



International Firm **WITH LOCAL ROOTS**



Photos courtesy of Beverly Funkhouser Photography

Maryland Native Leads DLA Piper, No. 4 Global Law Firm

BY WILLIAM ROBERTS

BRETT INGERMAN likes to joke that he was “destined” to become a lawyer and it’s probably true. Persistence and talent also played a role.

As the managing partner of the Maryland office of the DLA Piper, a storied local firm that has become one of the largest global law firms in the world, there can be little doubt the stars aligned for this Maryland native.

Ingerman comes from a family of lawyers. His grandfather was a lawyer in New York and his father was a lawyer in Baltimore for more than 40 years.

“I used to go to my father’s office downtown on Saturday mornings when I was a young boy,” Ingerman recalls in an interview with the Maryland State Bar Journal. “He always worked Saturday mornings. He basically did personal injury and workers compensation law. And I would help him file things away. As a reward he would let me play on the photocopier. I was always fascinated with the issues he was helping people with back then.”

Ingerman has a vivid memory of learning about DLA Piper’s predecessor firm back then.

“So, this is a true story. I remember when I was probably 11 or 12 years old and I was filing away papers. I remember coming across a letter from a lawyer at Piper & Marbury. I’ll never forget it. It was like this cream colored parchment paper with raised, embossed letters; ‘Piper & Marbury’ really big on the top letterhead. And back then, the left side listed every lawyer in the firm,” Ingerman recalls.

“I remember just being dazzled by the letterhead and saying to my father ‘I think I’m going to go work at Piper and Marbury one day.’ I didn’t know what I was talking about but he reminds me of that story often,” Ingerman says.

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Ingerman joined Piper & Marbury, now DLA Piper in 1995. It didn’t just happen. He applied and was rejected three years in a row through law school. But a clerkship on the Court of Special Appeals won Ingerman an introduction to the late Roger Redden, a partner at Piper who hired and mentored Ingerman.

“Roger was a tremendous lawyer and gentleman. I learned a lot from him as a litigation lawyer and as a person,” Ingerman says.

Ingerman made partner in 2002. He’s now in his third year as managing partner of DLA Piper’s Maryland office with 90 lawyers.



DID YOU KNOW

There is no city in which DLA Piper is headquartered.

DLA Piper ranked as the fourth largest law firm in the world by headcount and revenue in the *American Law Journal's* 2019 survey. The firm has lawyers in offices throughout Asia Pacific, Europe, the Middle East, Africa and the Americas.

“What’s interesting about DLA Piper is we do not have a headquarters office. There is no city in which DLA Piper is headquartered,” Ingerman says.

“That speaks to the strategy of the law firm, which is that, in order to provide excellent client service, we do that on a local, regional, national and an international level.”

Instead of managing from or to a headquarters, Ingerman sits on the firm’s policy committee and on a committee of office

managing partners from all over the world that meets monthly. Agenda setting rotates among different managing partners from DLA Piper worldwide.

“It has been a tremendous learning opportunity for all of us to be able to identify best practices across offices, to be able to discuss issues across offices and just make sure we are doing the best we can, both for our clients, and for our lawyers and staff, consistently, across what is a giant enterprise,” Ingerman says.

Indeed, today’s DLA Piper is a product of the mergers and acquisitions that transformed ‘Big Law’ in the last 20 years.



About Brett Ingerman

As the Managing Partner of DLA Piper’s Baltimore Office, Brett Ingerman provided us with a look into DLA Piper’s history in Baltimore as well as some insight into its future. We also learned a little more about his practice and journey to managing partner.

He joined the firm in 1995 after clerking on the Maryland Court of Special Appeals. Although he started with DLA Piper’s Bond Finance Group, he slowly transitioned into a pure litigation role, as he always knew he wanted to be a trial lawyer. Five years ago, Mr. Ingerman expanded his practice to include compliance governance and investigations, and has since become the global Co-Chair of the Governance and Compliance practice at DLA Piper. A little over two years ago, Mr. Ingerman was promoted to the managing partner of the Baltimore Office.

Below are some other interesting facts we learned from our conversation with Mr. Ingerman.

