in the Boston office to work with lawyers in the New York office or the Copenhagen office because that is what this firm is about. That makes our firm a very collegial place to work.

Q: The local legal community is well known for its commitment to "giving back." What pro bono work does your firm do that you are most proud of?

A: In the Boston office, we focus primarily on people who have a need at the most fundamental level. We help staff a Housing Court clinic through Greater Boston Legal

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John E. Rattigan Jr.
BOSTON OFFICE
MANAGING
PARTNER,
DLA PIPER

also allows lawyers to work from wherever they may be, whether on the train or at the office or at home.

Q: What do you see as the biggest challenge the legal profession will face over the next five years?

A: The world is becoming more complex while at the same time businesses are pressured to reduce costs and bring services in-house. These two factors work together to leave large law firms with the most complicated and demanding work. We don't do the routine work anymore. That means that we need to carry enough staff to handle the largest matters but don't necessarily have the smaller things to fill in the gaps, which is a challenge for law firms.

Q: What do you see as the greatest opportunity the legal profession will face over the next five years?

A: The complexity of the world means that people and businesses need us. The opportunity to collaborate with clients and navigate the more complicated world can be very exciting for lawyers, whether in a lawsuit or a new company going to market.

Q: What is unique about your firm's culture? What sets you apart?

Services, work with immigrant children and women who have suffered domestic abuse to help them obtain legal status in the United States, and have staffed a commercial leasing clinic for nonprofits and charities through the Lawyers Clearinghouse. Finally, to reflect the international nature of our law firm, we have a program called New Perimeter. Staffed by lawyers from all practice areas as well as full time pro bono counsel, the program looks at systemic and policy issues in developing countries to lend a hand.

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- LITIGATION
- REAL ESTATE
- TAX

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Missions & Visions

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Michael J. Lambert has been with Sheehan Phinney for more than 20 years, working as a summer associate in 1994 and joining the firm as an attorney the following year. He is a member of the commercial litigation group, with an emphasis on shareholder disputes, insurance, employment and intellectual property. Lambert has been the head of the Boston office for six years and a member of the firm's management committee for three years.

Q: How would you describe your law firm's mission?

A: We operate according to set a of five core values. They are: partnering with our clients as trusted advisors; understanding our client's businesses; being active within our communities and with charitable causes; operating efficiently to lower our overhead and cost structure to deliver value to our clients; and promoting a standard of excellence in everything we do.

Q: What is your firm's greatest strength?

A: We have excellent lawyers that are always accessible to our clients.

Q: What practice areas do you see as having the most potential for growth in 2018, and why?

A: We've seen an increase in cybersecurity and data breach issues and expect there to be continued growth in that area in 2018. In addition, the IP group continues to see exponential growth, and we don't expect that to slow down in the coming year.

Q: As managing partner, what trends in management do you see as most likely to lead to substantive change in the legal profession?

A: Like a lot of firms, we have witnessed the explosive growth of electronically stored information (ESI), with the increased cost and complexity of the e-discovery process not only in large-scale litigation but in

A: We have a lot of lawyers like myself who joined as a summer associate or as a new lawyer and are still here 20 or 30 years later. We have other lawyers who joined us and plan on finishing out their careers here. That speaks volumes about our firm. We are lawyers who enjoy practicing law with each other and doing sophisticated, interesting work for our clients.

“Technology has made the link between clients and lawyers easier and quicker. We give clients our cellphone numbers. We want them to call us when they have a question or when an issue comes up, whether it's the weekend or the middle of the night.”

litigation in general. Many firms our size outsource these functions, but we've made an investment by acquiring and learning the technology, training the lawyers and staff to use the technology, and allocating resources to provide the benefits of this technology to the firm's clients.

Q: How is technology changing the practice of law?

A: Technology has made the link between clients and lawyers easier and quicker. We give clients our cellphone numbers. We want them to call us when they have a question or when an issue comes up, whether it's the weekend or the middle of the night. We believe clients deserve that access and timely response.

Q: What do you see as the biggest challenge the legal profession will face over the next five years?

A: Managing a multi-generational workforce is a challenge now and it will continue to be. We have four generations working side by side — that's about 50 years between the oldest and youngest lawyers — and soon we'll have Generation Z, those born after 1991, joining us. Succession planning is critical for our firm to continue to provide the breadth and depth of legal representation.

Q: What do you see as the greatest opportunity the legal profession will face over the next five years?

A: There will always be a need for excellent lawyers and outsourcing or alternative legal delivery is not going to replace that. We have an opportunity to embrace technology and efficiency while keeping the legal profession just that, a profession.

Q: What is unique about your firm's culture? What sets you apart?

Q: The local legal community is well known for its commitment to “giving back.” What pro bono work does your firm do that you are most proud of?

A: We are extremely active in charitable causes both in Massachusetts and New Hampshire, including United Way, Easter Seals, the Special Olympics and Meals on Wheels, just to name a few. We also hold an annual service day in the Boston office, and almost all of our lawyers do pro bono work.

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- CORPORATE LAW
- EMPLOYMENT
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- ENVIRONMENTAL & ENERGY
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Missions & Visions



A member of Cameron & Mittleman LLP since 1996, Karen G. DelPonte became managing partner of the firm in 2013. Her estate planning practice meshes well with the 30-year old Providence firm's primary practice areas of corporate and business law.

Q: How would you describe your law firm's mission?

A: Providing high-level, personalized client service at a fair price.

Q: What is your firm's greatest strength?

A: The people. We have talented attorneys and staff. They take their jobs seriously, do good work and really care about getting results for our clients. There are some firms our size that just do corporate work or litigation or are an estate planning boutique, but we have all of those specialties under one roof and when there is overlap between the practice areas, we can walk right down the hallway for expertise.

Q: What practice areas do you see as having the most potential for growth in 2018, and why?

A: Estate planning and corporate have the biggest potential for an increase. People are living longer, resulting in more people who need help in the area of estate planning. In addition, as the economic climate in Rhode Island improves, the needs of businesses are growing as well.

Q: As managing partner, what trends in management do you see as most likely to lead to substantive change in the legal profession?

A: It can be a challenge to deal with different generations of attorneys working in a firm. We have attorneys ranging in age from their mid-20s to their mid-70s, and in that 50-year span we see a lot of differences in how generations do things. It's a matter of finding common ground where everyone can embrace, or at the very least, respect differences.

Q: How is technology changing the practice of law?

A: The use of technology has had a positive and negative impact on the profession. While it is now easier to communicate with clients more quickly and easily, in other ways, technology has created more challenges. For example, technology has al-

strong so the business can pass down to the next generation and we can continue representing them.

Q: What is unique about your firm's culture? What sets you apart?

A: This is a really great place to work. We have a proven track record of longevity. People come here, they like it and they stay. We work hard, like each other, respect each other and do right by our clients.

Q: The local legal community is well known for its commitment to "giving back." What pro bono work does your firm do that you are most proud of?

A: Because of our size, we don't tend to do pro bono work on a firm-wide basis but encourage it on an attorney-by-attorney basis. Almost to a person, our attorneys and staff serve on nonprofit boards and professional organizations. We also cele-

"It can be a challenge to deal with different generations of attorneys working in a firm. We have attorneys ranging in age from their mid-20s to their mid-70s, and in that 50-year span we see a lot of differences in how generations do things."

most trained us to expect instant answers — that we can Google a complex legal question and the answer is going to pop up. It can be difficult to explain to clients that sometimes the issue is more complex than that.

Q: What do you see as the biggest challenge the legal profession will face over the next five years?

A: Consolidation across all industries has resulted in fewer clients. When I started practicing, there were more major companies with a presence in downtown Providence, but as the various industries have consolidated, clients have gone away. And with fewer companies located here in Rhode Island, it creates a challenge for the legal profession.

Q: What do you see as the greatest opportunity the legal profession will face over the next five years?

A: If the economic growth continues the way it has recently, I have a lot of hope the legal profession will reap the benefits, particularly [if there is] continued strength [with] small businesses, especially family-run, closely held businesses, which are a real strength here in Rhode Island. We work with those family business owners both on the corporate side as well as on the estate planning side. I hope the economy remains

brated our 30th anniversary as a firm last year by picking different causes and events that we could do together, like walking in a breast cancer fundraiser and working at a facility that helps disabled individuals.

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- BANKING AND FINANCE
- BANKRUPTCY AND REORGANIZATION
- CORPORATE AND BUSINESS LAW
- COMMERCIAL REAL ESTATE
- COMMUNICATIONS AND TECHNOLOGY
- EMPLOYMENT LAW
- PUBLIC FINANCE
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Index by Counsel

■ New Hampshire
 ■ Rhode Island
 ■ Vermont
■ Connecticut
 ■ Maine
 ■ Massachusetts

A

■ Suzanne Abair	46
■ Todd Abalos	60
■ Michele Abate	45
■ Richard C. Abati	52
■ David Abbott	88
■ Jason P. Abbott	68
■ David Abelman	57
■ James Abely	28
■ Stefanie Abhar	62
■ Alexa Abowitz	60
■ David Abraham	28
■ Joshua Abrams	59
■ Karen Abrams	66
■ Neil Abrams	87
■ Bradley Abruzzi	78
■ Linda Acampora	10
■ Peter Acton	74
■ Christian Adamiak	24
■ Chandra Adams	28
■ Jim Adelman	40
■ Bruce Adler	13
■ Paul J. Adler	84
■ Jennifer Adreani	52
■ Anil J. Adyanthaya	74
■ John N. Affuso	53
■ Barry Aframe	61
■ Leonard Agneta	21
■ Harvey Agosto	59
■ Karen Ahlers	55
■ Aaron Ahola	74
■ Cara Ahola	72
■ Meredith Ainbinder	78
■ Rob Ajemian	72
■ Mary Akerson	70
■ Michael Akkaoui	87
■ Charles Alagero	58
■ Eric Albrecht	14
■ Luke Albrecht	28
■ Marci Alexander	20
■ Quesiyah S. Ali	35
■ Nancy Alibrandi	70
■ Richardo Allan	6
■ Christina I. Allegrini	24
■ David S. Allen	45
■ Theodore R. Allen	26
■ Marla R. Allisan	69
■ Joanna Allison	29
■ Patricia Allouise	41
■ Christopher Allwarden	81
■ Peter Alpert	70
■ William Alpine	38
■ Sheryl Altman	21
■ Abel Alvarez	15
■ Emanuel Alves	42
■ John Amato	13
■ Corey Amex	56
■ Arthur Amron	9
■ An-Ping Hsieh	14
■ Marsha Anastasia	15
■ Arthur Anastos	73
■ Peter Anastos	57
■ Charlotte Ancel	89
■ Christopher Anderson	75
■ Dirk Anderson	90
■ Dorothy Anderson	52
■ Jonathan S.R. Anderson	18
■ Kori Anderson-Deasy	56
■ Marietta Anderson	10
■ Melissa W. Anderson	56
■ Timothy T. Anderson	35
■ Lynne St. Andre	63
■ Valerie Andrews	28
■ Stephen J. Andrick	61
■ Marie A. Angelini	77
■ Stephen Angell	4
■ William Aniskovich	11
■ Amy Annis	39
■ Kerri Riley Ansello	60
■ Susan Antonio	46
■ Joseph Appel	58
■ Dean Applefield	8
■ Nicole Arangio	62
■ Jen Arasimowicz	4
■ Robert Arena	87
■ Robert L. Arendell	36
■ Nancy J. Armitage	24
■ Abigail M. Armstrong	42
■ Beverly Armstrong	23
■ Emily Armstrong	56
■ Jack Armstrong	62
■ Lauren D. Armstrong	54
■ Daniel L. Arndt	62
■ David Arnheim	60
■ Sarah Arnholz	59
■ Ellen L. Arnold	82
■ Josh Aronson	39
■ Bill Aseltyne	11
■ Janene Asgeirsson	74
■ Sarah Ashby	28
■ Mary A. Ashkar	10
■ John Ashmeade	11
■ Paul Auffermann	58
■ Matthew Aufman	74
■ Kathleen Austen	82
■ Robert H. Avery	88
■ Leah Aviram	16
■ Steve Avruch	23
■ Marcy Axelrad	73
■ Jeffrey Axelrod	34
■ Phillip Axten	58
■ Ariel Ayanna	42
■ Ukong Ayendi	47
■ John Aylmer	34

B

■ Beth Azano	59
■ Michael P. Azzara	56
■ Catherine P. Baatz	45
■ Stacey Babson-Smith	15
■ Gary Bachyrycz	16
■ Frederick Backus	59
■ Sarah Baddeley	55
■ Lorri E. Badolato	82
■ Raymond Baghdady	18
■ Erin Brennan Bagley	61
■ Liz Rover Bailey	58
■ Mark Bailey	62
■ James P. Bailinson	20
■ Kelly Lang Baker	69
■ Michael Baker	76
■ Roberta Baker	91
■ David Balasco	84
■ Don Baldini	62
■ Michael Baldino	54
■ Jason Baletsa	78
■ Ronald Balk	73
■ William Ballou	41
■ Andrea Balsamo	62
■ Eileen Balthazard	68
■ Ryan Baltrush	6
■ Julie A. Balunas	84
■ Lars Bang-Jensen	89
■ Bruce Banks	4
■ Kelly L. Bannister	19
■ John Banse	72
■ Christopher Banthin	29
■ Michael Baratta	71
■ David Barbour	15
■ Margaret M. Barker	64
■ Mark Barnett	72
■ Jamison Barr	32
■ Scott Barrett	90
■ Michael L. Barrington	40
■ Denise Barton	80
■ Paige Barton	55
■ Karen S. Baseman	38
■ Patricia Bass	57
■ Cynthia J. Bates	11
■ Douglas A. Batt	27
■ Leslie A. Battle	86
■ Linda G. Bauer	52
■ Elizabeth Baumann	41
■ William Bayers	30
■ Francine T. Bazluke	91
■ Shanuah Beamon	53
■ Bruce Beatt	14
■ Michael Beatty	41
■ Mark T. Beaudouin	76
■ Lisa Beaulieu	62
■ Susan Beaumont	72
■ Stephen Beaver	30
■ John A. Beccia, III	40
■ Christopher Beck	28
■ R. David Beck	57
■ Elizabeth D.R. Becker	54
■ Jane Becker	40
■ Paula Becker	66
■ Jennifer Beedy	21
■ Yvette Beeman	30
■ Thomas Beetham	27
■ Maggie Begley	46
■ Joshua Beiser	62
■ Eric Belanger	41
■ James H. Belanger	47
■ Mark L. Belanger	41
■ Tamarah Belczyk	39
■ Jane Bell	66
■ Robert Bell	22
■ Scott Bell	62
■ Giuseppe E. Bellavita	75
■ Kathy Belleu	15
■ Juan C. Bellido	84
■ Kathrin Belliveau	86
■ Christopher R. Bello	16
■ John Bello	87
■ Christine Bellon	28
■ Corey Bellrose	71
■ Lisa M. Belmarsh	29
■ Elisabeth Belmont	20
■ Evan Benanti	30
■ Thomas Benda	47
■ Brian Bendig	47
■ Tina Benik	64
■ Daniel Bennett	62
■ Daniel J. Bennett	53
■ Matthew Benson	36
■ Michael Berdik	36
■ Martha Berek	15
■ Harris E. Berenson	64
■ Anja Berger	68
■ Marjorie Berger	12
■ David Bergers	44
■ Ellen Berkman	78
■ Ben Berman	6
■ Tracy Berns	58
■ Anne M. Berry-Goodfellow	52
■ Dennis Berry	69
■ Alice Bers	10
■ Robert A. Bersak	81
■ David L. Berstein	23
■ William Bertrand, Jr.	26
■ Brian A. Berube	66
■ Stacey A. L. Best	52
■ Andrea Bettencourt	41
■ Erin L. Betty	19
■ Deepika Bhayana	31
■ Guillermo Bichara	14

