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2011 Billing Rate & Associate Salary Survey ^{plus} Initial Release

Management Summary Report (MSR)

Issued: May 2011



Management Summary Report

Issued: May 2011

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TABLE OF CONTENTS

<i>Topic</i>	<i>Page</i>
Comparison Group Information and Billing Rate & Salary Adjustment Practices	1
Standard Billing Rates	2 - 3
Worked Rates	4 - 5
Effective Rates	6 - 7
Realization	8
Billable Hours Worked	9 - 10
Fees Billed	11
Timekeeper Leverage Ratios	12
Associate & Senior Attorney Compensation	13
Guide to Interpreting the Stacked Bar Graphs Presented in this Report	Appendix

In this report, your office/practice group is compared with the following groups:

*Group 1: **National - Firms***

*Group abbreviation: **Natl-1***

*Group 2: **National Group X - Firms***

*Group abbreviation: **Natl-2***

*Group 3: **National Groups X-XIII Combined - Firms***

*Group abbreviation: **Natl-3***

*Group 4: **National Group X - Firms (xNYC)***

*Group abbreviation: **Natl-4***

*Group 5: **National Groups X-XIII Combined - Firms (xNYC)***

*Group abbreviation: **Natl-5***

Information about each of these groups is provided on the following page.

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

Management Summary Report

Comparison Group Information and Billing Rate & Salary Adjustment Practices**Group Abbreviation****Number of Members in the Group****Your Office/Practice Displayed in this Report is a Member of the Group****Defined Size Range ¹ of Group Members (# of Attorneys)**

Maximum

Minimum

Your Office or Practice Area Size ¹ (# of Attys)**Average Size of Group Members ¹ (# of Attys in the Office or Prac Area)****Date of Last Partner Billing Rate Increase**

January 2, 2010 - March 31, 2010

April 1, 2010 - June 30, 2010

July 1, 2010 - September 30, 2010

October 1, 2010 - January 1, 2011

January 2, 2011 - March 1, 2011

Date of Last Assoc/Sr. Atty Salary Increase

January 2, 2010 - March 31, 2010

April 1, 2010 - June 30, 2010

July 1, 2010 - September 30, 2010

October 1, 2010 - January 1, 2011

January 2, 2011 - March 1, 2011

Date of Last Assoc/Sr. Atty Scale based Rate Increase

January 2, 2010 - March 31, 2010

April 1, 2010 - June 30, 2010

July 1, 2010 - September 30, 2010

October 1, 2010 - January 1, 2011

January 2, 2011 - March 1, 2011

Date of Last Assoc/Sr. Atty Lock-step/Class Year based Rate Increase

January 2, 2010 - March 31, 2010

April 1, 2010 - June 30, 2010

July 1, 2010 - September 30, 2010

October 1, 2010 - January 1, 2011

January 2, 2011 - March 1, 2011

	Natl-1	Natl-2	Natl-3	Natl-4	Natl-5
Number of Members in the Group	209	17	97	15	89
Your Office/Practice <u>Displayed in this Report</u> is a Member of the Group	No	No	No	No	No
Defined Size Range ¹ of Group Members (# of Attorneys)					
Maximum	No Maximum	350	No Maximum	350	No Maximum
Minimum	No Minimum	251	251	251	251
Your Office or Practice Area Size ¹ (# of Attys)					
Average Size of Group Members ¹ (# of Attys in the Office or Prac Area)	363	300	634	297	626
Date of Last Partner Billing Rate Increase					
January 2, 2010 - March 31, 2010	2	0	0	0	0
April 1, 2010 - June 30, 2010	2	1	1	1	1
July 1, 2010 - September 30, 2010	8	0	2	0	2
October 1, 2010 - January 1, 2011	184	16	89	14	81
January 2, 2011 - March 1, 2011	5	0	3	0	3
Date of Last Assoc/Sr. Atty Salary Increase					
January 2, 2010 - March 31, 2010	1	0	0	0	0
April 1, 2010 - June 30, 2010	9	0	3	0	3
July 1, 2010 - September 30, 2010	24	1	6	1	6
October 1, 2010 - January 1, 2011	152	14	70	12	63
January 2, 2011 - March 1, 2011	9	1	8	1	8
Date of Last Assoc/Sr. Atty Scale based Rate Increase					
January 2, 2010 - March 31, 2010	2	0	1	0	0
April 1, 2010 - June 30, 2010	3	1	1	1	1
July 1, 2010 - September 30, 2010	9	0	3	0	3
October 1, 2010 - January 1, 2011	175	16	85	14	78
January 2, 2011 - March 1, 2011	3	0	2	0	2
Date of Last Assoc/Sr. Atty Lock-step/Class Year based Rate Increase					
January 2, 2010 - March 31, 2010	2	0	0	0	0
April 1, 2010 - June 30, 2010	3	1	2	1	2
July 1, 2010 - September 30, 2010	11	1	5	0	4
October 1, 2010 - January 1, 2011	166	15	80	14	73
January 2, 2011 - March 1, 2011	4	0	3	0	3