WHAT IS ONE OF THE BIGGEST PROJECTS ON YOUR PLATE RIGHT NOW?

The biggest project on my plate right now is managing this office and in particular, directing our move back to Baltimore City. It’s a significant undertaking to identify a place where a firm of this size is going to go. There are several complicated decision points along the way, including the decision whether we’re going to build a new building or move into an existing building. And frankly, trying to achieve a vision for a new office that doesn’t just meet the needs of the firm and its people for the next 5-10 years, but for the next 20 or 25 years.

WHAT IS SOMETHING YOU DO TO UNWIND AND DESTRESS?

The main thing is exercise. I have a couple of my colleagues here with me today who know that I like to run on the treadmill in the morning. Immediately following that treadmill run they will get an email from me titled “Thoughts from the Treadmill,” which contains my thoughts on our various cases and projects. The team normally receives this email early in the morning, much to their chagrin.

WHAT IS SOMETHING ABOUT YOU WE CAN’T FIND ON YOUR RESUME?

I eat chicken wings and I fancy myself a chicken wing connoisseur. Not that I eat chicken wings competitively, although the thought of entering a chicken wing eating contest has crossed my mind. During trial, chicken wings are a staple food for me and anyone that is on my trial team.

WHAT ARE YOUR FAVORITE WINGS?

There are a couple of requirements. They must be crispy. I prefer Buffalo, with Old Bay being my second choice. Barbeque wings are a non-starter for me.

Photos courtesy of Beverly Funkhouser Photography

In 1995, Piper & Marbury was one of the premier firms in Maryland with a regional practice and 250 lawyers. The main office was in Baltimore. It had small offices in Washington, DC, Philadelphia, the Eastern Shore, and was just starting to open a New York office.

Under the leadership of Frank B. Burch Jr., who was the managing partner at the time, Piper & Marbury merged with Rudnick and Wolfe, a Chicago-based firm with a pre-eminent real estate practice. The firm became Piper Rudnick.

Piper Rudnick picked off partners from Verner Liipfert in Washington, DC, and Hill & Barlow in Boston. It merged with prominent West Coast firms Gray Cary, and Steinhart & Falconer.

Leaders of the firm “had the vision to understand that regional firms and national firms were probably not going to succeed in the way that an international firm would and they pursued and created a merger with DLA, a prominent UK firm with offices around the world in Europe and Asia,” Ingerman recounts.

“We became DLA Piper and then there was tremendous interest from lawyers and firms to join what was a burgeoning global enterprise. And we grew very rapidly. We had a lot of people knocking on our door who wanted to be part of it.”

Currently DLA Piper has three offices in Maryland; a main office in Mt. Washington that will be relocating to Baltimore, a small office in downtown Baltimore that will be consolidating with the new main office and an Annapolis office where the firm’s state lobbying practice is located.

“We have Baltimore lawyers that do purely local work. For example, we have tax and real estate lawyers that do basically Baltimore and Maryland work only. We have lawyers that do regional work. We have lawyers that do national work and we have lawyers that do international work,” Ingerman says.

“The thing that DLA Piper does really well, is building cross-jurisdictional teams. Most of the Baltimore lawyers are on teams with lawyers from other DLA offices across the country or around the world,” he says.

Ingerman’s top goal as managing partner of the firm’s Maryland offices is to deliver excellent client service. Asked how he measures that, Ingerman deadpans, “repeat business.” His second goal is having fun.

“When a client comes to a firm like DLA they are going to expect that the lawyers are extremely smart, extremely sophisticated and extremely talented. Every big law firm has lawyers that meet those qualifications. What sets us apart really is the client service and being available 24/7 across the globe. That is a huge advantage for us, particularly when we are dealing with our international clients who have legal issues that come up in Asia, in Latin America, in North America, in the Middle East.



FROM THE ARCHIVES:

Global Markets, Local Talent

Last Spring, MSBA Executive Director Victor Velazquez sat down with DLA Piper Thailand Managing Partner Peter Shelford in the firm’s Bangkok office to talk about how law firms are expanding in Thailand. An excerpt from the interview was featured in the *Bar Journal’s* Volume 1 Issue 2.

WEB EXTRAS



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No matter what time of the day it is in the local jurisdiction, we have a lawyer who’s available to help them,” Ingerman says.