Index by Counsel

■ Connecticut ■ Maine ■ Massachusetts ■ New Hampshire ■ Rhode Island ■ Vermont

Mary Hughes Bickerton	41	William Brack	66	Elizabeth Bullock	78	Michael T. Carenzo	26
Rilla Bieberback	88	John Bracken	86	Christopher Buontempo	30	David C. Caristi	70
Robert E. Bienstock	19	Daniel Bradford	48	Sharon Burger	30	Janet R. Carlson	49
Keith Bilezerian	66	Jill Levine Bradford	41	Andrea Burgess	42	Carol-Ann T. Fraser	53
Johan Bill	14	Gina K. Bradley	48	Jessica Burgess	52	Erica Mecler Caron	63
David Billings	39	Larry Bradley	32	Bobby Burgner	13	Gerard Caron	66
Mary Kate Birch	33	Luke V. Bradley	61	Amy Burke	73	Brian Carr	19
Lisa M. Birkdale	30	Melissa M. Bradley	56	Brian W. Burke	80	Douglas S. Carr	81
Hans P. Birle	39	Nicholas Bradley	78	Kathleen F. Burke	67	Beverly Carrieri	68
Gregory Birne	55	Jennifer J. Brady	72	Robert Burke	90	Thomas Carroll	8
Brian Bisciotti	42	Eric Brass	38	Steven A. Burkhardt	13	Christine Carsman	39
Christine L. Biscotti-Quitadamo	71	Peter Brassard	70	Nicholas Burlingham	19	Sheree Carter-Galvan	19
John Bishop	54	Thanda Fields Brassard	41	Adam Burns	8	William Carter	7
Kristin Bittinger	57	Donnie Braunstein	86	James Burns	90	Suzanne L. Cartledge	42
Libby Black	72	Holly Jean Bray	19	Robert T. Burns	47	Alejandra Carvajal	23
Mark O. Blais	33	Natalie Bray	76	Richelle Burr	6	Brian Carvell	12
Richard Blake	30	Marie Breen	53	Michelle Bush	20	Barbara Cary	34
Pierre Henri Blanc	82	Nevis Bregasi	46	Cecile Butler	42	John Casagrande	68
Ellen Blanchard	40	Rebecca Brendel	26	Douglas Byrd	84	Eileen Casal	59
Allison Blanck	54	Melissa Brennan	59			William J. Casazza	11
Amy C. Bland	29	Joanneke K. M. Brentjens	24			Gary M. Case	12
Richard N. Bland	90	Sharon S. Briansky	67	Jill I. Cabitt	41	John Casey	78
Stacy L. Blasberg	24	Rachelle Brice	14	Amie Cafarelli	73	Sharon Casey	55
Michael Blessing	16	Joel J. Brickman	48	Monica R. Cafaro	58	Michael Cashton	86
Alan M. Block	42	Janet Britton	20	William J. Cahill, Jr.	64	Michael Cass	12
Mary S. Block	45	Garrett Broadrup	39	Donald Caiazza	81	Robert M. Cassesso, Jr.	35
Greg Bloodhill	89	Tina Brockett	8	Donna Caisse	84	Frank Castellucci	74
Alisha R. Bloom	75	Stewart A. Broder	32	Richard Calame	34	Ronald Castle	24
Mary Beth Bloom	70	Francesca Broderick	81	Andrew Calamare III	48	Michele Caulfield	14
Michael Bloom	61	Meg C. Bronneck	61	Michael Calawa	62	Charles P. Cavas	86
Amy Blouin	53	Janae W. Bronson	30	Albert Caldarelli	54	Cathleen Cavell	52
Dominic L. Blue	45	Andrew Brooslin	86	Theresa Caldarone	8	Sarah C. Cecil	67
Lester Blumberg	53	Eileen Brophy	49	Michael Caljouw	56	Jeffrey Cedrone	60
Craig Blumsack	75	Amy Brosius	90	Ashley Call	35	James Celentano	15
Andrew Bobenski	42	Andrew Brown	61	Dennis Callahan	56	Jerry Cellucci	34
Erik Bodenhofer	72	Angela Brown	45	Dennis Callahan	56	Jason Cenicola	75
Michelle Bodian	52	Daniel Brown	26	Michael Callahan	36	Ethan Ceplikas	71
Stephen Bogiages	28	Deanna Brown	67	Christopher Callanan	77	David Cerveny	24
Christopher Bohane	45	Eric Brown	6	Tenisha Callender	47	Katrina Cessna	4
Elissa Boisvert	67	Leslie Brown	30	Sandra Calmes	62	Stephen Cesso	40
Teresa Bolton	11	Melinda J. Brown	34	Laura Camara	50	Vijay Chaddah	67
Anthony Bolzan	66	Nancy Brown	62	Page Camara	33	Cheryl L. Chadwick	13
Teri Boni	30	Philip Brown	35	Sheldon I. Cammaker	7	Mary Chaffin	39
Jennifer Borden	83	Robert J. Brown, Jr.	33	Sarah Cammarata	32	Kathleen Chaloux	54
Jennifer C. Borden	68	Scott Brown	27	Sarah Cammarata	74	Gerard Chamberlain	22
Mary Borg	89	Thomas Brown	31	Christopher Campbell	31	Megan Chambers	40
Martha Born	23	Tracie C. Brown	9	Jeffrey Campbell	76	Pamela Chambers	19
Erica Boshes	41	Vance Brown	23	Michael Campbell	22	Sarah A. Chambers	52
Richard S. Boskey	57	Victoria Brown	89	Andrew Campo	23	Effie Chan	59
Alyssa Boss	84	William Brown	4	Daniel Canavan	6	Stephanie S. Chan	19
Linda Bosse	53	Michelle Brownlee	71	Vanessa Candela	34	Gary Chandler	22
Anthony Bottino	4	Robert Brunelli	86	Vincent Candelora	7	Rashmi Chandra	11
Caroline Boulanger	86	John Bruno	48	Nicholas S. Canelos	16	Matt Chapman	89
Greta Bouley	71	Charles T. Brusso, Jr.	75	Brian Cann	62	Matt Chapman	90
Jon M. Bourgault	42	David Bryson	32	Brent R. Canning	18	William Charamut	6
Robert Bourne	7	Anthony J. Buccitelli	69	Allison Cantor	8	Patrick Charles	55
Kenneth T. Bowden	59	Bradford H. Buck	12	Gillian Rattray Garcia	57	Michael Chartock	72
Brendan E. Boyce	36	Maria D. Buckley	58	Jessica Cardon	18	Brian Charville	41
Stephen Boyd	58	David J. Buczkowski	76	Caesar Cardozo	49	Cheryl Chase	16

Index by Counsel

■ Connecticut ■ Maine ■ Massachusetts ■ New Hampshire ■ Rhode Island ■ Vermont

■ Julie Chattopadhyay	59
■ John Chayrigues	80
■ Jo E. Chen	40
■ Sarah Grace Chiaramida	58
■ Nadia Chinchilla	62
■ John Chinian	54
■ Ellen Chiniara	22
■ Tatenda Chitemerere	62
■ Anjali Chitre	42
■ Peggy Chiu	29
■ Changhoon Choi	75
■ Elisa Cholapranee	24
■ Albert Choy	31
■ Koren Christensen	50
■ Kyle G. Christensen	49
■ Erin Christenson	33
■ Erin Christenson	47
■ Deborah Chung	19
■ Edward Chung-I Lee	11
■ Suzanne S. Chung	29
■ Barbara C. Chupp	84
■ Laurie Churchill	27
■ David J. Chused	78
■ Kimberly S. Ciccarella	42
■ Robert Cicero	64
■ Gerald P. Ciejka	22
■ Angela D. Ciottone	10
■ Joseph Cipriano	62
■ Michael Civitello	8
■ Mary Ann Clancy	22
■ Michael Clancy	35
■ Kerri Clapp	39
■ Alyson Clark	13
■ Amy Clark	68
■ Christopher Clark	59
■ James F. Clark	47
■ Robert F. Clark	67
■ William Clark	31
■ Cynthia Clarke	48
■ Lynne Clay	81
■ Karen Clemens	72
■ Brandon Clippinger	56
■ Mike Clisham	20
■ Toni Hamburg Clithero	91
■ Kevin J. Cloherty	42
■ Kevin J. Cloherty	45
■ Monica K. Cloherty	30
■ Alison Mills Cloutier	52
■ Ernest Cloutier	32
■ Jonathan E. Clune	19
■ Antoinette Coakley	73
■ Chris Cobb	9
■ Robert J. Cobert	28
■ Jim Cobery	38
■ Elijah E. Cocks	24
■ Susan Codner	71
■ Roberta Coen	86
■ Thomas Coen	72
■ Candice Cogan	83
■ Eric Cohen	15
■ Susan Cohen	49
■ Sarah Colao	52
■ Enrique Colbert	73
■ Tara Colby	62
■ Jason Cole	23
■ Jason F. Cole	23
■ Siena Colegrave	62
■ Joseph Colella	24
■ Sean M. Coleman	60
■ David Colleran	27
■ John Colleran	8
■ Kenneth Collette	8
■ Adam Collicelli	36
■ Catherine Z. Collins	42
■ Christine S. Collins	77
■ Kimberly Collins	46
■ Kristin Collins	47
■ Debra Comfort	52
■ Wilbur Commodore	49
■ Ann Condon	13
■ James Condon	52
■ Marianne Congdon-Hohman	30
■ Cynthia A. Conley	41
■ Shannon Connell	27
■ Mary Connolly	31
■ Colleen Connor	13
■ John Connor	40
■ Thomas Connors	46
■ Rose Constance	74
■ Stacey S. Constat	82
■ Jonathan Conti	35
■ Elizabeth Conway	10
■ Joshua N. Cook	42
■ Leslie J. Cook	76
■ Alan Cooke	30
■ Joanne Cooke	76
■ Chris Cooper	40
■ Sharon Cooper	15
■ Elizabeth A. Copeland	54
■ Kimberly Coran	12
■ Patrick Corcoran	14
■ Ethan Corey	46
■ Alan Cormier	31
■ Amy Corn	15
■ Lois Dehls Cornell	58
■ Judith Corrigan	55
■ Michael Costa	23
■ Shelley Costantino	71
■ David Cote	63
■ John Cotter	89
■ Susan L. Cotter	11
■ Anthony Cottone	88
■ Sheri Cottreau	32
■ Stephen J. Coukos	22
■ Sarah Coutou	44
■ Michael Cowhig	58
■ Elizabeth Cox	86
■ Rebecca Cox	88

■ John Craven	49
■ Marc W. Crayton	9
■ Kevin T. Creedon	76
■ Emmanuel E. Crespo	64
■ Barbara Crippen	90
■ Jared Crittenden	47
■ Jared Crittenden	47
■ Daniel S. Crocker	74
■ Lori Crocker	47
■ Thomas Crohan	44
■ Charles F. Cronin	64
■ Maura Cronin	55
■ Michael Cronin	6
■ Sean R. Cronin	35
■ Timothy Cronin	36
■ Kelly Crosby	62
■ John Cross	30
■ Timothy Cross	72
■ Kenneth Crowley	61
■ Mike Crowley	27
■ Steven Crowther	45
■ Kelly Cruz	31
■ Lawrence Cruz	18
■ Elizabeth Cullen	68
■ Michael C. Cullen	86
■ Terry Cullen	46
■ Robert Culliford	77
■ William E. Culton, Jr.	87
■ Michael Cummings	15
■ Anne Cunningham	21
■ William Cupelo	62
■ Dianne Curran	53
■ Andrew Curtin	78
■ Jamie Curtis	58
■ Paul Cushing	59
■ Io Cybelle Cyrus	56
■ James Czapla	62
■ Jonathan H. D. ("Bo") Lamb	70

D

■ D'Alessandro, John	61
■ D'Amico, Andrew	68
■ D'Angelo, Daniel	40
■ D'Angelo, Joseph	31
■ D'Angelo, Robert, Jr.	16
■ D'Antonio, Benjamin	55
■ D'Eramo, Loretta	16
■ Paul Dacier	26
■ Dorian Daley	33
■ Albert B. Dalton	54
■ Kevin R. Daly	18
■ Brian Danaher	69
■ John J. Danello	44
■ Andrew W. Daniels	42
■ Benjamin M. Daniels	24
■ Peter Daniels	87
■ Herbert K. Daroff	40
■ Jaime Hertel Dasque	42
■ Caryn Daum	62

■ Kevin M. David	22
■ Jennifer Davidson	62
■ Brian Davis	68
■ Ethan I. Davis	24
■ Jason Davis	39
■ Patricia Davis	27
■ Scott M. Davis	60
■ W. Brett Davis	27
■ Elizabeth Day	54
■ Thomas H. Day	44
■ Deborah Dean	31
■ Mandi Dean	64
■ Kristen DeAngelo	61
■ Ernani Jose DeAraujo	29
■ Christopher DeBruin	60
■ Melinda M. Decker	8
■ Nicholas DeCorso	13
■ John Decubellis	88
■ Felicia DeDominicis	10
■ Thomas Dee	44
■ Peter DeFeo	60
■ Gill Deford	10
■ Guy DeFrances, Jr.	18
■ Christopher A. DeFrancis	40
■ John E. Deitelbaum	45
■ Michael Delaney	33
■ Joseph Delehant	67
■ Mark W. Dell'Orfano	81
■ Joseph DeLorey	35
■ Kara DelTufo	57
■ John DeLuca	75
■ Paul Delva	21
■ Michael Demakakos	52
■ Jennifer A. Demaree	58
■ George Demas	90
■ Daniel DeMerchant	12
■ John Deming	8
■ Stephanie Dempsey	16
■ Francesse J. Denis	49
■ Sarah DePanfilis	15
■ Anne Depew	39
■ Erin Derenzis	35
■ Kara Derosa	13
■ Anthony DeSantis	60
■ Christine Deshler	52
■ Cecile Desmond	76
■ Michele E. DeTour	54
■ Chris Detzel	72
■ Eleanor DeVane	8
■ Gordon Devens	19
■ James Dever	35
■ Paul C. Devin	40
■ Michael Devine	14
■ Donald DeVivo	19
■ Patrick Devlin	62
■ R. Bruce Dewey	67
■ Neha Dhupar	54
■ William Dickerson	8
■ Kimberly R. Dickson	13

Index by Counsel

■ Connecticut ■ Maine ■ Massachusetts ■ New Hampshire ■ Rhode Island ■ Vermont

Louise DiCocco.....	12	Melissa A. Driscoll.....	12	Michael Epstein.....	73	Allison M. Fergus.....	1
Karen Diebolt.....	9	Ryan Driscoll.....	67	Michael Epstein.....	83	Diane Ferguson.....	34
Lauren Dienes.....	8	Sabriya Dublin.....	56	Benjamin Ericson.....	53	William J. Ferguson, Jr.....	66, 67
Jennifer Dieringer.....	29	David Dubosky.....	86	Scott Erlich.....	32	Diane Fernandes.....	68
Carl Dierker.....	56	Stephan Dubouloz.....	46	Paul Escobar.....	86	Toni Fernandez.....	68
Joseph Dieso.....	13	Maria Dubrowski.....	23	Kate Eshghi.....	60	Steven E. Ferrey.....	80
John E. Dietel.....	69	Lauren E. Duca.....	54	Catherine Esposito.....	.6	Dahlia Fetouh.....	78
Christine Dieter.....	84	Edward K. Duch, III.....	45	James Esposito.....	.9	Cheryl Diane Feuerman.....	.9
Markus Diethelm.....	9	June Duchesne.....	31	Joesph Esposito.....	18	Jay M. Fialkov.....	38
Stephen Dietrick.....	50	John R. Dudek.....	82	Chad Van Ess.....	64	Troy Ficarra.....	14
Laura Hunter Dietz.....	52	Anne Marie Duffy.....	47	Jane Estey.....	42	Jamey Fidel.....	89
Molly Diggins.....	46	Elizabeth Duffy.....	47	William Ethier.....	.4	Nora E. Field.....	77
Daniel M. DiGregio.....	31	Julie Duffy.....	87	Dana Etre.....	62	Shelley Field.....	90
Ruth Dillingham.....	76	Regina Dugan.....	78	Vanessa Eustace.....	71	Thomas G. Field, III.....	67
Terese Dillingham.....	39	Mark Duggan.....	15	Courtney Evanchuk.....	62	John Fikre.....	.4
Mary DiMaiti.....	46	Tucker Dulong.....	76	Lisa Evangelista.....	62	Lydia Fillingham.....	31
Daniel DiMarco.....	70	John K. Dunleavy.....	91	Jeremy Evans.....	24	Christine Filosa.....	77
Alex Dimitrief.....	13	Ryan Dunn.....	35	Peter Evans.....	11	Eileen Finan.....	78
Gerald Dinallo.....	18	Augustus DuPont.....	13	Rachel Evans.....	27	Daniel Finegold.....	46
Francis Dineen.....	10	Matthew T. Durand.....	71	William Evers.....	60	Barbara Finigan.....	86
Mark R. DiOrio.....	71	Martha Durcan.....	33			Suzanne Finn.....	57
John DiPietrantonio.....	50	Helen Durkin.....	38	F		James J. Finnegan.....	69
Ed Disanto.....	30	Daniel D. Dutcher.....	91	Julie Faber.....	78	Kevin O. Finnegan.....	45
Mark C. Divincenzo.....	78	Jason Duva.....	31	Scott Faber.....	76	John Fiore.....	72
Elliott Dobin.....	46	Gail Dyer.....	88	Stephen H. Faberman.....	33	Michael Fiore.....	50
Christine D. Docherty.....	41			Richard Fabian.....	84	Elizabeth Fischer.....	31
Douglas Dodge.....	24	E		Ira Fader.....	35	Samuel Fish.....	47
Sean Doherty.....	40	Kerry-Lyn Eadie.....	53	Carol Wolff Fallon.....	78	Stephen P. Fisher.....	11
Gerard Dolan.....	49	Gail Eagan.....	60	Lynnette Fallon.....	66	Valerie Fiske.....	29
James C. Dolan.....	45	John Eagan.....	89	Veronica Fallon.....	90	Edward J. Fitzgerald.....	.6
Patty Dolan.....	26	Fr. Phillip Earley.....	29	Robert Falvey.....	84	Jon Fitzgerald.....	21
Anthony Dolce.....	12	Craig Eaton.....	83	Joseph Falworth.....	90	Leanne J. Fitzgerald.....	33
Joshua Dolger.....	15	David Eber.....	30	Edward J. Faneuil.....	36	Timmery Fitzpatrick.....	38
Christopher Dollase.....	31	Garry G. Eckard.....	44	Melissa Fang.....	70	Elissa Fix.....	28
Elias Domingo.....	58	Therese M. Eckford.....	84	Jeff Fannon.....	91	Billie Flaherty.....	13
Kristine L. Donabedian.....	83	Edith-Marie Paradiso.....	57	Anne Farina.....	61	James M. Flaherty, Jr.....	24
Jayne Donegan.....	87	Christopher Egan.....	73	Susan H. Farina.....	28	Kathy Flaherty.....	.4
Robert B. Donin.....	82	Donald Einhorn.....	89	Marha Pyle Farrell.....	58	Christopher Flanagan.....	57
Renee M. Donlan.....	67	Jeremy Eisemann.....	62	Robert S. Farrington.....	70	Michael Fleisher.....	73
Kevin W. Donnelly.....	86	Bruce T. Eisenhut.....	52	Ellen Farwell.....	57	Pamela Fleming.....	31
Cheryl Donohue.....	54	Jenny Ek.....	44	James J. Fauci.....	50	Dana Flemming.....	80
Justin Dooley.....	76	Joyce Elden.....	60	Lisa Fay.....	11	Anton Fliri.....	28
Timothy V. Dooling.....	55	Cynthia Watts Elder.....	12	Fatema Fazendeiro.....	77	James Flood.....	13
Lynn Doonan.....	.8	Beth Elfrey.....	.6	James F. Febeo.....	41	Nuria Flores.....	16
Richard Doran.....	71	Jay Elias.....	69	Will Federspiel.....	72	Ciaran Flynn.....	31
Jessica A. Dorazio.....	11	Jill Elliot.....	30	Tom Feeley.....	20	Laurie Flynn.....	55
Christine A. Dorchak.....	29	Beth Elliott.....	53	Andrew Feinberg.....	31	Mark Flynn.....	.9
Thomas Dorer.....	19	Justin Elliott.....	69	Matthew Feiner.....	33	Thomas V. Flynn.....	80
Deborah DosSantos.....	58	Lynne Ellis.....	59	Felise Feingold.....	88	Janet Fogarty.....	87
Tim Douros.....	23	Lawrence S. Elswit.....	77	Alison Dawn Feldman.....	39	Scott Fogg.....	81
Anne Marie Dowd.....	54	Kristen Elwell.....	78	Arlene Feldman.....	71	T. Keith Fogg.....	78
William Dragan.....	.4	Richard Emmett.....	73	Julia Feldman.....	24	Joshua Foley.....	.9
Elizabeth Draghi.....	.9	Debbie Ende.....	66	Robert Noah Feldman.....	23	Michael C. Fondo.....	39
Tonya Drake.....	75	Eve Endicott.....	39	Stuart P. Feldman.....	50	Jonathan Foot.....	75
Shawn M. Draper.....	54	John Endrusick.....	84	Charles L. Felsenthal.....	44	Jeannine Foran.....	11
Gemma Dreher.....	68	Nika Engberg.....	32	Jonathan Feltner.....	52	Allen Forbes.....	56
David M. Driscoll.....	31	Chris Engebretson.....	30	Susan Fendell.....	55	Carlo N. Forcione.....	47
Joseph Driscoll.....	59	David Englander.....	90	Eileen Fenton.....	35	Adam Formus.....	64
Keith Driscoll.....	61	James Epperson, Ph.D.....	.4	Judith Ferber.....	54	Richard C. Forsberg.....	14