¹ Firm, Office or Practice Area size as of 1/1/2011. For all comparison groups that have a defined size range and include data for total firms and individual offices of multi-office firms, group membership is based on the size of the total firm and not the size of the individual office. This may result in the average size of group members to fall below the minimum size range for the group.

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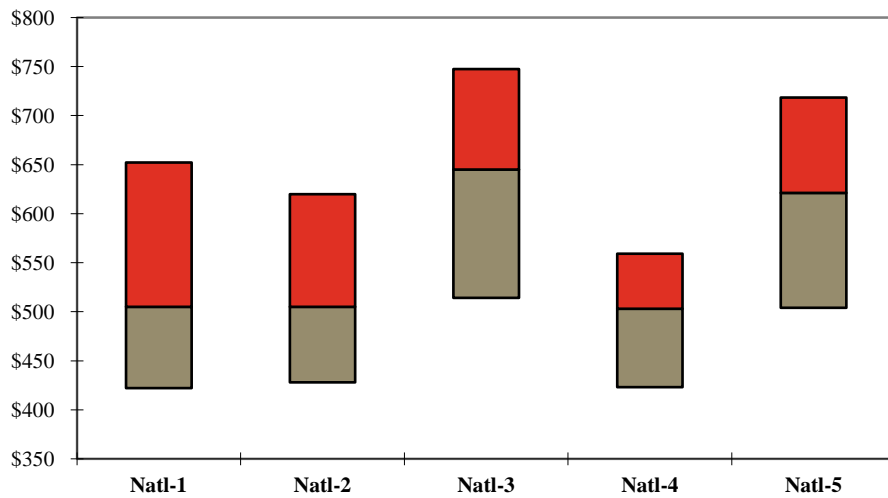
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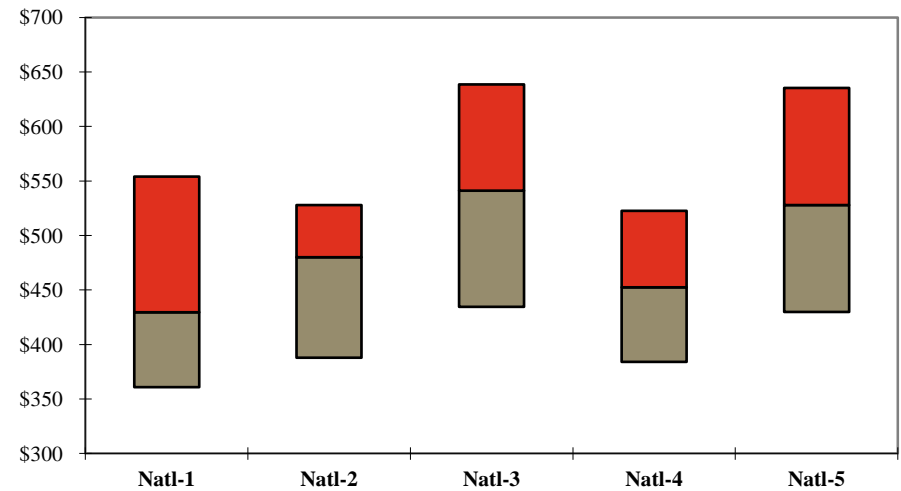
Partner Standard Billing Rates

quartile values, as of 1/1/2011

Equity Partner Average



Non-Equity Partner Average



Your Firm	Natl-1		Natl-2		Natl-3		Natl-4		Natl-5	
	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median
Equity Partners										
High	\$925	\$720	\$785	\$750	\$1,050	\$940	\$750	\$735	\$1,013	\$900
Middle	650	498	605	495	734	635	557	495	704	605
Low	475	375	460	390	555	445	433	370	540	425
Average	652	505	620	505	748	645	559	503	719	621
Non-Equity Partners										
High	\$815	\$590	\$800	\$640	\$920	\$825	\$755	\$635	\$900	\$805
Middle	549	422	508	470	625	525	498	453	620	513
Low	410	325	438	380	478	390	431	348	475	383
Average	554	430	528	480	639	541	523	453	635	528
All Partner Composite										
High	\$939	\$720	\$830	\$750	\$1,050	\$945	\$805	\$735	\$1,006	\$908
Middle	633	480	585	473	701	600	542	450	681	585
Low	450	333	435	340	515	413	418	315	471	388
Average	637	484	593	484	714	614	543	453	690	596