“Number two, we tend to have fun practicing law so when the clients can enjoy their interactions with their lawyers, it makes it a better client experience. And so in addition to having really talented, experienced, sophisticated smart lawyers -- which most big firms have -- I think we distinguish ourselves with client service and likeability.”

Ingerman grew up in Randallstown, Maryland. “What is now Northwest Hospital was my backyard, right off of Liberty Road,” he recalls.

Ingerman’s parents moved to Pikesville and he attended the McDonogh school, starting in fifth grade. He’s now on the board at McDonogh and has a son who plays lacrosse at McDonogh.

The Maryland native gives a shout-out to the value of the Maryland State Bar Association too.

“It’s critically important that the law firms in town stay connected with the state bar association. They are a tremendous resource for us and a great way to connect with our colleagues across other firms. We have been a longtime member and will be a member for a long time to come,” Ingerman says.

WEB EXTRA

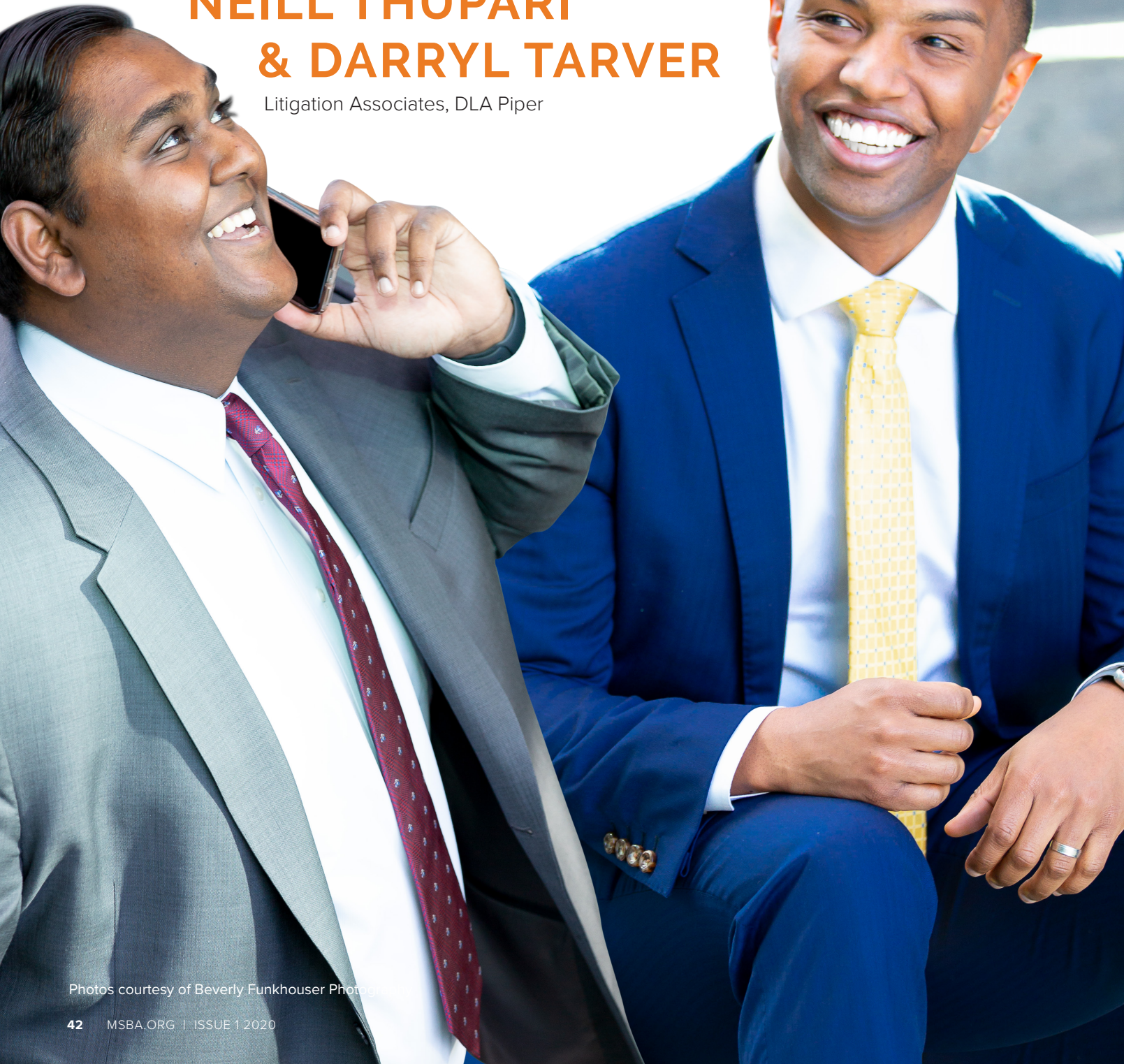


WORLD WIDE FIRM INSIGHTS Five DLA Piper attorneys share what’s it’s like to work for one of the largest law firms in the world.
VISIT [MSBA.ORG/DLA-PIPER-VIDEO](https://msba.org/dla-piper-video)

FRIENDLY COMPETITION

NEILL THUPARI & DARRYL TARVER

Litigation Associates, DLA Piper



Photos courtesy of Beverly Funkhouser Photography



Darryl Tarver and Neill Thupari are both Litigation Associates at DLA Piper that joined the firm in April 2018. They are also self-described close friends, and have enjoyed growing up together in the legal profession from law school to their transition to DLA Piper. We sat down with both of them to hear a little more about their careers so far, and find out a little more about them personally.

➔ **What excited each of you about joining DLA Piper?**

Darryl: I was really excited to join DLA Piper because of the opportunities the firm provides in terms of gaining experience in a variety of different areas. The structure of the litigation department allows you to be involved in different types of cases. I have been able to do securities litigation, product liability litigation, and antitrust litigation, which has allowed me to grow as a litigation attorney. I have also been able to explore my own interests, including construction litigation. The partners and firm management really encourage you to take on new challenges, and that really attracted me to the firm. That approach really stood out to me as I was evaluating the firm.

Neill: There are several reasons why I wanted to join DLA Piper, but one that really stands out is the types of cases that the firm works on. The cases really span the globe. The firm has a tremendous international presence in addition to the national work, and to be able to have the opportunity to work on those types of cases was really attractive and what drew me to DLA.