Index by Counsel

■ Connecticut ■ Maine ■ Massachusetts ■ New Hampshire ■ Rhode Island ■ Vermont

■ Margaret M. Fortuna	76
■ Matthew Fossum	81
■ Ashley Foti	90
■ Deborah Fox	75
■ Jodi Fox	39
■ Stephen Fox	46
■ William Fox	38
■ Toni Frain	62
■ Muriel Fraker	60
■ Betty Francisco	38
■ Christian Frangos	64
■ Robert S. Frank	20
■ William Frank	58
■ Donna H. Frankel	42
■ Frank Wolak	4
■ Bess Franzosa	73
■ Eliza Fraser	13
■ Julian Fray	80
■ Linda Frazier	75
■ Peter Frazier	88
■ Edward D. Freedman	76
■ Charlie Freeman	75
■ Lauren Freeman-Bosworth	15
■ Dick Freije	60
■ Jay French	61
■ Glenn R. Friedemann	84
■ David S. Friedman	38
■ Lissy C. Friedman	29
■ Scott M. Friedman	46
■ Daniel J. Friel	49
■ Beth Frothingham	24
■ John J. Fry	64
■ Charlene Fryou	39
■ Suzanne Fuchs	57
■ Akiyo Fujii	80
■ Brendan Furey	77
■ Tina Furey	50

G

■ Bill Gabovitch	72
■ Anne M. Gaeta	24
■ Domenic P. Gaeta	24
■ Michael A. Gagnon	60
■ Martin Galese	24
■ Cristina Galica	45
■ James D. Gallagher	44
■ Mark Gallagher	75
■ Paul Gallagher	44
■ Michael B. Galvin	32
■ Shannon Gamache	45
■ Kevin T. Gammons	70
■ Lurleen Gannon	52
■ Kilbyanne Garabedian	60
■ Iciar Garcia	38
■ Michael Garko	60
■ Jeffrey I. Garmel	38
■ Lee J. Gartenberg	29
■ Michael Garvey	62
■ Michele Garvin	57

■ Gerard Gasperini	34
■ Ronald S. Gass	15
■ David A. Gast	30
■ Bradford Gay	56
■ Elin Gaynor	58
■ Sean T. Geary	36
■ Joan Geddes	64
■ Brian J. Gedicks	6
■ Erika Geetter	77
■ Iris C. Geik	30
■ Ayla Geller	78
■ Andrew F. Gelson	22
■ Nicole Fournier Gelston	19
■ Maureen Gemma	41
■ Kathleen Genova	72
■ Timothy Gens	58
■ Jillian Cappucci Gentilli	67
■ Jaime Genua	45
■ Tanisha Geraigery	67
■ Maura Gerhart	57
■ Edward Von Gerichten	88
■ Elizabeth Gerlach	56
■ Regina Gerrick	70
■ Michele B. Gerroir	56
■ Ara Gershengorn	78
■ Louise M. Gessel	31
■ Stephen M. Gianelli	47
■ Joseph Giannino	69
■ Michael Gibbs	28
■ Michael Gibney	72
■ Leo Gibson	91
■ Sheilah Gibson	8
■ Andrew R. Gifford	16
■ Halley E. Gilbert	27
■ Vanessa Gilbreth	59
■ Charles D. Gill	15
■ Kelly Gill	72
■ Dana Gilland	13
■ Bonnie Gillespie	54
■ Phillip S. Gillespie	47
■ Peter Gillies	44
■ Alison Gilligan	12
■ Alexander Gillis	74
■ Jaime I. Gillis	81
■ Julie Gillis	69
■ Reeves Gillis	44
■ Patrick Gilmore	24
■ Sherri Gilmore	52
■ Matthew Gilson	58
■ Aaron Ginsberg	81
■ Rebecca M. Ginzburg	77
■ Margaret Girard	6
■ Roland Giroux	64
■ Tara Giroux	27
■ Eric Gjede	6
■ Catherine Gjessing	89
■ Alan J. Glass	82
■ Joshua Glass	83
■ John Glassburn	60

■ Suzanne Glassburn	78
■ Karen A. Gledhill	24
■ Brian E. Glennon, II	71
■ Kerry Gless	48
■ Gail Glick	55
■ Theodore F. Glockner	64
■ Gerald Glover	41
■ Michael Glover	80
■ Michael Andrew Glover	80
■ Elizabeth Brody Gluck	60
■ Anuj Goel	58
■ Michelle S. Goglia	13
■ Paula W. Gold	22
■ Andrew M. Goldberg	45
■ Joel Goldberg	67
■ Marissa A. Goldberg	36
■ Sally Goldberg	27
■ Benjamin Goldberger	55
■ David Goldman	61
■ Michael Goldman	6
■ Randi Goldman	73
■ Daniel Goldstein	15
■ Alexis Goltra	33
■ Rhona Golubock	6
■ Scott Gonfrade	50
■ Cristina Gonzalez	72
■ Susan E. Gonzalez	36
■ Paige Goodwin	28
■ Gail Goolkasian	74
■ Brad Gordon	83
■ Ken Gordon	8
■ Catherine Gorecki	33
■ William Gorgone	87
■ John J. Gorman	9
■ Roberta Y. Goto	54
■ Mark Gottlieb	80
■ William A. Gottlieb	42
■ Bonita M. Gottschalk	49
■ Amy J. Gould	36
■ Barbara Gould	13
■ Kevin M. Gould	50
■ Stephen Gould	82
■ Michael D. Grabo	88
■ Charles A. Grace	33
■ Kevin Grady	86
■ Colleen Granahan	64
■ Charles Gray	67
■ Deborah England Gray	75
■ Michelle Greco	60
■ James M. Green	88
■ Barbara Greenberg	14
■ Judi Greenberg	59
■ Jodi A. Greenburg	50
■ Regan M. Greene	83
■ Alyssa Greenwald	19
■ Russell Gregg	62
■ Daniel N. Gregoire	10
■ Julie Grey	10
■ Courtney Gribbon	62

■ John Griffin	26
■ Donald E. Griffith	45
■ Michael Grillo	13
■ Jeffrey Grody	14
■ Marilyn K. Grody	11
■ Aaron Grossman	28
■ Mary E. Grover	36
■ Donald Grzybowski	12
■ David A. Guberman	50
■ Jennifer L. Gugliotti	42
■ Rosemary Guiltinan	59
■ Paul M. Gulko	42
■ Lalitha Gunturi	30
■ Krish Gupta	31
■ Saurabh Gupta	35
■ Eugene Gurvits	76
■ Peter Gutermann	15
■ Rita B. Gyls	61

H

■ Merle Haas	52
■ Frederic Haber	30
■ Ameen Haddad	33
■ Cynthia Hahn	34
■ Jeffrey D. Haigh	38
■ Dan Haley	74
■ Karyl Lee Hall	4
■ Michael Hall	35
■ Stuart Hallagan	86
■ Martin R. Haller	76
■ Sara Halton	72
■ Mary Hamaker	31
■ Omar Hameed	86
■ Linda Hamel	50
■ Dorothy Hammett	13
■ Frederick Hammond	74
■ Bob Hampsch	14
■ Donald Hancock	72
■ Nancy Hanley	72
■ Marcelle Hansen	10
■ Kevin Hanson	18
■ Alexandra Haralambous	50
■ Melanie Haratunian	74
■ Valicia Dee Harmon	9
■ John Harney	53
■ Bernadette Harrigan	45
■ Erin Harrington	27
■ Joseph L. Harrington	74
■ Peter P. Harrington, Jr.	40
■ Jeremy Harris	14
■ Jason Harrison	42
■ Damon Hart	62
■ Dennis C. Hart	77
■ Richard Hart	46
■ Kathi L. Hartman	68
■ Sarah Hartry	55
■ Wayne E. Hartwell	29
■ Kristen Haseney	16
■ Christine Hasiotis	61

■ James Hawkins	57
■ Julie E. Hawkins	24
■ Mary Hawkins	70
■ Cara Hawkinson	24
■ Bradford Hayami	11
■ Robert Hayter	34
■ David Hazelett	90
■ Pamela P. Heacock	60
■ Robert Healing	13
■ Martin W. Healy	69
■ Honor S. Heath	7
■ Deirdre Heatwole	80
■ Lorna Hebert	80
■ Ian D. Hecker	22
■ James Heckman	16
■ Jeannette Willett Hedderman	55
■ Brian Heffernan	33
■ Dan Heffernan	6
■ Benjamin Heineman, Jr.	13
■ Jaimesen Heins	90
■ Richard Heller	74
■ Janet M. Helmke-Elmore	7
■ Christine Helsel	52
■ Caroline G. Hendel	19
■ Wisla Heneghan	39
■ Barbara Hennessy	11
■ Brent Henry	59
■ Kathleen C. Henry	69
■ Colleen Henschke	72
■ Raymond W. Hepper	36
■ Dennis S. Herchel	45
■ Jacqueline Hernandez	24
■ Patrick Hernon	24
■ Sharon Rackow Herrick	57
■ Lynette Herscha	23
■ George W. Herz II	74
■ Christine Heshion	62
■ Patrick J. Hester	36
■ Ward Hewins	30
■ Daniel J. Hewitt	83
■ Mark Hickernell	35
■ Tammy M. Hickox	82
■ Kirkland Hicks	81
■ Robert Hicks	8
■ Joseph M. Hickson III	31
■ Stan Hiers	62
■ John Higham	59
■ Donna Hill	24
■ Ken Hill	55
■ Patricia Hill	31
■ Tom Hill	13
■ Timothy Hinkle	70
■ Thomas Hippler	74
■ Lori M. Hishon	44
■ David Hisson	68
■ Daniel Hoag	75
■ Joseph Hobbs	62
■ Robert Hochstein	87
■ John Hodgens, Jr.	84

■ Deborah A. Hodys	10
■ Deborah A. Hodys	11
■ Buzz Hoffman	67
■ Steven Hoffman	48
■ Susan L. Hoffman	84
■ Frank Hogan, III	14
■ Judith Hogan	46
■ Richard Hogan	18
■ Philip F. Holahan	54
■ Robert G. Holdway	41
■ Meghan Holmes	68
■ Gregory K. Holness	7
■ Kathleen Holt	10
■ Karen Holyoke	20
■ Amy Homans	21
■ Sangwha Hong	24
■ James C. Hoodlet	42
■ Seth Hoogasian	68
■ Fraser Hori	52
■ Michelle Horrigan	60
■ Laurie R. Houle	35
■ Mark G. Howard	71
■ Matthew C. Hoyer	64
■ Shawn Hoyt	34
■ Lilly Huang	77
■ J. Dana Hubbard	24
■ J. Kendall Huber	64
■ Pamela Huergo	32
■ Kelly S. Huffman	39
■ Christine Hughes	78
■ Marcus Hughes	60
■ Thomas Hughes	76
■ Tisa Hughes	57
■ Jonathan Hulbert	78
■ Julianne Hull	46
■ Kimbulla Hull	59
■ Lawrence Humphrey	35
■ Laurie Hunt	9
■ John Hurley	31
■ Sheila Hurley	76
■ Laurie Hurr	38
■ David M. Hutchins	40
■ David P. Hutchinson	24
■ Philip A. Huvos	44
■ David H. Hwang	76
■ Jeffrey Hyde	13
■ Jill R. Hyde	48
■ Sarah E. Hymes	24
■ Christopher Hynes	62

I

■ Janine Idelson	46
■ Bethany Igoe	87
■ Paul G. Igoe	6
■ Aimme Imundo	13
■ Randi Ingerman	72
■ Derrick E. Ingram	70
■ Robert Iuliano	78

J

■ Ulysses Jacks	53
■ Erin N. Jackson	28
■ Jennifer Jackson	10
■ Kathryn Jackson	71
■ J. David Jacobs	23
■ Judith Jacobson	53
■ David M. Jaffe	83
■ David Jagger	33
■ Dana St. James	39
■ Anna Jarosinski	32
■ David Jaworski	64
■ Amy Boatner Jeffrey	23
■ Mary Jeka	80
■ Meggan Jekot	11
■ E. Kenneth Jenkins	38
■ Sandra L. Jesse	26
■ Karen Jessey	87
■ Jo-Ann Allan	76
■ Christopher John	54
■ Melissa John	69
■ Kirk Johnson	46
■ Mary K. Johnson	12
■ Michael Johnson	62
■ Thomas Johnston	58
■ Allison B. Jones	24
■ Harold Jones	77
■ Judith Jones	11
■ Julie Jones	9
■ Krietta Bowens Jones	57
■ Matthew D. Jones	35
■ Michael G. Jones	57
■ Richard Jones	49
■ Sharon Jones	34
■ Thomas Jones	39
■ Brenna B. Jordan	83
■ Jason Joseph	66
■ Leslie Joseph	59
■ Arthur Joyce	13
■ Jeannemarie Joyce	56
■ Kase Jubboori	40
■ Cathy Judd-Stein	55
■ Richard Judkins	29
■ Kerry Jung	90
■ Sonia Jurado	80
■ James Jurgens	76

K

■ John Kacoyannakis	62
■ Peter Kaes	33
■ Joseph M. Kaigler	54
■ Vasiliki Kalaitzidis	24
■ George Kalapos, Jr.	15
■ James Kalashian	13
■ Jenny Kallenbach	18
■ Daniel A. Kalosieh	10
■ Michelle N. Kalowski	54
■ Seth Kalvert	75
■ Zachary Kammerdeiner	18

■ Owen Kane	54
■ Patricia Kane	34
■ Russell Kane	46
■ Victoria Kane	40
■ Michael Kaneb	55
■ Susan Kantrowitz	38
■ Steven Kapiloff	9
■ Alison Kapilow	56
■ Evan Kaplan	30
■ Mark Kaplow	13
■ Jonathan Kapp	34
■ Jack Kapples	66
■ Kinga Kapuscinski	44
■ C.J. Karbowicz	16
■ Leonard Kardon	69
■ Richard Karelitz	66
■ Rhonda Karlin	12
■ Peter Karlson	84
■ Mitchell Karman	44
■ Daniel Karnovsky	62
■ Jamie Katz	56
■ Peter Katz	78
■ Nancy E. Kaufman	52
■ Craig W. Kaylor	22
■ Maiken Keason-Brookes	28
■ Joanne P. Keating	62
■ Nancy Keating	62
■ Susan A. Kee	59
■ Todd Keebaugh	69
■ Garrett Keegan	29
■ Christopher Keenan	61
■ Shawn Keenan	21
■ James Kelleher	62
■ John P. Kelleher	75
■ Karen Kelleher	53
■ Chris Kelley	46
■ Jean Marie Kelley	80
■ Joseph Kelley	34
■ Kevin J. Kelley	48
■ Maureen Kelley	58
■ Alicia Kelly	72
■ Bridgette Kelly	49
■ Bruce Kelly	86
■ Maria Kelly	74
■ Beth Kelsch	20
■ Stewart W. Kemp	69
■ Wendi Kemp	8
■ Edmund Kenealy	62
■ Amanda Kennedy	30
■ Catherine Kennedy	41
■ Chris Kennedy	68
■ Leigh Kenney	62
■ Peter Kent	66
■ Adam Keser	67
■ Jim Keshian	36
■ James Kessler	58
■ Scott Kessloff	57
■ Eric Kevorkian	70
■ Laura Khoshbin	59