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

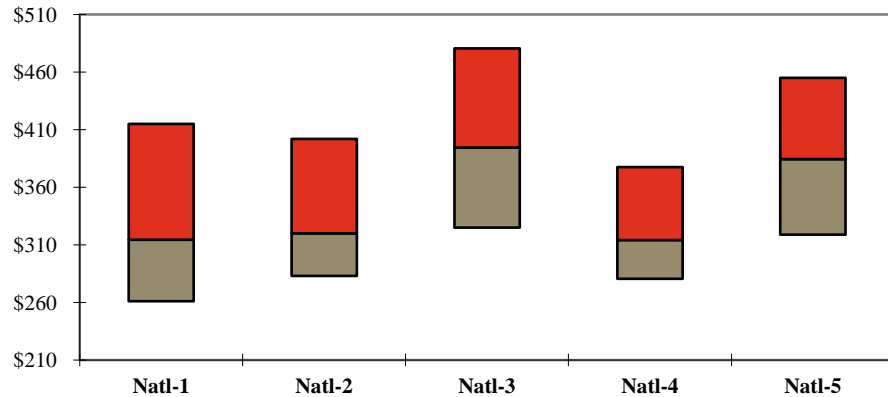
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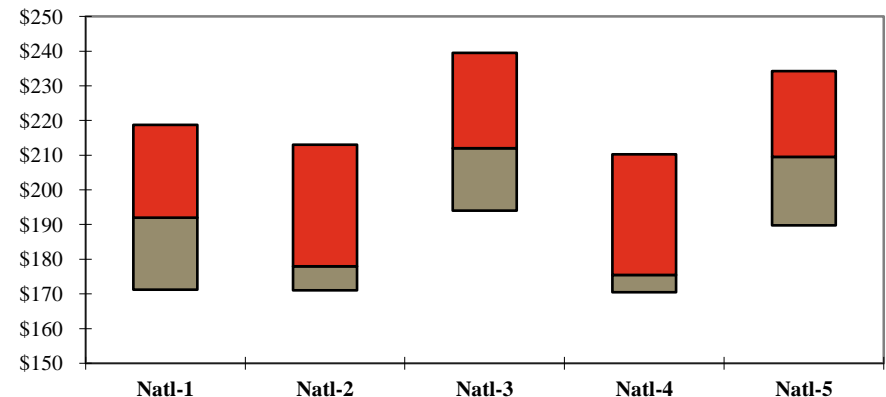
Management Summary Report

Non-Partner Standard Billing Rates
quartile values, as of 1/1/2011

All Associate & Senior Attorney Average



Paralegal Average



Your Firm	Natl-1		Natl-2		Natl-3		Natl-4		Natl-5	
	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median
Associates & Sr. Attys										
<i>Class of</i>										
2010	\$302	\$250	\$300	\$260	\$334	\$293	\$276	\$255	\$329	\$283
2009	318	255	320	255	367	299	303	253	361	295
2008	345	269	345	276	414	323	322	259	391	321
2007	370	285	368	290	453	348	353	287	427	338
2006	402	300	390	310	478	370	365	299	449	361
2005	421	316	406	325	493	391	380	312	479	379
2004	442	334	409	352	541	407	400	323	500	401
2003	475	358	448	360	542	421	408	328	523	414
Prior	515	396	509	390	589	478	445	369	553	472
<i>All Assoc & Sr. Attys</i>	415	315	402	320	481	395	378	314	455	385
Of Counsel	\$608	\$479	\$627	\$583	\$697	\$587	\$598	\$522	\$661	\$563
Staff Attorneys	349	287	340	323	370	304	**	290	358	291
Lobbyists	**	**	**	**	**	**	**	**	**	**
Specialists	329	266	**	241	340	288	**	233	340	283
Litigation Support	217	185	**	166	242	197	**	157	235	197
Patent Agents	**	**	**	243	304	255	**	243	304	255
Case Clerks	150	122	**	122	161	130	**	114	163	127
Law Clerks/Trust Acct	251	190	**	205	268	228	**	183	254	207
Paralegals	219	192	213	178	240	212	210	176	234	210