➔ **How is it that you both came to DLA Piper at the same time?**

Darryl: For the record, we both made independent decisions to apply and interview for the litigation associate position. We both weighed the pros and cons of making the transition here. At the same time, we're friends, and have been friends since the beginning of law school, and we were talking to each other about the possibility of making the transition. Even though our decisions were independent, it was a positive factor in my decision that Neill may be joining the firm as well.

Neill: During the interview process, we were always told there was only one available position. We knew the other was applying, and we were supportive of each other through the process. When we both wound up getting offers we were extremely excited. However, although we discussed it, we knew we had to make individual decisions based on what was best for us individually. When I told Darryl that I was going to accept, he told me he was also going to accept. It was exciting to learn that we were both taking this step together.

➔ **What are some challenges you faced in transitioning to a new firm?**

Neill: I think anytime you transition from one company to another there is a little awkward period or the time period where you are entering into an established place with people who have forged relationships. There was definitely a learning curve when it came to meeting the various partners and associates, and learning how best to work with them.

What was a pleasant surprise, is just how well the litigation group works. DLA Piper is one of the largest law firms in the world, but the litigation group really has a team mentality and works really well together. Any concerns I had about being the new guy, went out the window, as the team really takes you in, is very honest with you, which made the transition extremely worthwhile.

Darryl: One of the biggest challenges is actually one of the reasons I came here, the opportunity to work on a variety of cases. Prior to coming to DLA Piper, I had never worked on a securities case, so there's a bit of learning curve. However, accepting these new opportunities and challenges has been part of my growth here at DLA Piper, and it's helping me to become a more well rounded lawyer.

One of the biggest challenges is actually one of the reasons I came here, the opportunity to work on a variety of cases.

➔ **How has your friendship helped you during the transition?**

Neill: I don't think there is a week that goes by that I haven't called Darryl or gone down to his office to have lunch or just talk. Although we are working with different partners on different matters, it really helps to have one of your closest friends around to make the transition smoother.