Index by Counsel

■ Connecticut ■ Maine ■ Massachusetts ■ New Hampshire ■ Rhode Island ■ Vermont

■ Daniel Kibler-Stearns	42
■ Melanie Kido	76
■ Samuel Kilgore	62
■ Chi Suk Kim	67
■ Ginny Kim	18
■ Rey Kim	8
■ Edward K. Kimball	64
■ Ann King	60
■ Henry King, Jr.	61
■ Anne Kinnane	71
■ James Kinyon	8
■ Seth Kipp	27
■ Erik Kirby	53
■ Michelle L. Kirby	12
■ Dennis Kirwan	53
■ Tracy Klay	54
■ Amy Klein	8
■ Jonathan Klein	71
■ Todd L. C. Klipp	77
■ Charles H. Klippel	11
■ James Klopfer	60
■ Julie Klusza	61
■ Laurie C. Knapp	47
■ Katherine Kneeland	59
■ Richard T. Kneeland	64
■ Shannon Knight	33
■ Ilana Knopf	80
■ Steven Knudson	89
■ Robert Knychalski	87
■ Wendy Koelsch	60
■ Kerri A. Koen	47
■ Nicholas J. Kolokithas	44
■ Gregory Konzal	48
■ Michael H. Koonce	48
■ Daniel W. Kopko	30
■ Jay Koplove	49
■ Anna Kordan	62
■ Maria Korjenevitch	33
■ Catherine E.M. Kortlandt	14
■ Julie A. Koshgarian	66
■ Eric D. Koster	18
■ Douglas G. Kott	24
■ Bill Kowalski	11
■ Jeffrey Kowalski	32
■ Paul Koziell	20
■ Ira Krakower	14
■ Katherine Kraschel	11
■ Robert D. Kraus	48
■ Adam Krauss	58
■ Charles K. Krauss	26
■ Steven Kressler	83
■ Todd Krieger	32
■ Mitchell S. Krinsky	28
■ Vivek Krishnamurthy	77
■ Kevin C. Krull	32
■ Robert Kubica	71
■ Hillary Mankin Kufe	57
■ Anil Kumar	68
■ Michele I. Kunitz	40

■ Sarah Kutner	16
■ Wey-Wey Kwok	10

L

■ Melissa LaBarge	31
■ Victoria A. Labriola	23
■ Michael Lacek	45
■ Heather Lacey	74
■ David LaChappelle	35
■ Dennis LaCroix	73
■ William B. Lacy	64
■ Joseph E. Ladocsi	44
■ Adriana Lafaille	48
■ Naphtalia LaFontant	35
■ John Laidlaw	81
■ Karen Laisne	80
■ Michael Lalli	15
■ Sandra Lalli	18
■ Lily Lam	62
■ Robert M. LaMarca	49
■ Ann Lambert	48
■ Sandra L. Lambert	67
■ Stephanie Shores Lambert	72
■ Suzanne Lambert	44
■ Yolanda J. Lamboy	88
■ Steven Lance	31
■ Claude Lancome	36
■ Linda Landis	81
■ Linda Landry	69
■ Stephanie Lane	12
■ Brian Langenfeld	46
■ Derek Langhauser	21
■ Benjamin Langille	39
■ Gary Langlais	69
■ Wendoly Ortiz Langlois	57
■ Elizabeth Langston	86
■ Tracy Kane Lannigan	44
■ Jaime LaPorte	86
■ Jeffrey Larson	39
■ Joseph A. LaSala, Jr.	28
■ Lawrence LaSala	87
■ Alan Lau	8
■ Jennifer L. Lauro	64
■ Jill Lavacchia	53
■ Nathan P. LaVallee	19
■ Mark Lavoie	12
■ Nina R. Lavoie	21
■ Peter S. Lawrence	23
■ Roger Lawrence	34
■ Susan Lazzo	60
■ Quan Le	75
■ Wei Le	86
■ Peter W. Leberman	82
■ David Lebowitz	15
■ Beverly E. Ledbetter	88
■ Michele B. Lederberg	84
■ Konrad Lee	31
■ Peter Lee	68
■ Rachel Lee	33
■ Amy Leete-Van Dyke	7

■ E. Renee LeFevre	49
■ Peter Lefkowitz	66
■ Glenn Leger	42
■ Debra Legget	53
■ Leigh-Ann Durant	24
■ Natalie MacLean Leino	59
■ Rosemary Leitz	7
■ Vincent J. Lembo	80
■ Phyllis Lemell	7
■ Brian Lemm	15
■ Maria T. Lennon	6
■ Craig K. Leon	66
■ Clifton A. Leonhardt	9
■ Kenneth Lepage	68
■ Alison Lepper	80
■ Troy R. Lester	64
■ Joseph Lettiere	77
■ Jia Leung	57
■ Meredith Lever	80
■ Kendra Levesque	86
■ Andrew S. Levine	56
■ Barbara Levine	68
■ Mark Levine	27
■ Ross Levine	13
■ Jeffrey A. Levinson	75
■ Lance B. Levy	75
■ Leah Levy	69
■ Elizabeth Lewis	28
■ Jonathan Lewis	14
■ Laurence Lewis	68
■ Malik Lewis	62
■ Rosa Licea-Mailloux	46
■ Anne Liddy	26
■ Christopher G. Lim	26
■ Colleen Danehy Lindroos	18
■ Charles Lindsey, Jr.	15
■ Rachael Lines	11
■ Martin Lipman	27
■ Jennifer Lippman	87
■ Lloyd Lipsett	48
■ William Liska	19
■ Donald Liskov	62
■ Shawn G. Lisle	14
■ Eric Lisman	30
■ Kenneth M. Litvin	31
■ Todd Liu	10
■ Scott A. Lively	44
■ John Livingston	67
■ Robert Lizza	36
■ Joanne Locke	62
■ Steven S. Locke	77
■ Courtney Lockwood	81
■ Kurt Lockwood	27
■ Rebecca Lockwood	57
■ Jean Loewenberg	44
■ Thomas J. Loftus	44
■ Anthony Lombardi	18
■ Marc Lombardi	11
■ Nigel Long	63
■ Stephanie Long	89

■ Kristina J. Longo	26
■ Ben Looker	24
■ Diane Lopez	78
■ Robin Loporchio	34
■ Angelo Lopresti	66
■ Sarah G. LoPresti	50
■ Elizabeth Lord	89
■ Erica R. LoRe	28
■ Nicole L. Lorenzatti	21
■ Mark Loughman	44
■ Michael Louis	49
■ Penelope E. St. Louis	21
■ Carrie Love	49
■ Kelly A. Love	49
■ Jay Collin Lovejoy	41
■ Amy B. Lovell	48
■ Marc C. Lovell	40
■ Stephanie Lovell	56
■ Beirne Lovely	29
■ Valerie Lovely	38
■ Kimberley Lovendale	78
■ Kirk Lowry	4
■ Lu-Ann Fiore	35
■ Lyudmila Lubashev	34
■ David J. Luca	61
■ Graham Luce	71
■ Bradley J. Lucido	45
■ John Ludden	66
■ Kenneth Ludovico, Jr.	18
■ Kenneth W. Luke	52
■ Robert Lupone	87
■ Roy Luria	33
■ Lyn M. Lustig	71
■ Adam M. Lutynski	52
■ William Lynch	63
■ Chantal Lyon	31
■ Maryellen Lyons	53

M

■ Richard MacAdams	87
■ Colin MacDonald	71
■ Duncan R. MacKay	7
■ Anne Lisa Mackie	6
■ Christopher MacKrell	33
■ Sanjay Madan	68
■ James A. Madden	34
■ Kevin Madden	63
■ Sandra I. Madden	39
■ Sara Madge	78
■ Christopher Madin	48
■ Stephen Maggiola	18
■ Alyssa McClintock Mahagan	77
■ Joseph C. Maher, Jr.	59
■ Jason A. Mahler	77
■ Jonathan Mahlowitz	28
■ Catherine Mahoney	56
■ Daniel Mahoney	36
■ Janet M. Mahoney	49
■ Martin F. Mahoney	27
■ Mary Mahoney	59

Index by Counsel

■ Connecticut ■ Maine ■ Massachusetts ■ New Hampshire ■ Rhode Island ■ Vermont

■ Paul Mahoney	34	■ Mary-Pat Cormier	62	■ Carol Gilchrist McIver	53	■ Jonathan Mishara	86
■ R. Scott Mahoney	20	■ Carolyn Mason	59	■ Claudia B. McKelway	49	■ Elizabeth Mitchell	61
■ Stephen Mahoney	27	■ Maureen Massa	19	■ Amy McKendry	80	■ Matthew E. Mitchell	47
■ Helene Maichle	49	■ John H. Masterson	58	■ Carolyn McKenna	10	■ Rebecca Mitchell	19
■ Amelie Mailloux	73	■ Lara Mataac	32	■ Ian McKenny	90	■ Toni Mitchell	76
■ Emily A. Maitin	71	■ Johnathan Mathiesen	46	■ Ivy McKinney	15	■ Elitza Miteva	63
■ Jason Makofsky	35	■ Michelle M. Matiski	11	■ Beth McLaughlin	53	■ Joan Mitrou	73
■ Seth Malamut	71	■ Andrew L. Matz	69	■ Daniel McLoughlin	31	■ Gregory Moffatt	34
■ Chuck Malandra	15	■ Kelly Maxwell	57	■ Donna McMahon	54	■ Thomas S. Moffatt	83
■ Frank Maldari	27	■ David Mayer	8	■ John McManus	33	■ Susan Mohr	33
■ Elizabeth A. Maldonado	7	■ David Mayer	75	■ Patricia McMullin	56	■ Derek Moitoso	56
■ Norah K. Mallam	54	■ John B. Maynard	44	■ Kevin McNally	18	■ Jonathan L. Moll	77
■ Kerry Malloy-Snyder	29	■ Brandon Mazer	21	■ Lawrence McNally	63	■ Robert S. Molloy	71
■ Laura A. Malone	46	■ Scott S. Mazur	68	■ Kelley McNeill	73	■ Reginald C. Momah	64
■ Richard Maloney	57	■ Steven McAleer	74	■ Joseph A. McOsker, III.	41	■ Ben Monachino	58
■ Thomas F. Maloney	57	■ Michael McAlevey	66	■ Mark McSally	84	■ Matthew Monaghan	21
■ Sarah Manchester	75	■ Timothy McAllister	36	■ Sean McSweeney	63	■ Mary Monovoukas	23
■ Ralph Mancini	14	■ Rebecca McBroom	91	■ William McVey	54	■ Brian Montana	48
■ Robert Manfreda, Jr.	9	■ Michael J. McCabe	86	■ Michael McWeeney	61	■ Tom Montemagni	89
■ Meredith K. Mangan	62	■ Tracey McCain	23	■ Mark D. Meador	11	■ Jennifer Y. Montgomery	10
■ Gail Mann	32	■ Elizabeth McCarron	31	■ Ellen M. Meagher	52	■ Amanda Mooradian	46
■ Jonathan T. Mann	74	■ Ann McCarthy	53	■ Emily Mechem	86	■ Alexander W. Moore	30
■ Catherine Mannick	39	■ Daniel McCarthy	48	■ Sapna Mehtani	24	■ Alyce Moore	75
■ Andrea Manning	40	■ Denise McCarthy	14	■ Rakel Meir	23	■ David Moore	50
■ Claire Manning	39	■ Dianne McCarthy	57	■ Kevin Meisner	10	■ Deborah Moore	9
■ Michael Manning	35	■ Joseph M. McCarthy, Jr.	31	■ Jay Melkonian	76	■ Robert Moore	34
■ Yuxin Mao	11	■ Patrice McCarthy	19	■ J.P. Mello	59	■ Ian Moores	73
■ Kristen Mara	58	■ Paul McCarthy	19	■ Lisa Menelly	34	■ Jesse Moorman	90
■ Nora Marantz	63	■ Tara McCarthy	23	■ Kevin Merchant	4	■ Elizabeth Morahan	63
■ Mario Marcaccio	35	■ Virginia A. McCarthy	54	■ Thomas D. Mercurio	91	■ Pamela Moreau	82
■ James Marchetti	34	■ Ann McCauley	72	■ David Merrill, Jr.	76	■ George Moreira	6
■ Angela Marcolina	49	■ Robert J. McCauley	70	■ Lisa G. Merritt	81	■ Brian Morgan	35
■ Harold J. Marcus	58	■ Thomas A. McCormick	91	■ Janet Mesrobian	33	■ Tracey A. Morgan	11
■ Thomas P. Marczak	21	■ Chad McDaniel	14	■ Nicholas Messuri	57	■ John Moriarty	4
■ Nathaniel I. Margolis	42	■ Kevin McDermott	52	■ Karen A. Meyer	50	■ Anne Morrill	60
■ Erin Margoliuis	35	■ Michael McDonagh	70	■ Lee Meyer	13	■ Julie Morrill	47
■ Susan Maria	19	■ Anne McDonald	57	■ William Meyer	67	■ Kristen Morrill	26
■ Brian Marinelli	32	■ Catherine M. McDonald	54	■ Anna Mezzano	74	■ Cheron P. Morris	56
■ Frederick Marius	41	■ John R. McDonald	69	■ Christopher A. Michaels	29	■ David E. Morris	75
■ David Markatos	14	■ Kevin McDonald	44	■ Peter Michelson	80	■ Haidee Morris	77
■ Peter Markman	33	■ Michael McDonald	38	■ Rhoda Micocci	10	■ Jules Jay Morris	26
■ Chris Markowski	45	■ Steven J. McDonald	88	■ Paul Middlemiss	44	■ Steven Morris	63
■ Tiffany Marosits	40	■ John L. McDonough	64	■ Dragica Mijailovic	60	■ Susan Morris	12
■ John Marrella	6	■ Shaun McDonough	66	■ Andrew D. Mikell	91	■ Jennifer A. Morrison	84
■ John W. Marshall	52	■ Jennifer L. McDougall	35	■ Daniel Milewich	24	■ Kevin J. Morrison	49
■ Megan Marshall	46	■ Michael McDougall	24	■ Deborah Miller	26	■ Richard J. Morrison	36
■ Deborah Marson	32	■ Stephen C. McEvoy	22	■ Jennifer Miller	40	■ Rob Morrison	14
■ Nathan P. Martell	20	■ Kathleen A. McGah	12	■ Jessica Miller	56	■ Diane Morse	8
■ Sebestyen Martens	63	■ Maureen McGee	53	■ Judy Miller	73	■ Mary Ellen Morse	63
■ Carrie L. Martignetti	26	■ Marifrances McGinn	88	■ Kenneth R. Miller	19	■ Karen Morton	63
■ Christopher Martin	23	■ Terence McGinnis	22	■ Paul Milligan	35	■ Toni A. Motta	83
■ Genevieve M. Martin	84	■ Melissa McGow-Klauder	15	■ Leigh Mills	32	■ Jonathan M. Moulton	74
■ Glenn Martin	20	■ Kathleen McGrath	63	■ Andrew Milne	81	■ Molly S. Mugler	46
■ Ralph C. Martin, II.	80	■ Michael P. McGroarty	12	■ Stuart Min	68	■ Lisa Mui	32
■ Robert Martin	59	■ Lindsay McGuinness	26	■ Sueyoung Min	39	■ Brian Mulcahy	36
■ Kellie Martinez	78	■ Nancy A. McGuire, Esq.	57	■ Paula Minella	42	■ Elizabeth A. Mulcahy	26
■ Vannesa Martinez	19	■ Alexandra McHugh	15	■ Joseph P. Mingolla	70	■ Richard Mullane	35
■ David Martini	89	■ Michael McNerny	66	■ Robert Minturn	46	■ Stacy K. Mullaney	41
■ Erin S. Martino	26	■ Dawna McIntyre	80	■ David Miranda	34	■ David Mullen	80
■ Kristine Marvin	82	■ Matt McIntyre	80	■ Niki Mirtorabi	11	■ Karen Mullen	73

Index by Counsel

■ Connecticut ■ Maine ■ Massachusetts ■ New Hampshire ■ Rhode Island ■ Vermont

■ William G. Mullen III	70
■ Lisa Muller	90
■ Kathleen Mullins	33
■ Sarah Mullins	72
■ Stacy Munroe	26
■ Michael E. Murawski	61
■ Mitchell Muroff	38
■ Alicia Murphy	54
■ Bevin Murphy	86
■ Colleen M. Murphy	9
■ Deirdre Murphy	66
■ Lynne Murphy	76
■ Maura Murphy	61
■ Meredith Murphy	86
■ Neal A. Murphy	12
■ Patricia M. Murphy	23
■ Raymond Murphy	70
■ Shawn Murphy	73
■ Kathleen S. Murray	88
■ Lisa Murray	75
■ Steve Murray	61
■ Gary Murtagh	45
■ Michael Muscatello	64
■ Diane Musi	69
■ Ethan Mutschler	80