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

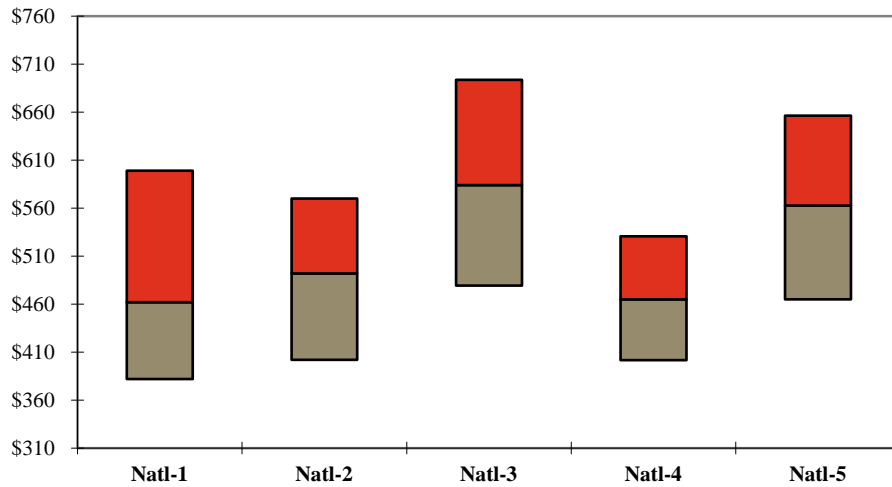
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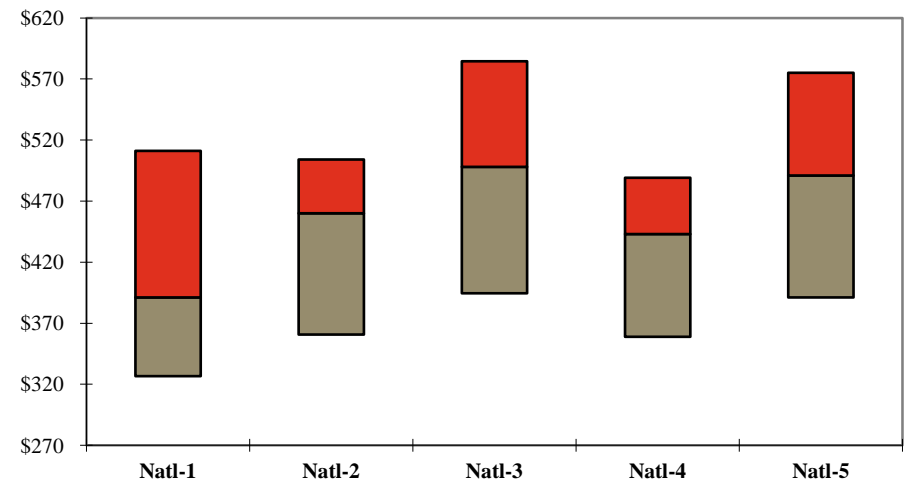
Management Summary Report

Partner Average Worked¹ Rates
 quartile values, for the period 1/1/2010 - 12/31/2010

Equity Partner Average



Non-Equity Partner Average



Your Firm	Natl-1		Natl-2		Natl-3		Natl-4		Natl-5	
	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median
Equity Partners										
High	\$862	\$685	\$862	\$729	\$997	\$884	\$812	\$696	\$992	\$852
Middle	590	455	573	460	683	577	524	456	647	564
Low	394	295	394	315	445	327	358	302	423	317
Average	599	462	570	492	694	584	531	465	656	563
Non-Equity Partners										
High	\$790	\$579	\$770	\$664	\$877	\$790	\$756	\$659	\$866	\$780
Middle	510	384	499	454	576	505	481	451	571	481
Low	318	268	355	277	397	296	335	268	364	292
Average	511	391	504	460	585	498	489	443	575	491
All Partner Composite										
High	\$892	\$687	\$862	\$775	\$997	\$910	\$848	\$737	\$992	\$876
Middle	574	427	544	459	649	548	514	411	612	530
Low	328	265	344	277	411	293	324	268	370	288
Average	581	430	542	484	652	547	521	423	620	533

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

¹ Calculated by taking the value of billable time worked during the period 1/1/2010 through 12/31/2010, divided by the corresponding billable hours worked.