Darryl: We've helped each other grow here because we each have different personalities and different strengths. I've had the opportunity to learn from Neill and his approach to certain situations, and that's helped me in my career and my practice. I hope I do the same for him. It's also nice to have a relationship with someone where you can have a judgement free conversation, to have that type of support, helps you to do your best work.

➔ What are your favorite hobbies?

Darryl: My hobbies are not that interesting. I really enjoy watching sports. I try to stay in shape. I enjoy working out, but it is not something I go home and do automatically.

Neill: I do golf. I will clarify that by saying I'm in no way a great golfer, but it's enjoyable to me to get to escape for a little bit while playing golf. In terms of other hobbies, I'm constantly disappointed by Maryland Terrapins Basketball, and the Baltimore Orioles.

➔ What's an interesting fact about you no one would guess?

Neill: Growing up I played a lot of chess with my Dad. Every Saturday morning, we would get up, and I would play chess. Sometimes my Dad would take me to tournaments, and hopefully I would come home with a trophy.

Recently, I asked my Dad why chess, and he told me that as a child I cried a lot. He said one day I was inconsolable, and he didn't know what to do. Then he realized while playing chess on our computer, that everytime a chess piece moved it would beep and I would stop crying. So that was the genesis of my chess playing childhood. It wasn't a Bobby Fischer moment where my Dad thought that I had an incredible talent for chess - just that the computer chess beeps stopped me from crying.

Darryl: I don't know how to follow that story.

➔ What's the best piece of advice you've received during your legal career?

Neill: I've received a lot of great advice in my

Never stop listening, and to never stop being open to hearing from anybody, because everybody has a story, whether it's a client, or opposing counsel.

career, but one stands out. In my first year of practice, the late Judge Dana M. Levitz, Circuit Court for Baltimore County told me to never stop listening, and to never stop being open to hearing from anybody, because everybody has a story, whether it's a client, or opposing counsel. If you get to a point where you've done 10 or so product liability cases, you might think you know everything about a new case. But being able to remain open minded and really listen to what is going on, and how a case might be different, and allowing that to shape your perspective and your approach is really important.

Darryl: I agree. I've had so much great advice. Where I am now in my career is really reflective of the great mentors that I've had. One piece of advice that has been on mind comes from Judge Russell III on the Federal Bench. He told me that one of the issues with young lawyers, especially those that have grown up in an era of technology and electronic communications, is that civility is dying out. He stressed the ability to talk to someone, even if you're taking an adverse position, and still be polite and treat them with respect. I try to take this wisdom and perspective to heart where I can, and it has served me well. It has not stopped me from zealously advocating for my clients in litigation or other contexts, but has helped me receive the same respect that I'm giving and makes practice more enjoyable.



FUN FACT: During law school at the University of Baltimore School of Law, both Darryl and Neill dusted off their dormant lacrosse equipment to play on the University's undergrad lacrosse team during a game against St. Mary's. It was the first (and last) time they played on a college level lacrosse team. During our interview, they jokingly referred to themselves as "student athletes."

REAL ESTATE ATTORNEY BY DAY DJ BY NIGHT

GUY FLYNN

Head of Maryland Real Estate Practice,
DLA Piper



GUY FLYNN JOINED DLA Piper as a summer associate in 1991, when the firm was still known as Piper & Marbury. In 1993, he started as a full-fledged associate working with Don McPherson, the head of the firm's real estate practice. During our interview with him, Mr. Flynn recalled the tremendous growth of the local firm Piper & Marbury to being part of a fantastic global firm, DLA Piper. He noted though, that despite its growth, many of the attorneys that continue to walk the halls of DLA Piper have been with the firm for their entire career and are proud of their Baltimore roots.

Below are a few other things we learned from our interview with Mr. Flynn:

➔ **You are currently the chair of the real estate department here at DLA Piper's Baltimore offices. Were you always interested in real estate transactions?**

Real estate is what I've wanted to do since my second year as a summer associate here at DLA Piper. During law school, at UVA, that's an entirely different story. Real Property is one class that I really detested in law school. It had less "pop, size and relevance" relative to the burning questions of the day and constitutional law. When I was in law school, the Thomas Hill hearings were happening. The Gulf War was happening. There were major national and global events that were real topics of conversation in many of my law school classes. With real property, we were discussing old English common law and deeds and the rule against perpetuities, so it was not particularly interesting.