N

■ Elizabeth Dubin Nadzo	53
■ Mneesha Nahata	30
■ Scott Naigles	38
■ Robbie Narcisse	15
■ Peter Nash	34
■ Robert Nault	30
■ Joseph Nauman	64
■ Peter Necheles	68
■ Amy Bressler Nee	54
■ Sean Nehill	49
■ Mark Neil	34
■ Kimberly Nelson	56
■ Victoria Nemiah	75
■ Christopher Neronha	80
■ Monica A. Neronha	84
■ Richelle A. Nessralla	78
■ Joann Senzel Nestor	26
■ Lauren Neubauer	15
■ Thomas Neumeier	63
■ Joseph Nevins	57
■ Patrick F. Nevins	19
■ Martin Nevrla	63
■ Bill Newman	48
■ William Newman	56
■ Dana Ng	34
■ Kha Nguyen	33
■ Pauline Nguyen	54
■ Tu N. Nguyen	66
■ Lori Nickerson	26
■ Charles J. Nicol	7
■ Matt Nicoletta	58
■ Anne Nicoll	86
■ Alexander Nielsen	68

■ Paul Nightingale	73
■ Joseph Niglio	6
■ Oren Nimni	29
■ Emily Nink	29
■ Francis Niro	40
■ Sharon Noble	28
■ Kim Nohilly	11
■ Terence Nolan	76
■ Martin Noonan	16
■ Timothy Noonan	89
■ Patricia Noone	50
■ John Norberg	48
■ Erik Nordahl	50
■ Stephanie North	86
■ Robert F. Nostramo	86
■ Fabricio Nunes	14
■ Kimberly Nuzum	75
■ Rachel A. Nuzzo	88

O

■ Melissa O'Berg	32
■ Betsy O'Brien	58
■ Celia O'Brien	36
■ Jean O'Brien	57
■ Peter O'Brien	61
■ Roberta O'Brien	12
■ Ronan O'Brien	28
■ Sally O'Brien	82
■ Suzanne O'Brien	40
■ Lawrence O'Connell	87
■ Julia K O'Connor	69
■ Nicole M. O'Connor	49
■ Richard O'Connor	58
■ Susan Silver O'Connor	58
■ John O'Day	50
■ Alethea O'Donnell	45
■ Catherine O'Donnell	63
■ Meg O'Donnell	90
■ Kevin D. O'Leary	82
■ Sheila O'Leary	77
■ Mary P. O'Malley	35
■ Michael O'Malley	63
■ John O'Neil	45
■ Helen O'Rourke	63
■ Thomas O'Shea	9
■ John O'Toole	33
■ Karen O'Toole	52
■ Karen M. O'Toole	41
■ Richard Obadiah	70
■ Kyle Odin	15
■ Nike Okediji	38
■ Steven Olearcek	67
■ Daniel P. Olohan	63
■ David Olsen	81
■ Nancy Onken	12
■ Richard F. Orr	19
■ Robert P. Orthman	49
■ Carrie Ortner	87
■ Thomas H. Osborn	67

■ Deanna Osganian	33
■ Kevin Ouellette	48
■ Megan Ouellette	11
■ Barnett D. Ovrut	62
■ Laurie Owen	29
■ Michael Owen	82
■ Jose Oxholm	75
■ Gilberto Oyola	9

P

■ Sam Pace	14
■ Vincent P. Pace	7
■ Rosanna Pacella	58
■ Maureen Pachucki	63
■ Lori Paci	53
■ Michael J. Pacinda	63
■ Kavita Padiyar	39
■ Sara Pagani	34
■ Blaine Page	58
■ Jeffrey Page	44
■ Richard M. Page	49
■ Jonathan W. Painter	67
■ Gregory Pakhladzhyan	77
■ Christina Palmer	66
■ Constantine Papademetriou	49
■ Constantia (Dena) Papanikolaou	78
■ Jennifer L. Papillo	91
■ Elena Papoulias	44
■ Michael J. Parini	28
■ Jonathan Paris	27
■ Stephen J. Paris	62
■ Edward Parker	66
■ Sandra Parker	20
■ Stella Parry	56
■ John W. Parsons	56
■ Philip Parsons	88
■ Judith Parys	82
■ Jigisha B. Patel	80
■ Sidd Pattanayak	75
■ Sophia Pattas	44
■ Teresa Patten	54
■ Alexander Paugh	56
■ Rachael Pause	80
■ Byron Pavano	39
■ David Payne	15
■ Antonia C. Peabody	56
■ Jane Peachy	50
■ Paula S. Pearlman	9
■ Christine C. Peaslee	45
■ Kirstie L. Pecci	50
■ James Peck	69
■ Cecilia F. Pelkay	84
■ Michael Pellini	33
■ E. David Pemstein	42
■ Jennifer Peoples	73
■ Gary T. Pepka	64
■ Tony Pepper	14
■ Susan Pereira	46
■ Elizabeth Perkins	87

■ Johnathan Perkins	78
■ Robert Kevin Perkins	31
■ James A. Perley, Jr.	72
■ Bruce Perlman	16
■ Susan Permut	31
■ Victor R. Perpetua	9
■ Dawn Perry	73
■ Robert A. Perry	75
■ Thomas Perry	53
■ John Perullo	26
■ Paul Pescatello	6
■ Scott K. Peterson	32
■ Amanda B. Petrillo	38
■ Victoria Pezzini	73
■ Christopher K. Pfirrmann	22
■ Douglas Phillips	83
■ Drew Picciafoco	44
■ John Piccione	68
■ David S. Pickett	44
■ William Pidgeon	33
■ Lisa Pierce	61
■ Cesare Pietrangelo, Jr.	35
■ Stephen Pike	52
■ Andrew Pinkowski	12
■ Schuyler Pisha	29
■ Malcolm G. Pittman, III	42
■ Alice Pizzi	29
■ Marisa Pizzi	36
■ Lori Doyle Place	62
■ Russell P. Plato	26
■ Maya Khuru Plotkin	78
■ Scot Plotnick	23
■ Andrene Plummer	27
■ Jeffrey Plunkett	46
■ Jane Podolski	52
■ Gregory Poitras	81
■ Allison Pokky	41
■ Lisa Polan	15
■ Mark Polebaum	46
■ Richard Poliferno	61
■ Yvette Politis	69
■ Marc Polk	59
■ Brian Pollard	14
■ Michael I. Pollard	23
■ Thomas Pomella	73
■ Frank Pomer	4
■ Paul E. Pontarelli	88
■ Emily J. Poriss	45
■ Jorge A. Porras	49
■ Mary Porter	66
■ Scott Posner	15
■ Edward P. Potanka	12
■ Kathleen Potter	67
■ Greg Pottle	42
■ Lon Povich	55
■ Lori Powers	27
■ Michael Powers	76
■ Thomas Powers	21
■ Timothy A. Pratt	23

■ W.M. Gordon Prescott	22
■ Adelita C. Press	83
■ Benjamin Preston	72
■ Federico C. Preuss	11
■ Edmund H. Price	44
■ Heather Price	59
■ Maureen Price-Boreland	9
■ Terrence D. Pricher	52
■ Peta Gaye M. Prinn	42
■ Jay Printzlau	81
■ Rhonda Prokos	61
■ Erik Pugh	46
■ Harsha Pulluru	44
■ George Pultz	66
■ Meghan Purvee	90
■ Marybeth Pyles	49

Q

■ Tracey Quarles	26
■ Heather Quay	78
■ Richard Quinlan	63
■ Joannah Quinn	53
■ Juliette Quinn	31
■ Kathleen Quinn	63
■ Michael Quinn	9
■ Sean D. Quinn	64
■ Wendy L. Quinn	50
■ Ashlin Quirk	16
■ John Quisel	22

R

■ Neven Rabadjija	36
■ Jane R. Rabe	52
■ Daniel Rabinovitz	78
■ Amy Rabinowitz	36
■ Daniel Rabinowitz	27
■ Carolyn Radcliffe	57
■ Rebecca Radford	44
■ Lisa Rae	91
■ Andrew Rainer	80
■ Gretchen Groggel Ralston	80
■ Ranesh Ramanathan	40
■ Bruce Ramin	73
■ Nestor Ramirez	63
■ Sohail Ramirez	19
■ Carolyn E. Ramm	66
■ Rebecca Ransom	34
■ Hilary A. Rapkin	20
■ Kevin Rasch	45
■ Laura Ratautaite-Zulkarnain	63
■ Anna Baxstrom Rawlings	57
■ Andrea Re	59
■ Suzette Recinos	18
■ Gant Redmon	34
■ Renee Reed	11
■ Matthew C. Regan	22
■ Beth Regas	10
■ David Reibel	34
■ Teresa Reichert	6
■ Kevin B. Reid, Sr.	15

■ Christopher Reilly	16
■ Trudy P. Reilly	54
■ John Reizian	12
■ James Remeika	34
■ Dylan Remley	36
■ Steven Remsberg	54
■ Donald J. Rendall, Jr.	89
■ Charles D. Rennick	77
■ Gina M. Reppucci	26
■ Jason Reyes	31
■ Patricia Reyes	71
■ Thomas Reyes	46
■ Joseph Reynolds	34
■ Steven P. Reynolds	67
■ Paul M. Rezendes	52
■ Erich Rhynhart	83
■ Frances M. Ricci	4
■ John A. Rice, Jr.	35
■ William H. Rice	91
■ Patricia Rich	26
■ Lisa G. Richardson	49
■ M. Kathryn Rickards	67
■ Daniel Ricks	67
■ Kimberly Riebling	63
■ Parker Riehle	89
■ Denise D. Riemann	68
■ Christine Riggs	14
■ David Rikkers	34
■ Michael J. Riley	35
■ Robert A. Rio	39
■ Rhonda L. Rittenberg	80
■ Jesse Ritter	47
■ Christian Rivera	63
■ Ben Robbins	55
■ Jill Nareau Robert	45
■ Cindy Robertson	81
■ Marjory Robertson	60
■ Robert Robichaud	10
■ Adam C. Robitaille	86
■ Denis Robitaille	66
■ David S. Roder	26
■ Ronald F. Rodgers	82
■ James M. Rodolakis	45
■ Mark Roellig	45
■ Sue Ellen Rogal	76
■ Bob Roger	76
■ Kathleen Rogers	80
■ Adriana Rojas-Garzon	40
■ Allison K. Romantz	78
■ David Rome	8
■ James Romeo	26
■ Stephen Romine	71
■ Karen E. Romito	54
■ Deirdre Roney	54
■ Harold Rose	19
■ Dunyelle N. Rosen	42
■ Lisa M. Rosen	38
■ Susan Rosen	38
■ Valarie Rosen	66

■ Caron Rosenberg	81
■ Ellen Rosenberg	40
■ Edward M. Rosenblatt	19
■ Thomas Rosenbloom	41
■ Robert Rosenthal	45
■ Richard Rosier	13
■ John W. Roslansky	32
■ Kathleen K. Ross	9
■ Jessie Rossman	48
■ Laura Rotenberg	64
■ Itia S. Roth	26
■ Ryan Roth	13
■ Maeve Rothman	13
■ Ellen Rothstein	57
■ Steven F. Rowell	73
■ Vladimir Rubin	41
■ Karuna Rubino	23
■ Michael Rubino	77
■ Kevin Ruddy	33
■ Karl Ruping	32
■ John Rupp	87
■ Steven Rusconi	63
■ Mark C. Rush	45
■ Thomas A. Rush	64
■ James Rushford	71
■ John F. Russell	44
■ Kevin Russell	31
■ Matthew J. Russell	41
■ Bob Ryan	61
■ David Ryan	26
■ Donald P. Ryan	44
■ Karen McOwen Ryan	83
■ Michael C. Ryan	64

S

■ Ana Sa	68
■ Sean Sabin	34
■ Lauren Sacco	47
■ Julie Sacks	84
■ Laura Sacks	55
■ Shari Sacks	14
■ John F. Sadoski	76
■ Marianne Sadowski	9
■ Ketty Saez	42
■ Ketty A. Saez	44
■ Ben Sahl	81
■ Paul Sahovey	52
■ Michael Saji	82
■ Lesley N. Salafia	19
■ James Salvie	45
■ Alia Samad-Salameh	74
■ Thomas E. Samoluk	44
■ Matthew Sample	32
■ Steven Sampson	45
■ Laurie Sanborn	58
■ Jacquelyn Fahey Sandell	28
■ Lindsey Sands	36
■ Michael Santagata	10
■ Richard Santoro	56

■ Sigismund L. Sapinski, Jr.	12
■ Jeff Sarasohn	39
■ DJ Sardella	59
■ Dianne Sargalski	10
■ Eric Sarner	14
■ Joseph P. Sassi	88
■ Jennifer Saubermann	54
■ Donald Savery	56
■ Lauren Savidge	8
■ Colin Savoy	68
■ Kim Sawyer	48
■ Susan Sawyer	19
■ Judith Saxe	39
■ Steven M. Sayers	77
■ Tiziana Scaccia	8
■ Andrew Scanlon	86
■ John Scanlon	18
■ Neil Scannell	54
■ Anthony M. Scavongelli	61
■ Ryan Schaffer	73
■ Michael Schauss	88
■ Sharon Schawbel	72
■ Adriana Schick	47
■ Jamieson Schiff	87
■ Benjamin Schilling	64
■ Elizabeth Schilling	90
■ Heidi Schmerbeck	69
■ Pamela J. Schmidt	42
■ Garth Schneider	63
■ Mary Beth Schneider	87
■ Rhoda Schneider	53
■ Scott Schoen	34
■ Jeannine Schoos	47
■ Mark Schueppert	29
■ Jill Schuler	27
■ Sarah J. Schuler	26
■ Julie Schultz	70
■ Solan B. Schwab	16
■ David Schwartz	83
■ Jonathan Schwartz	36
■ Lisa Schwartz	73
■ Lurie Schwartz	14
■ Mary E. Schwind	9
■ Antonio Scimemi	45
■ Carolyn Scimemi	24
■ Michael Sciucco	68
■ Paul Scoff	81
■ Jason Scoffield	39
■ Christopher Scott	67
■ Jacob Scott	74
■ Jessica A. Scott	91
■ Michael R. Scott	83
■ Steve Scott	40
■ Steven F. Scott	8
■ Tracey E. Scraba	11
■ Michael Scully	58
■ Elizabeth Seaman	78
■ Christopher L. Sechler	44
■ Laura Secor	75

Index by Counsel

■ Connecticut ■ Maine ■ Massachusetts ■ New Hampshire ■ Rhode Island ■ Vermont

■ Eric T. Secoy	55
■ Betsy A. Seel	44
■ Robert Seelig	81
■ Matthew Segal	48
■ Anne B. Seggerman	61
■ Alan R. Seghezzi	42
■ Amy D. Seifer	30
■ Brian Seigel	24
■ Talis Seja	83
■ Edward Seksay	22
■ Richard Sellman	18
■ Shourin Sen	47
■ Donna Senkbeil	20
■ Linda A. Serafini	69
■ Justin J. Sergio	26
■ Peter Serreze	78
■ N. James Shachoy	39
■ Karen Shaffer-Levy	69
■ Lewis Shaffer	6
■ Ragini N. Shah	80
■ Ruchi Shah	36
■ Jim Shapiro	16
■ Steve Shapiro	16
■ Gordon Shaw	29
■ Janet Shaw	91
■ Steven Shawver	82
■ Giovanna Shay	10
■ Diane Shea	29
■ Kristen Shea	84
■ Lauren Shea	36
■ Matthew Shea	32
■ Matthew N. Shea	48
■ J. Christopher Sheehan	77
■ Kathleen Sheehan	70
■ Danielle Sheer	74
■ Sana Sheikh	32
■ Christian B. Shelton	10
■ Lisa M. Shepard	42
■ Patricia Shepard	15
■ Michael S. Sher	63
■ Alex Sherman	15
■ Laura Sherman	71
■ Sara Lou Sherman	48
■ Matthew Sherrill	31
■ David Shields	28
■ Jane Shih	32
■ Jane Shih	41
■ Phillip Shine	38
■ James Shorris	83
■ Wendy Shuck	81
■ Laura J. Shumacher	22
■ Christopher Shumate	63
■ Eric Shupin	61
■ Fandy Si	32
■ Ronald T. Sia	67
■ Tarrant Sibley	86
■ Uzma Siddiqui	63
■ Nishith Sidhu	32
■ Lisa Fein Siegel	9
■ Oren Sigal	71

■ Richard W. Silbert	4
■ Amy Silverstein	31
■ Alan H. Simmons	71
■ Shayla Simmons	49
■ Lisa A. Sinclair	80
■ Lucy A. Singer	91
■ Monica Singh	28
■ Joseph L. Sipos	26
■ Robert J. Sitkowski	19
■ Dganit Sivan	42
■ Mark Skandier	47
■ Jon K. Skarin	22
■ Michael Skeary	63
■ Michael Skibbie	81
■ John Skinner	60
■ Charles J. Slade	26
■ Leigh Slayne	31
■ R. Scott Slifka	18
■ Christopher Sloan	63
■ E. Michael Sloman	61
■ Vi R. Smalley	8
■ Barbara Healy Smith	80
■ Barry Smith	63
■ Craig Smith	23
■ Darin P. Smith	83
■ Devin Smith	28
■ Frank Smith	60
■ Johanna Smith	71
■ Liesl Smith	59
■ Michael S. Smith	44
■ Ned Smith	21
■ Rebecca L. Smith	90
■ Robert Smith	26
■ Robin L. Smith	18
■ William B. Smith	10
■ Kenneth Smoller	70
■ Arthur Snell	36
■ Jonathan R. Snider	42
■ Debra Snow	63
■ Ericka Snyder	26
■ Emily Sobiecki	59
■ Andrew Sockol	86
■ Kathryn Connors Soderberg	60
■ Tracy Soehle	39
■ Hilary Sokolowski	14
■ Dara Solan	18
■ Hugo Solis	49
■ John Solomon	61
■ Julie Solomon	16
■ David Sontag	56
■ Nancy Soohoo	24
■ David Soskin	8
■ Ellen Sostman	18
■ Lorraine Sostowski	82
■ Henry Sousa	49
■ Lisa Berman Sousa	77
■ Mark Soycher	6
■ David Spackman	58
■ Catherine Spalding	71
■ Scott D. Spelfogel	71