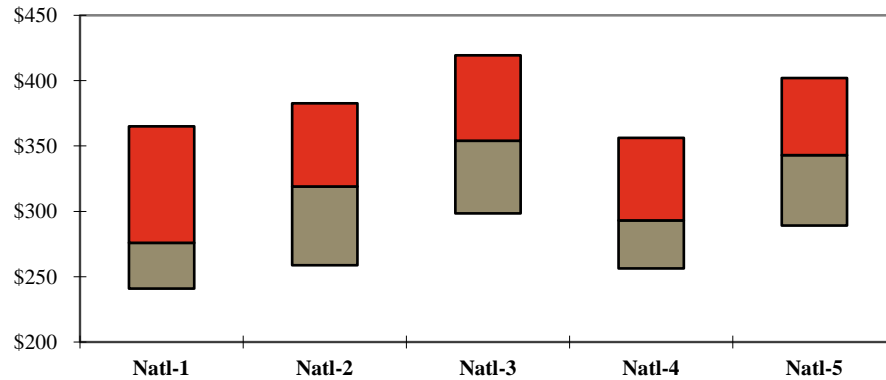
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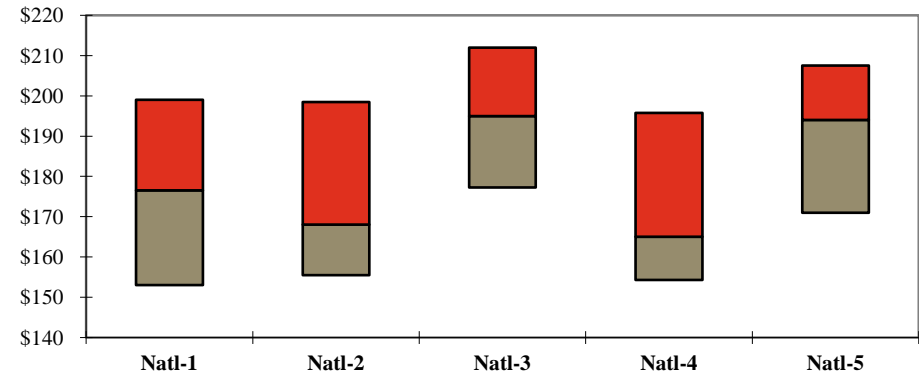
Management Summary Report

Non-Partner Average Worked¹ Rates
 quartile values, for the period 1/1/2010 - 12/31/2010

All Associate & Senior Attorney Average



Paralegal Average



Associates & Sr. Attys
Class of

- 2010
- 2009
- 2008
- 2007
- 2006
- 2005
- 2004
- 2003
- Prior
- All Assoc & Sr. Attys
- Of Counsel
- Staff Attorneys
- Lobbyists
- Specialists
- Litigation Support
- Patent Agents
- Case Clerks
- Law Clerks/Trust Acct
- Paralegals

Your Firm	Natl-1		Natl-2		Natl-3		Natl-4		Natl-5	
	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median
2010	\$283	\$243	\$272	\$243	\$301	\$264	\$261	\$237	\$291	\$258
2009	280	229	286	250	297	267	264	230	293	262
2008	298	237	301	263	337	290	291	242	313	284
2007	323	254	327	268	371	304	325	248	350	293
2006	345	267	350	299	394	322	346	276	377	317
2005	370	283	379	316	430	345	353	290	404	337
2004	389	300	380	333	458	358	371	294	430	349
2003	410	313	401	349	476	376	391	318	451	370
Prior	453	336	458	387	527	425	434	352	491	413
All Assoc & Sr. Attys	365	276	383	319	420	354	356	293	402	343
Of Counsel	\$556	\$437	\$585	\$513	\$645	\$529	\$551	\$501	\$596	\$520
Staff Attorneys	320	260	321	287	327	275	**	265	321	261
Lobbyists	**	**	**	**	**	**	**	**	**	**
Specialists	301	259	**	269	322	259	**	228	319	258
Litigation Support	200	175	**	148	207	183	**	144	206	183
Patent Agents	**	**	**	220	282	238	**	220	282	238
Case Clerks	144	110	**	92	147	120	**	91	147	117
Law Clerks/Trust Acct	216	174	**	172	241	188	**	168	227	184
Paralegals	199	177	199	168	212	195	196	165	208	194

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

¹ Calculated by taking the value of billable time worked during the period 1/1/2010 through 12/31/2010, divided by the corresponding billable hours worked.