However, as a summer associate, I had the opportunity to work on a project with Don McPherson, who was the head of the real estate department at that time. Not only was he very knowledgeable about real property. More importantly, he was a terrific person and a wonderful mentor. So when I received my offer from DLA Piper, they asked what I would have an interest in doing, and I said real estate.

What's more interesting is that at the time I became an associate here, the market was just recovering from the recession of the early 1990s and the savings and loan crisis. That meant that there was not a lot of hiring in the Real Property Department. In fact, when I arrived, the most junior person in the department was a seventh or eighth year associate, so there was a lot of opportunity for me to learn and gain experience, as I was utilized a lot by the more senior associates and the partners in the department.

Eventually, we came out of the recession, and it's been a fun ride ever since.

➔ **As a transactional attorney, your practice area tends to be more dependent on economic ups and downs. How has that impacted your practice over the years?**

There have been at least three recessions (and now with COVID-19, make that four) during my career. That's just part of the cycle of economic activity. What I've come to realize is that there's always a lesson to be learned in each downturn. If you take the Great Recession, as an example, we know that the housing market sort of led the economy into the ditch. In many respects, the Wall Street led activity that precipitated that downturn was just the result of people trying to find new ways to make money. That's always going to happen. That's natural

business activity and entrepreneurial spirit.

Prior to the current pandemic, this had been the longest economic expansion on record. The real estate industry had continued to sort of lead that expansion. We had been optimistic that it would continue. However, everything doesn't go up forever. The laws of gravity do apply to real estate.

In Maryland, we have a number of beneficial factors including our proximity to the Federal Government here in Baltimore, the "Eds Feds and Meds" as we call them. We also have a relatively affluent population as well as a relatively well-educated one. So there are a number of factors economically that insulate Maryland in many respects from economic headwinds. So put it all together, we're optimistic.

➔ **Thinking back over your 30 years of real estate practice, is there a particular project that you are particularly fond of or most proud of?**

One does come to mind, as a young lawyer I had a chance to work on the Jack Kent Cooke Stadium, the Redskins' Stadium. I grew up in Columbia, and when you are from Columbia you get to choose which sports teams you are going to follow, either the Washington ones or the Baltimore ones. I was raised a Redskins' fan because of my father, a physician who did his medical school training in Washington. As a Redskins fan, it was a great opportunity as a second or third year associate, to work with the Cooke family, the owner of the Redskins, and build a legacy stadium that would replace the old RFK stadium.

It was a very interesting project. I was working as an associate for one of the senior partners, Mark Pollak, and negotiating opposite a number of counterparties. The project brought forth so many of the dimensions of real estate law, including infrastructure, easements, and public finance among others.

What I've come to realize is that there's always a lesson to be learned in each downturn.

One of the things I love about real estate is that when you do the deal, unlike a paper transaction, the asset is there and lives before you. When I drive down 95 South around the Beltway, I see the stadium there, and I recall the interesting nature of the project.

➔ What is something you like to do to unwind and destress?

Well, as some may know already, I'm a DJ, and when I say DJ, I mean vinyl records. I own 65,000 vinyl records. They're all original pressings, original editions. The sweet spot is music from the late 60s to the early 80s, because that's when the music was super funky and super interesting.

I bought my first record in 1974 as a 6 year old, and DJ'd my first party in 1981 as a 13 year old. I formed a DJ crew, which is still together. We just celebrated our 36th anniversary, and we still throw about four to five parties a year. Recently, we've been doing them at the Center Club, where I'm on the Board of Governors. We host a vinyl night where members of the Center Club and their guests join us on the 16th floor and we turn it into Club 100.

I'm also very good friends with some of the founding fathers of hip hop. DJ Kool Herc, a founding father of hip hop, is a very good friend of mine. This past year was the 46th anniversary of the birth of hip hop. It started in a neighborhood in the Bronx in a park called Cedar Park. This past summer, Kool Herc and I DJ'd the 46th anniversary party in Cedar Park, and we made the local news in New York City.