■ Thomas D. Spellman	26
■ Kenneth Spence	13
■ Lee T. Sperling	61
■ Ashley Spina	47
■ Jill Spinelli	91
■ Elizabeth Spinney	27
■ Nathaniel Spinney	61
■ Jolie C. Spring	26
■ Sarah Spruce	20
■ Ashima Srivastava	30
■ Jamie Sroczynski	63
■ Michael E. Sroczynski	58
■ Monica Staaf	87
■ Aaron C. Von Staats	33
■ Kristen Staikos	11
■ Richard A. Stamm	74
■ Susan D. Stanley	4
■ Thomas L. Stanton	36
■ Kim Starr	63
■ Deborah Steenland	53
■ Alexander Steffan	26
■ Judith Stein	10
■ Laurence C. Stein	16
■ Robert Steinberg	75
■ James J. Steinkrauss	49
■ Mark H. Stepakoff	64
■ John Stephan	55
■ Tina Stephens	16
■ Paul Stevelman	9
■ Kathleen Stevens	73
■ Michael Stevens	63
■ Timothy Stevenson	32
■ Elaine Weddington Steward	38
■ Bonnie Stewart	6
■ Jennifer Stewart	56
■ Ann Stille-Refolo	50
■ Robert J. Stillman	11
■ John Stobierski	77
■ Ashley Stolba	70
■ Deborah Stone	42
■ Christopher Stow	76
■ Matthew Stowe	46
■ Walter H. Stowell	64
■ Phillip Strassburger	4
■ Seth N. Stratton	38
■ Michael Strauss	74
■ Eliot Streim	18
■ Jonathan Stringer	67
■ Jacqueline L. Studer	20
■ Richard Sugarman	57
■ Robert P. Suglia	84
■ Jeannie Suk	78
■ Colin Sullivan	48
■ Daniel Sullivan	64
■ Erica Sullivan	63
■ Jeffrey M. Sullivan	71
■ Joseph P. Sullivan	67
■ Michael Sullivan	66
■ Peter M. Sullivan	47
■ Ryan P. Sullivan	13

■ Steven B. Sunnerberg	44
■ David A. Suski	78
■ Candace Sutcliffe	63
■ Duncan Sutherland	87
■ Sheila T. Swan	86
■ Winifred L. Swan	27
■ Jason Sweatt	70
■ Ed Sweda, Jr.	80
■ Carol Sweeney	32
■ Sara E. Sweeney	86
■ Paul Swenson	18
■ W. Jay Swiatek	86
■ Marie Swift	45
■ Shehla Syed	76
■ Tracy Sykes	59
■ Philip Szabla	66
■ Megan Szabo	32
■ Lisa Szalaji	73
■ Christopher Szeto	29

T

■ Olakunle Taiwo	47
■ Thomas Tak	73
■ James Talbert-Slagle	10
■ Denise Taliaferro	87
■ Christy Talley	77
■ Philip Tanner	76
■ Katherine Tarpley	80
■ Lorraine Tarrow	55
■ Thomas Tartaro	6
■ Kenneth A. Tashjy	78
■ Seth Tasker	26
■ Stephen J. Tate	47
■ Jeffrey Taylor	34
■ Robert Taylor	63
■ Julia Techentin	88
■ Beth Tedeschi	52
■ David Tedeschi	38
■ Julie Tedesco	46
■ Joseph Tedone	12
■ Erin Teetshorn	24
■ Lisa A. Tenerowicz	77
■ Susan Terrey	50
■ Lisa Terrizi	59
■ Lora Teska	23
■ Kim T. Thai	49
■ Joshua Thayer	42
■ James Thelen	21
■ Traci Thelen	40
■ Gail Theriault	84
■ Arabela Thomas	53
■ George Thomas	6
■ John Thomas	18
■ Kathryn Thomas	73
■ Gregory Thompson	16
■ Patricia Thompson	9
■ Fletcher Thomson	87
■ Joyce Tichy	10
■ Rob Ticktin	28

■ Albert Tierney III	70
■ June Tierney	89
■ Madeline Tillotson	60
■ Madeleine Timin	70
■ April A. Timko	58
■ Valerie Tipping	48
■ Peggy Tirrell	31
■ Chetan Tiwari	55
■ Peter Tobani	63
■ Frederick M. Tobin	16
■ Susan McWhan Tobin	46
■ John Todd	12
■ Rebecca E. Todd	82
■ Beverly Tompkins	36
■ Mallory Toomey	49
■ Jennifer L. Toone	42
■ Pamela Toro	84
■ Phillip Torrey	78
■ Ralph Tortorella, III	60
■ Michele M. Totonis	18
■ Jennifer Tousignant	28
■ Maureen Towle	48
■ Marc Toyloy	82
■ Pamela Tracey	67
■ Jennifer Tracy	63
■ Joseph Traficanti	87
■ Elizabeth Train	61
■ Robert Trautmann	4
■ Maura C. Travers	86
■ Michael E. Traynor	50
■ Michael Treacy	74
■ Mark Tremallo	67
■ Mary Tremblay	14
■ Cherie Trice	8
■ Daniel Trinkle	24
■ Anne Trinquet	41
■ Kimberly Troland	81
■ Melinda Troy	50
■ Robert S. Troy	48
■ James Truslow	83
■ Athena Tsakanikas	13
■ Vivian Tseng	74
■ Kevin Tubridy	73
■ Jason A. Tucker	47
■ Dyana C. Tull	21
■ Joseph Tully	40
■ Brendan Tuohy	36
■ Stephen A. Turbak	15
■ Suzanne E. Turcotte	87
■ Timothy J. Turner	34
■ Joseph Turo	44
■ Thomas Twomey	54
■ Roy Tyson	63

U

■ Pamela Uhl	16
■ Deborah Uluer	86
■ Richard Urban	76

■ Charles M. Urso	33
■ Charlie Urso	55

V

■ Kristin Valcourt	53
■ Todd Valicenti	52
■ Jason Vanderpool	82
■ Dorothy Varon	45
■ Joshua Varon	53
■ Mathew C. Varughese	19
■ Donald Vasta	8
■ Constance V. Vecchione	52
■ Cesar Vega	50
■ David Vegliante	6
■ David Veleber	18
■ Adam Veness	22
■ Theresa Vander Vennet	11
■ Wendy K. Venoit	38
■ Meghan Ventrella	35
■ Carolina Ventura	63
■ Rosemarie Vespa	35
■ Michael Viano	74
■ Marlyn Altman Victor	54
■ James S. Viola	45
■ Joseph D. Vittiglio	23
■ Josh Vitullo	36
■ Thomas C. Vogelhuber	26
■ Didzis Voldins	56
■ Warren Volles	4
■ Michael Votto	6
■ Joseph P.J. Vrabel	40
■ Tara de Vries	18

W

■ Kathleen Wade	73
■ Peter Walcott	24
■ Sally Walker	57
■ Lucy Wall	53
■ Michael Wall	82
■ Ira M. Wallach	54
■ Edward L. Wallack	47
■ Erik Wallin	83
■ Catherine B. Walsh	12
■ J. Patrick Walsh	76
■ John Walsh	19
■ John W. Walsh	42
■ Kelley Walsh	72
■ Timothy P. Walsh	74
■ Patricia Walter	57
■ Audrey Wang	78
■ Austin Wang	26
■ Michael Wang	32
■ Willis G. Wang	77
■ Eric Ward	46
■ Jeffrey Ward	82
■ Richard Waring	35
■ Robert I. Warner	52
■ Stuart Warner	11
■ Stephanie Watkins	12
■ Jennifer Watson	63

■ Paula R. Watson	20
■ Timothy D. Watson	86
■ Beth Watters	59
■ Robin D. Watts	21
■ Garry B. Watzke	32
■ Stephen Wayne	16
■ Sarah Weatherhead	35
■ Peggy Webbe	14
■ Scott Weber	61
■ Raquel Webster	36
■ Perry Wechsler	73
■ Deirdre S. Weiler	38
■ Juergen Weimann	31
■ Marjorie Weinberger	55
■ Daniel Weiner	9
■ Marcia Weiner	63
■ Ellen Weinstein	57
■ Jeffrey Weinstein	59
■ Daniel H. Weintraub	39
■ Margaret Weir	22
■ Susan Strauss Weisberg	52
■ Edward J. Weiss	38
■ Jeffrey Weiss	14
■ Mark A. Weiss	72
■ Richard S. Weitzel	46
■ Valerie Welch	67
■ Philip S. Wellman	45
■ Grahame Wells	63
■ Belinda Welti	4
■ David Werbel	88
■ Melinda Westbrook	12
■ Keith Wexelblatt	72
■ Kristin D. Wheeler	64
■ Charles Whipple	57
■ Edward C. White	26
■ Greg White	59
■ Nancy White	52
■ Steven White	63
■ Thomas J. White	71
■ Robert A. Whitney	55
■ Wallace Whitney, Jr.	68
■ Brett Whitton	16
■ David B. Wick	45
■ Carolyn A. Wiesenbahn	83
■ Gregory Wiessner	20
■ Jaren D. Wilcoxson	78
■ Tatiana Wildeman	86
■ Jonathan C. Wilk	68
■ Jennifer Willcox	11
■ Carl Williams	48
■ Evelyn Williams	12
■ Carrie Willis	68
■ Kenneth T. Willis	69
■ Curt Wilson	63
■ David A. Wilson	54
■ Jennifer L. Wilson	42
■ Keith Wilson	73
■ Jeffrey Winer	12
■ Pamela Wingood	86

■ Lisa Winsor	59
■ Michael Winters	76
■ William Wise	63
■ Howard Wiseman	72
■ Ashley Wisneski	78
■ Brett Witham	20
■ Alexandra J. Wittmann	23
■ Gavi Wolfe	48
■ Harriet Munrett Wolfe	9
■ Abigail Wolfson	71
■ Emily Wood	56
■ Tricia Wood	63
■ Greg Woods	45
■ Helga Woods	10
■ Caroline Woodward	73
■ Gregory Woodworth	90
■ Jeffrey D. Woolf	52
■ Daniel H. Wright	86
■ Perry Wu	72
■ Sarah Wunsch	48
■ Michael Wylie	32
■ Ted Wynne	73

Y

■ Dianne Yacovone	57
■ Rosa Yagmour	23
■ Gina Yarbrough	78
■ Jonathan Yellin	40
■ Shawna Yen	42
■ Arabella Yip	19
■ Aaron Young	27
■ Bradford Young	75
■ Michele Young	87
■ Peter F. Young	90
■ Robert N. Young	67

Z

■ Marck Zackin	8
■ Tara Zadeh	52
■ John Zaikowski	90
■ Craig Zajac	31
■ Lauren Zajac	32
■ Arlene Zalayet	63
■ Sally Zanger	4
■ Stephanie Zarembo	74
■ Bruce Zawodniak	18
■ Zoran Zdraveski	24
■ Marnie Zebrak	16
■ Summer Zeh	58
■ Andrew Zehner	19
■ Jean Zeiler	50
■ Timothy Zeilman	12
■ Joseph Zemetis	14
■ Craig J. Ziady	70
■ James Ziegler	81
■ Scott Zimmerman	34
■ Gerard Zitoli	59
■ Aleksandar Zivanovic	42
■ Katharine Zupan	60

Index by Company

■ New Hampshire
 ■ Rhode Island
 ■ Vermont
■ Connecticut
 ■ Maine
 ■ Massachusetts

A

■ AAA Northeast	87
■ ABB Inc.	13
■ Abbot Downing	39
■ Abbvie Leadership	22
■ Abiomed Inc.	22
■ Acacia Communications	74
■ Acadia Management Company, Inc.	68
■ AcadiaSoft Inc.	39
■ Acceleron Pharma, Inc.	22
■ Accenture	39
■ Accion International	39
■ ACSTAR Corporation	12
■ Acuity Management Inc.	39
■ Acushnet Company	64
■ Adidas Group	71
■ Adlife Marketing	83
■ AdvoGuard Inc.	56
■ Aetna Inc.	11
■ AEW Capital Management, LP	69
■ Affiliated Managers Group, Inc.	39
■ Affinion Group	8
■ AFSCME Council 93	35
■ AFT Massachusetts	77
■ Agamatrix Inc.	81
■ Agero	68
■ Ahold USA Inc.	73
■ AIG	60
■ AJB Corporate Resources, LLC	69
■ Akamai Technology	74
■ Alent, Inc.	87
■ Alere Inc.	22
■ Alex and Ani	87
■ Alexion Pharmaceuticals, Inc.	4
■ Alibrandi Realty Associates	69
■ Allegro Microsystems, LLC	64
■ Alliant Insurance	60
■ Altova Inc.	30
■ Altran North America	74
■ AMAG Pharmaceuticals, Inc.	23
■ Amazon.com, Inc.	74
■ American Bankers Association	22
■ American Civil Liberties Union Foundation of Massachusetts	48
■ American Land Title, Inc.	91
■ American Nuclear Insurers	12
■ American Outdoor Brands	64
■ American Renal Associates	23
■ American Student Assistance	77
■ American Tower Corporation	30
■ American Well	56
■ AMG Funds LLC	15
■ Amica Mutual Insurance Company	84
■ Ampersand Capital Partners	23
■ Analog Devices, Inc.	74
■ Analogic Corporation	64
■ Analysis Group, Inc.	39
■ Antioch University	82
■ Aon Risk Solutions	39
■ Apex Companies	83
■ Apple Health Care Inc.	10
■ Aptuit	4

■ AquaBounty Technologies, Inc.	23
■ Arbella Insurance Group	60
■ Arbor Networks	30
■ Area 2 Cable Advisory Counsel	8
■ Ariad Pharmaceuticals, Inc.	23
■ ArQule Inc.	23
■ Ascend Learning	74
■ Ascensus College Savings	39
■ Aspect Software, Inc.	30
■ Aspen Technology, Inc.	74
■ Associated Industries of Massachusetts	39
■ Assumption College	77
■ ATC Group Services	90
■ A.T. Cross	87
■ AthenaHealth Inc.	74
■ Atlantic Broadband	30
■ Atlantic Trust Private Wealth Management	39
■ Atlas Venture	74
■ ATMI Inc.	23
■ Atrius Health, Inc.	56
■ Attivio	30
■ AT&T Services	6
■ Audax Group	39
■ Automobile Insurers Bureau of Massachusetts	61
■ AVANGRID Inc.	6
■ AVANGRID Inc.	20
■ AVEO Pharmaceuticals, Inc.	23
■ Avid Technology, Inc.	31
■ Aware Inc.	31
■ A.W. Chesterton Company	64
■ Axcelis Technologies	64
■ Axiom Global, Inc.	39

B

■ Babcock Power Inc.	66
■ Babson Capital Management	39
■ Babson College	77
■ Bain Capital	40
■ Bain & Company	68
■ Baldpate Hospital, Inc.	56
■ Baring Asset Management	40
■ Basis Technology Corporation	31
■ Bath Iron Works	21
■ Baystate Financial Services, LLC	40
■ Beacon Communities, LLC	70
■ Beacon Health Options	61
■ Berkshire Bank	22
■ Berkshire District Attorney's Office	49
■ Berkshire Group	70
■ Berkshire Hathaway Specialty Insurance	60
■ Berkshire Life Insurance Company of America	61
■ Beth Israel Deaconess Medical Center	56
■ BIC Corporation	13
■ Biogen Inc.	23
■ BitSight Technologies	31
■ BJ's Wholesale Club, Inc.	71
■ BL Companies, Inc.	7
■ Bluebird Bio	23
■ Blue Cross Blue Shield of Massachusetts	56
■ Blue Cross Blue Shield of Rhode Island	84
■ Blue Print Medicines	23
■ Blue Vase Marketing LLC	68

■ Blyth Inc.	16
■ BNY Mellon	40
■ Board of Registration in Medicine	49
■ Boehringer Ingelheim Corporation	4
■ Booz Allen Hamilton	74
■ Borden Consulting Group	68
■ Bose Corporation	71
■ Boston Bar Association	49
■ Boston Beer Company, Inc.	73
■ Boston Children's Hospital	57
■ Boston College	77
■ Boston Housing Authority	49
■ Boston Inspectional Services	49
■ Boston Medical Center	57
■ Boston Private Financial Holdings, Inc.	40
■ Boston Properties	70
■ Boston Redevelopment Authority	49
■ Boston Scientific Corporation	23
■ Boston University	77
■ Boston Water and Sewer Commission	49
■ Bozzuto's, Inc.	18
■ Brandeis University	77
■ Brattle Group, Inc.	68
■ Brazo Fuerte	23
■ Brightcove Inc.	31
■ Bright Horizons Family Solutions	68
■ Bristol County District Attorney's Office	49
■ Bristol-Myers Squibb Company	4
■ Brooks Automation	66
■ Brookstone Inc.	82
■ Brown Brothers Harriman	40
■ Brown University	88