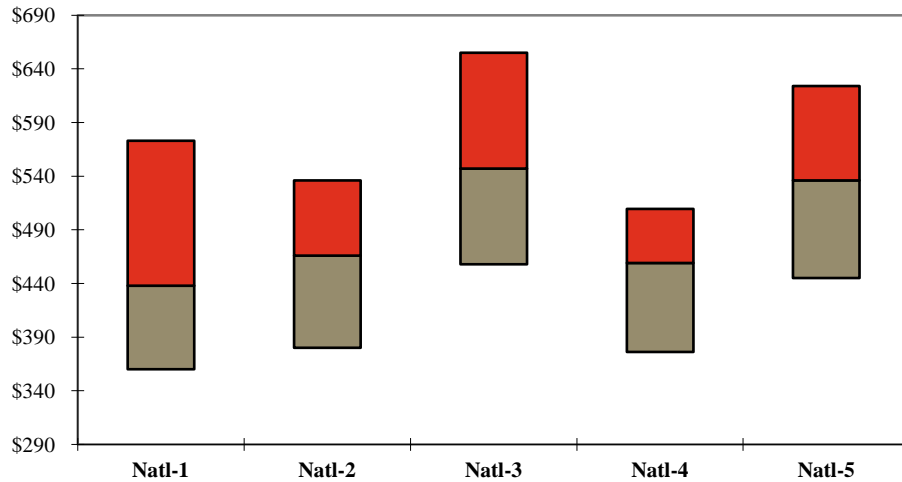
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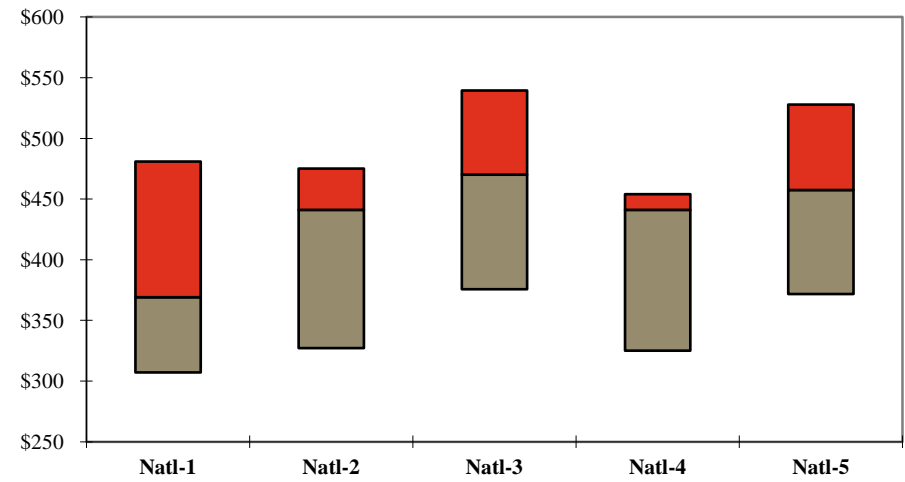
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Partner Average Effective¹ Rates
 quartile values, for the period 1/1/2010 - 12/31/2010

Equity Partner Average



Non-Equity Partner Average



Your Firm	Natl-1		Natl-2		Natl-3		Natl-4		Natl-5	
	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median
Equity Partners										
High	\$1,014	\$734	\$863	\$693	\$1,279	\$968	\$840	\$688	\$1,223	\$931
Middle	557	433	539	459	634	539	502	454	612	532
Low	321	259	323	275	345	284	300	272	342	272
Average	573	438	536	466	655	547	510	459	624	536
Non-Equity Partners										
High	\$775	\$558	\$694	\$631	\$908	\$766	\$685	\$618	\$906	\$759
Middle	477	361	477	429	533	470	460	419	531	457
Low	276	225	287	230	293	211	282	212	283	210
Average	481	369	475	441	540	470	454	441	528	458
All Partner Composite										
High	\$1,064	\$769	\$863	\$775	\$1,330	\$989	\$840	\$688	\$1,316	\$958
Middle	533	409	506	454	599	514	487	400	577	500
Low	272	210	289	216	302	215	277	212	274	210
Average	549	412	508	461	612	524	500	404	588	506

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

¹ Calculated by taking the actual value of amount billed during the period 1/1/2010 through 12/31/2010, divided by the corresponding billable hours worked.