So usually at the end of the work day, and after dinner and doing some more work at home, I'll retire to my music room and spend 90

minutes or a couple hours playing some records. It's a living, breathing part of my existence and an important one. I have to thank my beautiful wife for letting me get away with this stuff for all these years now. We've been married for 18 years, and she lets me keep my record collecting and DJ habit and she loves it as well.



DID YOU KNOW
Guy Flynn is known in the DJ Community as "DJ Fly Guy."

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LEARNING TO LEAD

ELLEN DEW

Partner, Litigation, DLA Piper



Ellen Dew joined the Baltimore office of DLA Piper as an associate in 2008 following her graduation from law school. Recently, Ms. Dew was elevated to Partner in the litigation group, after spending her entire legal career to date with DLA Piper.

We sat down with Ms. Dew to learn a little bit more about her legal career, her recent elevation, and her life outside of the law firm.

➔ **How has your role in the firm changed since your elevation to Partner?**

I'm still figuring out how my role has changed, but one of the differences that stands out is the expectation to lead. I was a senior associate before being elevated, so there was already an expectation for me to lead, but that duty to lead in terms of billable work, interactions with your colleagues and providing mentorship to more junior associates and members of the office team has become more pronounced now that I am a partner. In addition to that there is the expectation for me to build and expand my own book of business. That's a key focus of all the partners here at DLA.

➔ **What are some of the challenges you have faced in your transition to Partner?**

One of the biggest challenges is just navigating how to best approach the expansion of a book of business. Here at DLA, we do work all over the world and not just locally, so figuring out how to navigate that while maintaining the level of service that you are providing as a senior associate and still making time for family and friends is a challenge, but a manageable one that I'm excited to meet head on.

➔ **What have been some of your successes so far?**

During this past year, we have expanded several client relationships, not just in litigation, but also encouraging those clients to utilize our team for other services and matters that may not involve litigation. We've also done an awesome job of retaining and recruiting a really great associate team. I think, right now, our associate team in the Baltimore litigation group, are the best we've ever had, including, perhaps, when I was a young associate.

➔ **You serve as a Delegate for the Baltimore office on DLA Piper's Leadership Alliance of Women, can you tell us more about the Alliance and how it has helped you in your career?**

The Leadership Alliance of Women is an affinity group within DLA Piper, and is a way to make the universe of our firm a little bit smaller and help women across the globe get to know each other. It's a way that we provide mentorship to female attorneys in the firm. We learn from other women on how to navigate some of the hurdles women face in the legal profession. I think that it is a critical component of retaining talented women at this firm.

Through the Alliance I have a support network of women in the firm I can reach out to when I have a professional question or a question about a specific matter I may be

working on, or maybe when I'm facing personal stressors like balancing the 17 different things my kid has this week while managing deadlines on four different briefs. The Alliance also encourages us to pay that support forward, and be a resource for young female attorneys at DLA Piper.

Every 18 months to two years, we also do what we call a Global Women's Leadership Summit. It's held in Chicago, and we invite the Delegates from the various global offices, as well as leading women at our clients' organizations. We have great speakers, and a chance to network with women from various industries.

➔ **What is the biggest project you have on your plate right now?**

We are currently representing a client in a very complex piece of litigation that is pending in New York and the Federal Court System there. In that case, we are simultaneously Plaintiff, Defendant, and a third-party Plaintiff. It has been a really exciting challenge to navigate how to manage that case, how to manage the team, and how to meet the client's needs in such a complicated environment.

➔ **You mentioned the need to manage stress around work life balance, what do you do to unwind or destress?**

I love Orange Theory. It's a high intensity interval workout that's split between the rowing machine, treadmill, free weights, and body weight exercise. I go at least three times a week and it's an hour that I can claim is all mine. There's great music playing and I can just burn through the workout and get out all the nervous energy that I've built up.

➔ **What's something about you that we couldn't find on your resume or in our research before this interview?**

Many years ago, I was a ballerina, and I trained with the Alvin Ailey Dance Center in New York. I trained there for one summer during high school, and was seriously considering going back there for college, but my mother had other plans.