C

■ Cabot Corporation	66
■ Cambridge Computer Services, Inc.	31
■ Cambridge Housing Authority	49
■ Cambridge Savings Bank	22
■ Campanelli Companies	70
■ Camuto Group LLC	8
■ Cape Cod Healthcare	57
■ Capital Power Corporation	35
■ Capital Risk Management, Inc.	40
■ Carbonite Inc.	74
■ Care Centrix	12
■ Care.com	68
■ Care New England Health System	84
■ Carling Technologies, Inc.	13
■ Cartus Corporation	16
■ Casella Waste Systems, Inc.	90
■ Catholic Charitable Bureau of the Archdiocese of Boston, Inc.	29
■ Catholic Social Services of Fall River, Inc.	29
■ CATIC	18
■ CATIC	76
■ CATIC	82
■ CATIC	88
■ CBIZ Tofias	40
■ CDM Smith Inc.	35
■ CEA Group, Inc.	70
■ Center for Health and Information Analysis	57
■ Center for Health Law and Economics	49

■ Center for Medicare Advocacy	10
■ Central West Justice Center	49
■ Centrix Inc.	4
■ Century 21 Commonwealth	40
■ Cerulean Pharma Inc.	23
■ Charles River Associates	40
■ Charles River Laboratories	23
■ Chase Enterprises	16
■ Chelsea Soldiers' Home (Commonwealth of Massachusetts)	49
■ Chemtura Corporation	13
■ Chiasma Inc.	23
■ Chicago Title Insurance Company	18
■ Chicago Title Insurance Company	76
■ Chubb Specialty Insurance	12
■ CIDRA Corporate Services, Inc.	13
■ CIGNA Corporation	12
■ Circle Internet Financial, Inc.	40
■ Citizens Disability	29
■ Citizens Energy Corporation	35
■ Citizens Financial Group, Inc.	83
■ Citizens Housing and Planning Association	61
■ Citrix Systems, Inc.	23
■ City of Boston	49
■ City of Meriden	9
■ City of Newburyport	49
■ City of Worcester Law Department	49
■ C&K Components, Inc.	31
■ Clarks Americas	71
■ Clean Harbors Environmental Services, Inc.	38
■ ClickSoftware Inc.	31
■ CNA Insurance	61
■ CNT Inc.	40
■ Coast and Harbor Associates, Inc.	36
■ Cognex Corporation	69
■ Coldwell Banker Residential Brokerage	70
■ Colt's Manufacturing Company LLC	13
■ Columbia Air Services Inc.	19
■ Committee for Public Counsel Services	50
■ Commonwealth Financial Network	40
■ Commonwealth Land Title Insurance	76
■ Commonwealth of Massachusetts Board of Registration in Medicine	57
■ Commonwealth of Massachusetts Department of Unemployment Assistance	50
■ Commonwealth of Massachusetts Office of Information Technology	50
■ Community Law Office	29
■ Community Legal Aid	29
■ Community Legal Services	29
■ Community Partners In Action	9
■ Computershare Inc.	40
■ Conair Corporation	16
■ Concert Pharmaceuticals	23
■ Conformis Inc.	23
■ Connecticut Association of Boards of Education	19
■ Connecticut Association of Realtors	16
■ Connecticut Business & Industry Association, Inc.	6
■ Connecticut Department of Children and Families	9
■ Connecticut Department of Energy and Environmental Protection	8
■ Connecticut Education Association	19
■ Connecticut Freedom of Information Commission	9
■ Connecticut General Assembly	12
■ Connecticut Hospital Association	10

■ Connecticut Housing Finance Authority	8
■ Connecticut Laborers Legal Services	6
■ Connecticut Legal Rights Project, Inc.	4
■ Connecticut Legal Services, Inc.	9
■ Connecticut Materials Innovation and Recycling Authority	9
■ Connecticut Radio, Inc.	6
■ Connecticut Society of CPAs	6
■ Connecticut Sportsplex	6
■ Connecticut State Attorney Office	9
■ Connecticut State Elections Enforcement Commission	9
■ Connex Credit Union	8
■ Conning	8
■ Consigli	36
■ Constable's OFC Middlesex Co.	50
■ Copyright Clearance Center, Inc.	30
■ Cornerstone Real Estate Advisers, LLC	16
■ Corvias Group, LLC	87
■ Coverys	61
■ CPCS CAFL	40
■ CPCS - Children and Family Law Division	50
■ CPM Constructors	20
■ Crabtree & Evelyn, Ltd.	18
■ Crane Company	13
■ CRICO / Risk Management Foundation of the Harvard Medical Institutions	40
■ Critical Process Systems	90
■ CSC	31
■ CSC	81
■ CSC Serviceworks, Inc.	69
■ CSR Technology Inc.	66
■ C&S Wholesale Grocers, Inc.	82
■ Cumberland Gulf Group of Companies	71
■ Cummings Properties, LLC	70
■ Curis Inc.	24
■ Curriculum Associates LLC	40
■ CVS Health Corporation	83
■ C&W Services	71
■ Cyberlaw Clinic - Harvard Law School	77
■ Cynosure Inc.	57
■ CYS Investments	41

D

■ Dana-Farber Cancer Institute	57
■ Dartmouth College	82
■ Dartmouth-Hitchcock Medical Center	81
■ Dassault Systems America	31
■ DataXu Inc.	76
■ Datco Inc.	19
■ Daymon Worldwide	18
■ Deepwater Wind, LLC	83
■ Deerfield Academy	77
■ Delaware Life	61
■ Delhaize America Shared Services Group, LLC	21
■ DELL EMC	31
■ Deloitte LLP	41
■ DentaQuest	57
■ Department of Correction	50
■ Department of Housing and Community Development	50
■ Department of Labor Standards	50
■ Department of Mental Health	50
■ Department of Transitional Assistance	50

■ Department of Youth Services	29
■ Depositors Insurance Fund	61
■ Destination XL Group, Inc.	71
■ Deutsch Williams	41
■ DEW Construction Group	82
■ D.F. Pray General Contractors	66
■ Diageo North America	18
■ Digitas Inc.	30
■ Disabilities Rights Center	81
■ Disability Law Center	69
■ Disabled Persons Protection Commission	50
■ Dominion Diagnostics, LLC	84
■ DPH-Bureau of Health Professions Licensure	50
■ Draeger Medical Systems	24
■ Dunkin' Brands, Inc.	73
■ Dwight Asset Management Company	90
■ Dyer-Lake Funeral Home and Cremation Services, LLC	69

E

■ East Boston Neighborhood Health Center	29
■ Eastern Bank	22
■ Eastern Connecticut Health Network	10
■ Eastern Maine HealthCare Systems	20
■ Eastern Real Estate, LLC	70
■ Eastern Research Group	69
■ Eaton Vance Management	41
■ Edgewell Personal Care Company	13
■ Education Development Center, Inc.	77
■ EF Education First	77
■ Electric Insurance Company	61
■ Eliassen Group, LLC	74
■ Elite Title and Clothing Services	83
■ EMCOR Group, Inc.	7
■ EMD Millipore Corporation	24
■ EMD Serono	24
■ Emera Maine	20
■ Emerson College	78
■ Empowerment Retirement	41
■ Endeavor Legal	41
■ Endurance International Group, Inc.	32, 41
■ EnerNOC, Inc.	36
■ Ensign-Bickford Industries, Inc.	13
■ Entegris Inc.	24
■ Environmental Compliance Services	38
■ Epizyme	24
■ eSec Lending, Inc.	41
■ ESPN Inc.	8
■ Ethan Allen Interiors	18
■ Evergreen Investments	41
■ Eversource	7
■ Eversource	36
■ Exari Inc.	41
■ Experian Data Quality	32

F

■ Fabbria Inc.	7
■ Fairchild Semiconductor International, Inc.	21
■ Falvey Cargo Underwriting	84
■ Federal Energy and Defense Contract and Compliance	13
■ Federal Public Defender Office	50
■ Federal Reserve Bank of Boston	41
■ Fenway Sports Group	38

Index by Company

■ Connecticut ■ Maine ■ Massachusetts ■ New Hampshire ■ Rhode Island ■ Vermont

■ Ferdinand IP	18
■ Ferris Development Group	41
■ FGX International, Inc.	87
■ F.H. Cann & Associates, Inc.	41
■ Fiber Materials Inc.	21
■ Fidelity Investments	41
■ Fidelity Investments	81
■ Fidelity Investments	83
■ Fidelity National Law Group	8
■ Fidelity National Title Insurance	19
■ Fidelity National Title Insurance	76
■ Fidelity National Title Insurance	91
■ Fidelity Title Company	21
■ Fiduciary Trust Company	41
■ Fil-Tech, Inc.	66
■ Financial Industry Regulatory Authority	50
■ FINRA	50
■ First American Title Insurance	21
■ First American Title Insurance	76
■ First American Title Insurance	84
■ First Niagara Financial Group	8
■ Fiserv Inc.	6
■ Fletcher Allen Health Care	90
■ FLEXcon	66
■ Flexion Inc.	24
■ FLIR Systems, Inc.	32
■ FM Global	86
■ FMR LLC Legal Department	41
■ FNTC America Ltd.	81
■ Foreside Financial Group LLC	20
■ Formlabs Inc.	24
■ Forrester Research, Inc.	32
■ Fox Bus Lines, Inc.	38
■ Fraen Corporation	66
■ Franchise World Headquarters, LLC	18
■ Fresenius Medical Care North America	24
■ Frontier Capital Management Company, LLC	41
■ Frontier Communications	7
■ Frontlight Capital LLP	41
■ Fuel Cell Energy, Inc.	4
■ Full Circle Adoptions	69
■ F.W. Bryce, Inc.	73

G

■ Gass Company, Inc.	15
■ GCP Applied Technologies	66
■ GE Capital Corporation	8
■ Gemma Power Systems	7
■ GenCorp Insurance Group	86
■ General Dynamics Information Technology, Inc.	34
■ General Electric Aviation	66
■ General Electric Company	13
■ General Electric Digital	66
■ General Investment & Development Companies	70
■ General Reinsurance Corporation	16
■ Genesee & Wyoming, Inc.	19
■ Genzyme Corporation	26
■ G-Form, LLC	87
■ Gilbane Building Company	83
■ Global Partners LP	36
■ Globoforce	32
■ Gordon Brothers Group, LLC	72
■ Government Relations Group, LLC	69
■ Granite Telecommunications, LLC	32

■ Grassroots Campaign, Inc.	29
■ Greater Boston Real Estate Board	70
■ Greater New Bedford Reg. Voc-Tech	78
■ Green Airport	88
■ Green Mountain Power	89
■ Green Seal Environment	29
■ Greenwich Hospital	10
■ GREY2K USA, Inc.	29
■ Griffin Hospital	10
■ Guaranty Fund MGT. Services	42
■ Gulf Oil	36

H

■ Haemonetics Corporation	26
■ Hallmark Health Systems, Inc.	57
■ Hancock Natural Resource Group, Inc.	42
■ Hanover Insurance Company	82
■ Harris Rebar	66
■ Hartford Healthcare	10
■ Hartford Steam Boiler Inspection & Insurance Company	12
■ Harvard Clinic for BioEthics	26
■ Harvard Immigration and Refugee Clinical Program	78
■ Harvard Law School	78
■ Harvard Pilgrim Health Care	57
■ Harvard Tax Clinic	78
■ Harvard University	78
■ Hasbro Inc.	86
■ Hasbro Interactive	42
■ Hazelett Strip-Casting Corporation	90
■ HCC - Global Financial Product	12
■ HCC Specialty Underwriters	61
■ Health Management Resources	58
■ Health New England, Inc.	58
■ Healthtrax Fitness & Wellness, Inc.	10
■ Hebrew SeniorLife, Inc.	58
■ Henkel	14
■ Henley Enterprises, Inc.	66
■ Hewlett-Packard	32
■ Hexcel Corporation	14
■ High Rock Legal	61
■ Hinkley Allen	84
■ Hobbs Brook Management, LLC	70
■ Hollingsworth & Vose	66
■ Hologic Inc.	26
■ Holyoke Medical Center	58
■ Home Builders Association of Connecticut, Inc.	4
■ Homesite Insurance	61
■ Horizon Beverage Company	73
■ Horizon Beverage Company	83
■ Horsley Witten Group, Inc.	42
■ Hospital Association of Rhode Island	84
■ Hospital for Special Care	10
■ Houghton Mifflin Harcourt Publishing Company	30
■ HP Hood, LLC	73
■ Hubbell Incorporated	14
■ Hubbell Incorporated	82
■ HubSpot, Inc.	74
■ Hunter's Ambulance Service, Inc.	10

I

■ IBM	42
■ IDEXX Laboratories, Inc.	20
■ IGT (formerly GTECH)	87

■ ikaSystems	75
■ Imprivata Inc.	32
■ incTANK Inc.	32
■ Indigo Agriculture	26
■ Indique Hair	38
■ Infinity Pharmaceuticals, Inc.	26
■ Ingencio	30
■ Instrumentation Laboratory	27
■ Insulet Corporation	27
■ Integral Business Counsel PLLC	81
■ Interactive Data Corporation	32
■ InterGen	36
■ International Forest Products	66
■ International Health Racket	38
■ Intersystems Corporation	32
■ Invenys Systems, Inc.	66
■ IPG Photonics Corporation	66
■ Ipraxus Legal, LLC	4
■ iRobot	75
■ Iron Mountain	32
■ Ironwood Pharmaceuticals, Inc.	27
■ Iroquois Gas Transmission	7
■ IRS Office of Chief Counsel	50
■ Irving Oil	81
■ ISO New England, Inc.	36

J

■ Jain Foundation, Inc.	42
■ J.C. Cannistraro	70
■ J. Derenzo Companies	42
■ Jenzabar	32
■ Jewett City Savings Bank	4
■ John Hancock Financial Services	42
■ Joslin Diabetes Center	58
■ JP Consulting, Inc.	44
■ JR Vinagro Corp.	84
■ Justice Center of Southeast Massachusetts	50
■ Justice Resource Institute	29

K

■ Kacvinsky Daisak Bluni PLLC	27
■ Kadant Inc.	66
■ Kaestle Boos Associates, Inc.	16
■ Kaman Corporation	14
■ Kaseya	33
■ Kayak Software Corporation	6
■ KBE Building Corporation	7
■ Keane Inc.	44
■ Keller Williams Realty Metropolitan	82
■ Kering Americas, Inc.	72
■ Keurig Green Mountain, Inc.	90
■ Kiniksa Pharmaceuticals Corporation	27
■ KLB Consulting Services, LLC	69
■ Knights of Columbus	4
■ KPMG LLP	44
■ Kronos Incorporated	75
■ KVH Industries, Inc.	88

L

■ LaCroix Advisory Services, LLC	73
■ Lahey Health	58
■ Lane Construction Corporation	7
■ Lease and Rental Management Corporation	70
■ Legacy Publishing Group, Inc.	72

■ Legal Consultants, LLC	70
■ Legal Sea Foods, Inc.	73
■ LEGO Systems, Inc.	18
■ LeMaitre Vascular Inc.	27
■ Lexington Insurance Company	61
■ LexisNexis	44
■ Liberty Capital Partners	83
■ Liberty Mutual Insurance	62
■ Life is Good, Inc.	72
■ Lifespan Corporation	84
■ Light Tower Fiber, LLC	75
■ Lincoln Financial	81
■ Lincoln National Life Insurance	12
■ Litigation and Advocacy Director	10
■ LMCG Investments LLC	44
■ LoJack Corporation	75
■ LPL Financial	44
■ Luminex Trading & Analytics	45
■ Lupoli Companies	75
■ Lydall Inc.	14

M

■ Magellan Health Services, Inc.	10
■ Maine Community College System	21
■ Maine Education Association (NEA)	21
■ MaineGeneral Health	20
■ MaineHealth	20
■ Maine Hospital Association	20
■ Maine State Employees Association	20
■ Manulife Financial Corporation	45
■ MAPFRE USA, Inc.	63
■ Mashantucket Pequot Tribal Nation	10
■ Massachusetts Association of Health Plans	58
■ Massachusetts Association of Realtors	70
■ Massachusetts Bankers Association	22
■ Massachusetts Bar Association	69
■ Massachusetts Bay Transportation Authority	50
■ Massachusetts Board of Bar Overseers	52
■ Massachusetts Clean Energy Center	52
■ Massachusetts Commission Against Discrimination	52
■ Massachusetts Community Colleges	78
■ Massachusetts Credit Union League	22
■ Massachusetts Department of Agricultural Resources	52
■ Massachusetts Department of Conservation and Recreation	52
■ Massachusetts Department of Correction - Procurement & General Services	52
■ Massachusetts Department of Elementary and Secondary Education	52
■ Massachusetts Department of Environmental Protection	53
■ Massachusetts Department of Higher Education	78
■ Massachusetts Department of Mental Health	53
■ Massachusetts Department of Public Safety	53
■ Massachusetts Department of Revenue	53
■ Massachusetts Department of Transportation	53
■ Massachusetts Emergency Management Agency	53
■ Massachusetts Executive Office of Health & Human Services	53
■ Massachusetts Eye and Ear Infirmary	58
■ Massachusetts High Technology Council, Inc.	75
■ Massachusetts Hospital Association	58
■ Massachusetts Housing Finance Agency	53
■ Massachusetts Housing Partnership	53
■ Massachusetts Institute of Technology	78

