



## Heidi A. Carpenter

**Shareholder** | [heidi.carpenter@fmjlaw.com](mailto:heidi.carpenter@fmjlaw.com)

Heidi A. Carpenter is a commercial attorney focusing her practice on providing counsel to investors, start-up companies, and closely held businesses of all sizes with business, corporate, transactional and employment law matters. Heidi has over 16 years of experience providing general counsel assistance to companies and their owners.

In the area of mergers and acquisitions, Heidi is a formidable negotiator, having negotiated mergers, acquisitions and other multi-million dollar deals, with her largest transaction to date valued in excess of \$215 million. Heidi represents bidders, targets, financial advisors and bankers in structuring, negotiating and closing mergers, acquisitions, recapitalizations, leverage buyouts and other restructurings.

In the area of employment law, Heidi assists employers in the handling of all areas of employment and HR matters, with an eye toward preventing potential litigation. Heidi has experience providing HR professionals and business owners with personnel policies and strategies related to discrimination, harassment, non-compete, trademark and intellectual property protection, employee benefits, employment and contractor agreements, hiring and firing procedures, and employment law compliance. An experienced and fine-tuned drafter, she is particularly adept in drafting compensation plans and agreements, employment policies and non-qualified plans.

Heidi has repeatedly been recognized by her peers as one of Minnesota's "Rising Stars" in the legal profession and has been named a "Super Lawyer" since 2014 – an honor given to only the top lawyers in Minnesota.

**Practice Areas:**

General Corporate & Business  
Commercial Lending & Finance  
Mergers & Acquisitions  
HR & Employment

**Education:**

University of Wisconsin- Madison (BA in Political Science)  
Hamline University School of Law (JD)

**State Bar Admissions:**

State of Minnesota

**Practice Philosophy:**

"I am committed to understanding my clients and their goals. As their counsel, in addition to giving my clients sound legal advice, I assist them in implementing the best course of action for their business. If I can't add value to a client's business, I've failed that client as their trusted counsel."

**Pro Bono Representation:**

Pro bono employment counsel to Hope Chest for Breast Cancer (2014 – present)

**Published Articles and Presentations:**

*Upsize Minnesota*, "Heads Up: Time for HR Audit as New State Workplace Laws Kick In," August/September 2014

*Upsize Minnesota*, "When Mental Health Issues Arise, Here's how to Comply with the ADA," November 2012

*Training Magazine*, "Social Media Policy 101," October 16, 2012

*Costco Connection*, "Closing the Deal: Eight Essential Steps for Selling your Business," August 2012

*Small Business CEO*, "Considerations for Social Media Use in the Workplace," May 24, 2012

*Finance & Commerce*, "How to Prepare to Sell Your Small Business," May 15, 2012, Volume 125, No. 96 Edition

*Employment Alert*, "No Documentation = No Options? Not True," February 23, 2012

*Minnesota Business*, "Social Media Policies in the Workplace," December 2011

*Minnesota Business*, "Non-Compete Agreements on the Rise," November 2011

*Upsize Minnesota*, "Check Off Eight Steps to Prepare for Best Sale," August 2011

*Minnesota Lawyer*, "How To: Hire New Staff," February 14, 2011, Volume 15, No. 7 Edition

*Footnote Magazine*, "Be Careful When Classifying Employees as Exempt or Non-Exempt," April 2010

CLE Presentation, "Which Came First – the Chicken or the Egg? How to Hatch a Successful Immigration Law and Corporate Law Plan for Foreign Investors and Immigrant-Owned New Company Start-Ups," January 15, 2009

Presentation to Society for Human Resource Management, "Interviewing Recommendations and Guidelines," September 6, 2006

Presentation to Twin Cities Human Resource Association, "Considerations for the 'Disabled' Applicant," January 12, 2006

**Transaction Highlights:**

Represented Northern Tool + Equipment in its purchase of The Sportsman's Guide and The Golf Warehouse for \$215 million.

Represented privately-held print media placement company by large public company for \$180 million.

Represented commercial healthcare development company in sale to a national real estate trust for \$110 million.

Represented U.S. investors in loan transactions in excess of \$60 million with large European hedge fund for the purchase and operation of casino gaming machines in Mexico.

Represented founder of privately-held fitness franchisor in minority stock sale to private equity fund for \$40 million.

Represented privately-held steel distribution and processing center in sale of equity interests to large public company for \$30.5 million.

Represented private investors in acquisition of international manufacturer of thermal processing and environmental simulation equipment for \$24.2 million.

Represented international manufacturing facility in securing \$24 million commercial and export credit facility from commercial bank.

Represented purchasers in stock acquisition of a national insurance and underwriting company from a grocery conglomerate for \$12.7 million.

Represented shareholder group in asset sale of national, commercial pork production operation to private investors.

Represented regional bank in series of multi-million dollar loan transactions for construction of various railroad lodging facilities across the U.S.

Represented venture capitalists in stock acquisition of largest, privately-held sign manufacturing company in Minnesota.

**The Rest of the Story:**

Heidi and her husband are busy raising three tween daughters who keep them laughing and attending softball games, tennis matches, riding lessons, and musicals. In her remaining free time, Heidi enjoys reading, fundraising for her children's school, cheering for Wisconsin sports teams, and catching up with friends at home.