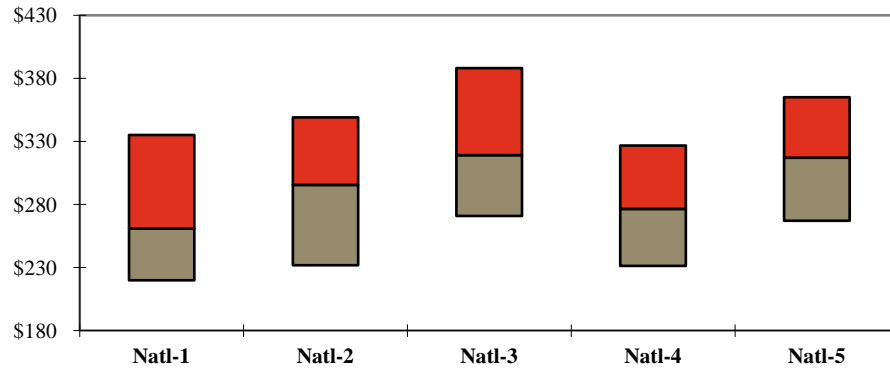
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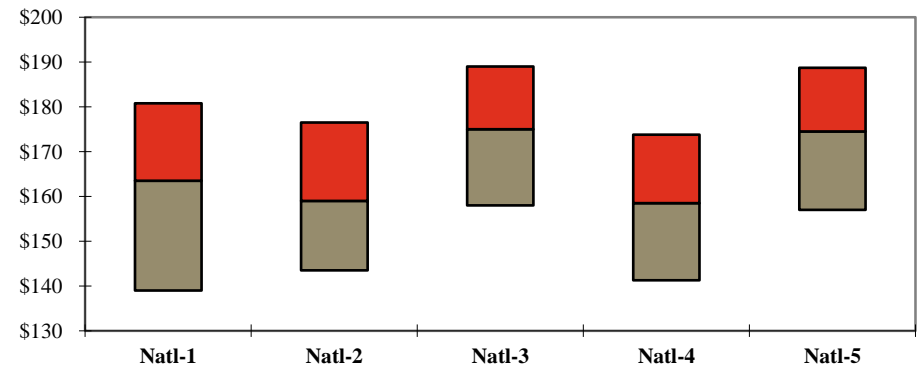
Management Summary Report

Non-Partner Average Effective¹ Rates
 quartile values, for the period 1/1/2010 - 12/31/2010

All Associate & Senior Attorney Average



Paralegal Average



Associates & Sr. Attys
Class of

- 2010
- 2009
- 2008
- 2007
- 2006
- 2005
- 2004
- 2003
- Prior
- All Assoc & Sr. Attys
- Of Counsel
- Staff Attorneys
- Lobbyists
- Specialists
- Litigation Support
- Patent Agents
- Case Clerks
- Law Clerks/Trust Acct
- Paralegals

Your Firm	Natl-1		Natl-2		Natl-3		Natl-4		Natl-5	
	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median
Value										
2010	\$251	\$209	\$259	\$204	\$263	\$230	\$254	\$202	\$258	\$225
2009	254	207	262	214	271	238	254	200	265	234
2008	267	219	279	237	308	259	267	211	297	256
2007	298	236	309	247	339	277	299	215	327	273
2006	315	249	321	274	371	299	308	244	346	294
2005	339	268	346	290	386	319	335	263	368	310
2004	360	285	356	301	425	331	348	273	402	329
2003	384	288	371	321	437	355	357	287	423	347
Prior	413	313	415	359	488	397	398	329	457	380
All Assoc & Sr. Attys	335	261	349	296	388	319	327	277	365	317
Of Counsel	\$511	\$400	\$548	\$484	\$570	\$495	\$523	\$458	\$553	\$483
Staff Attorneys	285	241	294	279	305	247	**	250	295	242
Lobbyists	**	**	**	**	**	**	**	**	**	**
Specialists	301	234	**	266	301	240	**	244	298	238
Litigation Support	179	157	**	157	181	159	**	140	182	159
Patent Agents	**	**	**	191	262	218	**	191	262	218
Case Clerks	124	92	**	86	127	97	**	90	127	97
Law Clerks/Trust Acct	181	132	**	128	196	157	**	124	189	145
Paralegals	181	164	177	159	189	175	174	159	189	175

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

¹ Calculated by taking the actual value of amount billed during the period 1/1/2010 through 12/31/2010, divided by the corresponding billable hours worked.