■ Massachusetts Laborers' Legal Services Fund	35
■ Massachusetts Life Sciences Center	53
■ Massachusetts Lottery Commission	53
■ Massachusetts Medical Society	58
■ Massachusetts Mutual Life Insurance	45
■ Massachusetts Office of Public Safety and Security	53
■ Massachusetts Office of the State Auditor	53
■ Massachusetts Port Authority	53
■ Massachusetts State Ethics Commission	54
■ Massachusetts State Senate	54
■ Massachusetts Teachers Association	35
■ Massachusetts Teachers' Retirement System	45
■ Massachusetts Technology Collaborative	54
■ Massachusetts Trial Court, Office of Court Management	54
■ Massachusetts Water Resources Authority	54
■ Massachusetts Workers' Compensation Rating and Inspection Bureau	54
■ MassDevelopment	54
■ MassDOT & MBTA	54
■ MASS PIRG	50
■ Mass State Board of Retirement	50
■ Master Protection Corporation	72
■ Matson Inc.	33
■ Mavenir Inc.	33
■ Mayo Institute	78
■ Mayo Grantham, Van Otterloo & Company, LLC	42
■ McCall & Almy, Inc.	70
■ Media Front LLC	30
■ Meditech Inc.	27
■ Medtronic	58
■ Mental Health Legal Advisors Committee	55
■ Mercury International Trading	72
■ Meridian Compensation, LLC	33
■ Merrimack Pharmaceuticals	27
■ Mestek Inc.	67
■ Metabolix	67
■ MetLife	45
■ Metropolitan Property and Casualty Insurance Company	86
■ Mevion Medical Systems	27
■ MFS Investment Management	45
■ MGM Springfield	38
■ MHI Shared Services of America, Inc.	14
■ Microfinancial, Inc.	46
■ Middlesex Bancorp, MHC/Middlesex Savings Bank	22
■ Middlesex Sheriff's Office	29
■ Millennium Partners Sports Club Management LLC	38
■ Mimecast Inc.	30
■ Minerva Neuroscience	27
■ MKS Instruments, Inc.	67
■ ModusLink Corporation	27
■ Mohegan Gaming Advisors	8
■ Monster Worldwide Inc.	69
■ Monument Group, Inc.	46
■ Mount Auburn Hospital	59
■ Mount Snow Ltd.	89
■ MPM Capital	46
■ Muroff Daigle Hospitality Group	38
■ Music Law Firm	38
■ Mutual Fundamentals	46

N

■ Natera Inc.	27
■ National Association of Government Employees, SEIU	35
■ National Consumer Law Center	55
■ National Education Association of Rhode Island	88
■ National Fire Protection Association	69
■ National Grid	36
■ National Labor Relations Board	55
■ National Life Group	90
■ National Lumber Company	72
■ National Organization of Rare Disorders	59
■ Natixis Global Asset Management	46
■ Naval War College	88
■ Navigant Consulting, Inc.	46
■ Neighborhood Health Plan of Massachusetts	55
■ Neighborhood Health Plan of Rhode Island	84
■ Neopost USA Inc.	14
■ Netcracker	33
■ Netscout Systems, Inc.	75
■ Neurocare Inc.	27
■ New Balance Athletics, Inc.	72
■ New England Conference of Public Utilities Commissioners	89
■ New England Development	70
■ New England Institute of Technology	88
■ New England Legal Foundation	55
■ New England Patriots Limited Partnership	38
■ New England States Committee on Electricity	55
■ New Hampshire Ball Bearings	82
■ New Haven Legal Assistance Association	10
■ NiSource Corporate Services Company	36
■ Norfolk & Dedham Group	63
■ Nortek Inc.	86
■ Northborough Housing Authority	55
■ North by Northeast Enterprises LLC	8
■ North Country Hospital	90
■ Northeast Delta Dental	82
■ Northeastern Banking Services Group, LLC	4
■ Northeastern University	78
■ Northeastern University School of Law	80
■ Northeast Investment Management, Inc.	46
■ Northland Investment Corporation	46
■ North Star Capital	46
■ Norwalk Hospital	11
■ Novartis Institute for Biomedical Research	27
■ Nuance Communications, Inc.	33
■ Numeric Investors LLC	46
■ NxStage Medical, Inc.	27
■ Nypro Inc.	67

O

■ Oasys Water, Inc.	76
■ Ocean Spray Cranberries, Inc.	74
■ Office of Campaign & Political Finance	55
■ Office of Consumer Affairs and Business Regulation	59
■ Office of State Auditor Suzanne M. Bump	55
■ Office of the Attorney General	55
■ Office of the Comptroller - Massachusetts	55
■ Office of the Governor's Legal Counsel	55
■ Office of the Secretary of the Commonwealth	55
■ Office of the Solicitor, US Department of Labor	55
■ Office of the State Treasurer	55

Index by Company

■ Connecticut ■ Maine ■ Massachusetts ■ New Hampshire ■ Rhode Island ■ Vermont

■ Office of the Worcester County District Attorney	55
■ O & G Industries, Inc.	7
■ Old Mutual Asset Management	46
■ Old Republic National Title Insurance Company	60
■ Omega Engineering, Inc.	14
■ OmniLife Science	27
■ OneBeacon Insurance	64
■ OneShield Inc.	33
■ Operation Stand Down Rhode Island, Inc.	83
■ Oracle Corporation	33
■ Orchid Advisors	14
■ Osram Sylvania, Inc.	67
■ Otis Elevator Company	14
■ Outside GC LLC	46
■ Oxford Global Resources, Inc.	33

P

■ Pan Am Railways, Inc.	77
■ Parallax Group International, LLC	7
■ Parallel Wireless, Inc.	82
■ PAREXEL International Corporation	27
■ Partners HealthCare, Inc.	59
■ Patina Solutions	27
■ PC Construction Company	89
■ Pegasystems Inc.	33
■ PeoplesBank	22
■ People's United Bank	4
■ People's United Bank	89
■ Performance Sports Group Ltd.	82
■ Perkin Elmer	67
■ Peter Pan Bus, Inc.	38
■ Petra Construction Corporation	7
■ Petroleum Heat & Power Company	7
■ Pfizer Inc.	27
■ Photonics	6
■ Pioneer Investment Management, Inc.	46
■ Pitney Bowes Inc.	15
■ PlaneSense Inc.	82
■ Planet Fitness	81
■ Plymouth Rock Assurance Corporation	47
■ Plymouth Rock Assurance Corporation	69
■ Polartec LLC	67
■ Poseidon Water	38
■ Pratt & Whitney	8
■ Pratt & Whitney	18
■ Praxair Inc.	14
■ Primark Stores Corporation	72
■ Prime Title Services, Inc.	76
■ Priority 5 Holdings, Inc.	47
■ Private Wealth Counsel	47
■ Progress Software Corporation	33
■ Proveris Scientific Corporation	27
■ Providence and Worcester Railroad	77
■ Providence College	88
■ Psychomedics Corporation	28
■ PTC Inc.	33
■ PTC, Inc.	47
■ PTC, Inc.	55
■ PTL Builders Association	16
■ Public Consulting Group, Inc.	47
■ Public Employee Retirement Administration Commission	55
■ Public Health Advocacy Institute	29
■ Public Health Advocacy Institute	80

■ Publicis Groupe, USA	75
■ Public Service Company of New Hampshire	81
■ Purdue Pharma, LP	4
■ Putnam Investments, Inc.	47
■ PW Power Systems	7

Q

■ Qinetiq North America, Inc.	75
-------------------------------	----

R

■ Radius Health	28
■ Rapid 7	33
■ Raytheon Company	34
■ RBS Securities, Inc.	9
■ Reebok International, Ltd.	72
■ Reed Elsevier, Inc.	69
■ Relay Therapeutics	28
■ Resilient Systems	33
■ Resolute Management, Inc.	47
■ Retail Business Services, LLC	74
■ Rhode Island Association of Realtors	87
■ Rhode Island Department of Attorney General	84
■ Rhode Island Department of Business Regulation	84
■ Rhode Island Department of Education	88
■ Rhode Island Department of Health	84
■ Rhode Island School of Design	88
■ Riley Power Inc.	67
■ RiverStone	84
■ Riverstone Claims Management	82
■ RK Associates	70
■ Rocket Software	34
■ Rockland Trust Company	22
■ Roger Williams University	88
■ Rogin Nassau LLC	11
■ Roman Catholic Archdiocese of Boston	29
■ RSM US LLP	47
■ RTN Federal Credit Union	22
■ Ruger Sturm & Co, Inc.	15
■ RVI Group	12
■ RxAnte Inc.	59

S

■ Safety Insurance Company	64
■ Saint Francis Hospital and Medical Center	11
■ Saint-Gobain Corporation	67
■ Sallie Mae	47
■ Samsonite Corporation	67
■ Sanofi	28
■ Santander Bank, N.A.	22
■ Santander Bank, N.A.	34
■ Sapers & Wallack, Inc.	47
■ Sapient Inc.	28
■ SAP Inc.	34
■ Sappi Fine Paper North America	75
■ Save the Children Federation	6
■ Savings Bank Life Insurance	22
■ Sayles Loomis & Company, LP	44
■ SCIEX and Molecular Devices	28
■ Scope Realty Associates, Inc.	16
■ Sector Capital Group, LLC	81
■ Securities and Exchange Commission	47
■ Sekisui Diagnostics, LLC	28
■ Senior Benchmark Living LLC	69
■ Sensata Technologies, Inc.	67

■ Sensitech, Inc.	75
■ Session M	34
■ SharkNinja	72
■ Shipyard Brewing Company	21
■ Siemens Corporation	14
■ Siemens Healthcare Diagnostics Inc.	59
■ Sig Sauer, Inc.	82
■ Silgan Holdings, Inc.	14
■ Simmons College	80
■ Simpson Gumpertz & Heger	36
■ Skyworks Solutions Inc.	67
■ Smartbear Inc.	75
■ Smith and Wesson Holding Corporation	67
■ Social Law Library	29
■ Social Security Administration	29
■ Soldiers Home in Holyoke	29
■ SolidWorks Corporation	34
■ Sonalysts Inc.	6
■ Source One Financial Corporation	47
■ Southbridge Credit Union	47
■ South Coastal Counties Legal Services	47
■ South Shore Health System, Inc.	59
■ Southworth Development, LLC	70
■ Spectra Energy Corporation	36
■ Sprague Energy Corporation	81
■ Springfield College	80
■ SS&C Technologies Inc.	6
■ SS&C Technologies, Inc.	72
■ STAG Industrial Inc.	71
■ Stallergenes Greer	28
■ Standard Publishing Corp.	30
■ Standex International Corporation	82
■ Stanley Black & Decker, Inc.	14
■ Staples Inc.	72
■ State of Vermont	90
■ State of Vermont Engineering Services	90
■ State Street Corporation	47
■ Statewide Legal Services of Connecticut	10
■ Steamship Authority	77
■ Steffian Bradley Architects	73
■ Stevens Company, Inc.	14
■ Steward Health Care System	59
■ Stewart Title Guaranty Company	76
■ Stewart Title Guaranty Company	91
■ Stonehill College	80
■ Stonington Behavioral Health, Inc.	11
■ Stop & Shop Supermarket Company	74
■ Strategic Patents, P.C.	59
■ Subaru of New England, Inc.	72
■ Suffolk Construction Company, Inc.	36
■ Suffolk County Sheriff's Office	56
■ Suffolk University	80
■ Summer Infant	87
■ Summit PLC	28
■ SunEdison Inc.	36
■ Sun Life Financial	12
■ Sun Life Financial	60
■ Surge Resources, Inc.	81
■ Survey Sampling International	16
■ Synchrony Financial	9
■ Syndax Pharmaceuticals	28
■ Synopsys Inc.	34
■ SynQor Inc.	67

Index by Company

■ Connecticut ■ Maine ■ Massachusetts ■ New Hampshire ■ Rhode Island ■ Vermont

T

■ T2 BioSystems Inc.	28
■ Takeda Pharmaceuticals International Co.	28
■ Tanury Industries	87
■ TD Bank Group	20
■ TechTarget	77
■ Teradyne Inc.	67
■ Terex Corporation	15
■ Tesaro Inc.	28
■ Textron, Inc.	86
■ TF Partners, PC	47
■ The Achievement Network	75
■ The Advocate Group	47
■ The Angell Pension Group, Inc.	84
■ The Bank of New York Mellon Corporation	47
■ The Boston Consulting Group	56
■ The Boston Convention and Exhibition Center	56
■ The Bulfinch Companies, Inc.	71
■ The Cape Cod Five Cents Savings Bank	48
■ The Charles S. Draper Laboratory, Inc.	34
■ The Colony Group, Inc.	48
■ The Community Builders, Inc.	71
■ The Conservation Campaign	29
■ The Co-Operative Central Bank	48
■ The Davis Companies	71
■ The Debt Exchange, Inc.	48
■ The F. A. Bartlett Tree Expert Company	16
■ The Field Companies Fulfillment Center, Inc.	69
■ The First Church of Christ, Scientist	29
■ The Flowers Counsel Group	48
■ The Gold Standard Foundation	38
■ The Guardian Life Insurance Company of America	64
■ The Hanover Insurance Group	12
■ The Hanover Insurance Group	64
■ The Hinckley Group	21
■ The Hour Publishing Company	16
■ The Jackson Laboratory	20
■ The Kessler Group	48
■ The Locator Services Group	48
■ The Mathworks, Inc.	75
■ The MITRE Corporation	75
■ The Mohegan Tribe of Indians Connecticut	10
■ The Nature Conservancy	39
■ The Nelson Companies, Ltd.	71
■ The Phoenix Companies, Inc.	12
■ The Plymouth Rock Company	64
■ The Predictive Index	30
■ The Procaccianti Group, LLC	87
■ The Procter and Gamble Company	67
■ Thermo Fisher Scientific, Inc.	67
■ The Savings Bank Life Insurance Company of Massachusetts	64
■ The Transportation Advisor, Inc.	75
■ The Yankee Candle Company, Inc.	72
■ Thompson Legal Services	16
■ Thomson CompuMark	69
■ Timberland, LLC	82
■ Times10 LLC	56
■ Timex Group USA, Inc.	15
■ TJX Companies, Inc.	72
■ T&M Building Company, Inc.	7
■ Travelers	12
■ TRC Companies, Inc.	7
■ Trinity Financial Inc.	48

U

■ TripAdvisor LLC	75
■ Troy Wall Associates	48
■ Tufts Health Plan	59
■ Tufts Medical Center	59
■ Tufts University	80
■ Twin River Worldwide Holdings, Inc.	83
■ UBS Group	9
■ UBS Realty Investors, LLC	9
■ UMass Memorial Health Care, Inc.	59
■ Unimin Corporation	15
■ Uniqure Inc.	28
■ Uniroyal Holding, Inc.	16
■ United Healthcare	13
■ United Natural Foods, Inc.	87
■ United States Navy	10
■ United Technologies Corporation, Propulsion & Aerospace Services	15
■ University of Connecticut	19
■ University of Hartford	19
■ University of Maine System	21
■ University of Massachusetts Amherst	80
■ University of Massachusetts, Inc.	80
■ University of Massachusetts Office of the General Counsel	80
■ University of Vermont	91
■ University System of New Hampshire	82
■ Uno Restaurants, LLC	74
■ Unum Group	21
■ U.S. Environmental Protection Agency	56
■ UTC Aerospace Systems	15

V

■ Vanderbilt Chemicals, LLC	15
■ Varian Semiconductor Equipment Associates, Inc.	75
■ VCE Company, LLC	34
■ Velcro	68
■ Veolia Energy North America	36
■ Vericel Corporation	28
■ Verisk Health	76
■ Verizon	30
■ Vermont Agency of Natural Resources	89
■ Vermont Agency of Transportation	91
■ Vermont Attorneys Title Corporation	91
■ Vermont Banking, Insurance, Securities & Health Care Administration	89
■ Vermont Department of Education	90
■ Vermont Department of Labor	90
■ Vermont Electric Cooperative, Inc.	89
■ Vermont Energy Investment Corp.	89
■ Vermont Gas	89
■ Vermont Housing Finance Agency	90
■ Vermont Labor Relations Board	89
■ Vermont Law School	91
■ Vermont Mutual Insurance Company	90
■ Vermont National Education Association	91
■ Vermont Natural Resource Council	89
■ Vermont Public Service Board	89
■ Vermont Rail System	90
■ Vermont Ski Areas Association	89
■ Vertex Pharmaceuticals	28
■ Vertrue Inc.	6
■ VetCor	60

W

■ Vicor Corporation	68
■ Village Ventures, Inc.	48
■ Vinfen Corporation	60
■ Virgin Pulse	35
■ Virtus Investment Partners, Inc.	9
■ Virtustream	34
■ Volunteer Lawyers Project	29
■ Voya Financial	48
■ Walmart	74
■ Washington Mills North Grafton, Inc.	68
■ Waters Corporation	76
■ Watts Water Technologies, Inc.	68
■ Wayfair, Inc.	73
■ Wayne J. Griffin Electric, Inc.	76
■ Webster Financial Corporation	9
■ Webster First Federal Credit Union	22
■ Weiss Asset Management LP	48
■ Welch's Food, Inc.	74
■ Wellington Management Company	48
■ Wellomics	28
■ Wells Fargo Corporate	48
■ Western Massachusetts Legal Office of American Civil Liberties Union	56
■ Westfield Bank	22
■ West Hill Technology Counsel	76
■ Westinghouse Electric Company	38
■ Wexford Capital LP	9
■ WEX Inc.	20
■ WFD Consulting	35
■ WGBH Educational Foundation	38
■ Wheaton College	80
■ WhistlePig, LLC	91
■ White Mountains Insurance Group, Ltd.	81
■ Whittier Health Network	60
■ Wolverine Worldwide, Inc.	73
■ Worcester Housing Authority	29
■ World Learning	91
■ World Wrestling Entertainment Inc.	8
■ W.R. Grace & Company	68

X

■ Xcerra Corporation	68
■ Xerox Corporation	15
■ XPO Logistics, Inc.	19

Y

■ Yale-New Haven Health System	11
■ Yale University	19

Z

■ Zaffre Investments	60
■ Zoll Medical Corporation	28

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