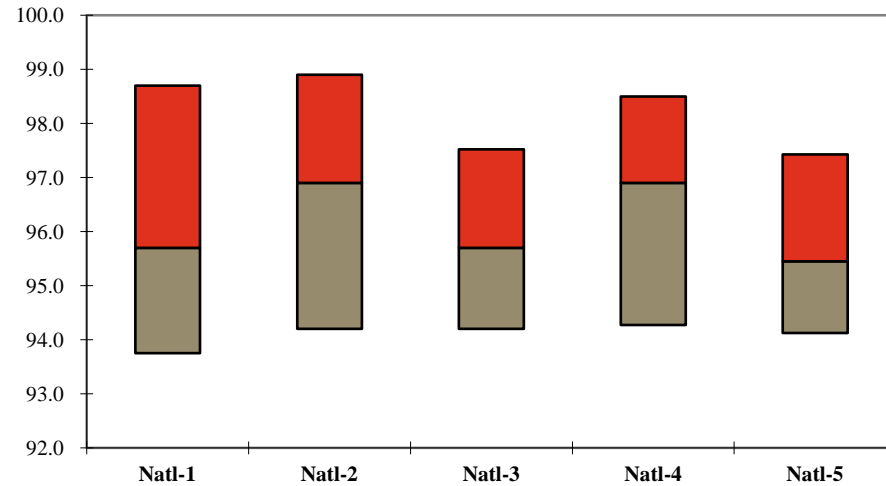
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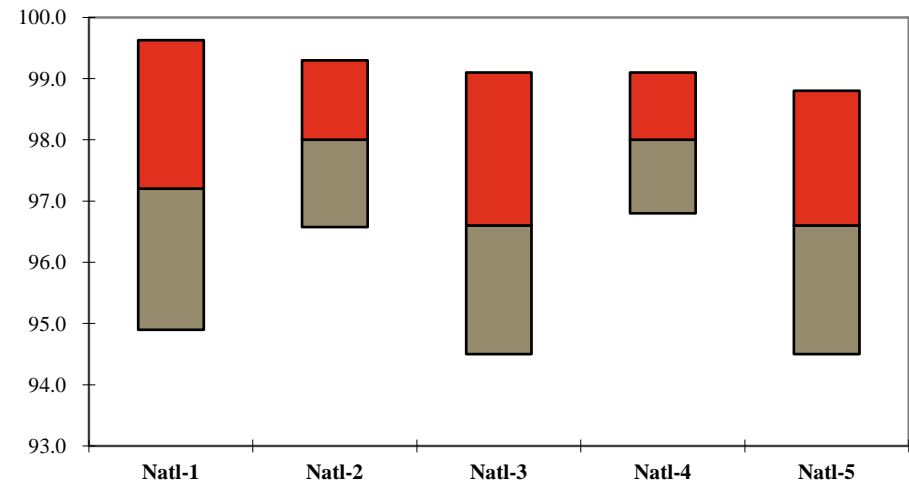
Management Summary Report

Average Worked Rate Realization¹
quartile values, for the period 1/1/2010 - 12/31/2010

Equity Partner Average



All Associate & Senior Attorney Average



Your Firm	Natl-1		Natl-2		Natl-3		Natl-4		Natl-5	
	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median
Equity Partners	98.7	95.7	98.9	96.9	97.5	95.7	98.5	96.9	97.4	95.5
Non-Equity Partners	98.3	96.1	98.2	97.0	97.8	96.2	98.3	97.3	97.7	96.2
All Partners	98.4	95.8	99.2	97.0	97.8	95.8	98.8	97.0	97.5	95.4
All Assoc & Sr. Attys	99.6	97.2	99.3	98.0	99.1	96.6	99.1	98.0	98.8	96.6
Of Counsel	99.0	95.0	98.2	94.7	98.3	94.7	98.0	94.7	97.7	94.2
Staff Attorneys	100.1	97.3	100.3	96.6	100.4	97.3	**	96.6	100.0	97.2
Paralegals	99.5	96.6	99.9	97.8	98.5	95.6	98.8	97.7	97.9	95.1

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

¹ Calculated by dividing the average worked rate for the one-year period ending 12/31/2010 by the average standard rate for the one-year period ending 12/31/2010.

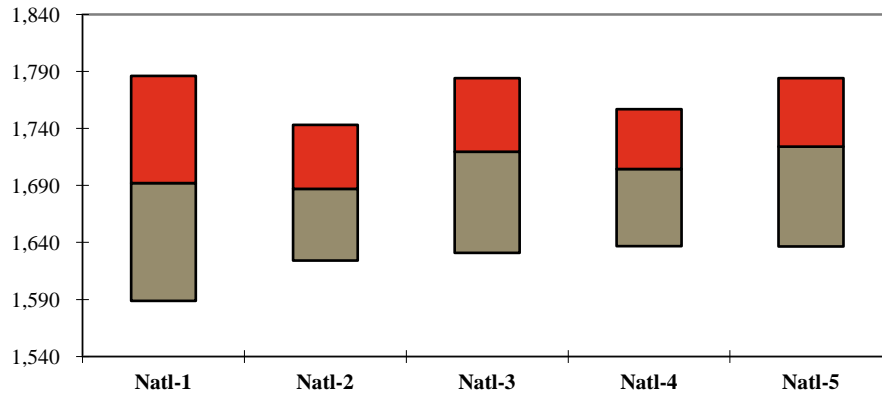
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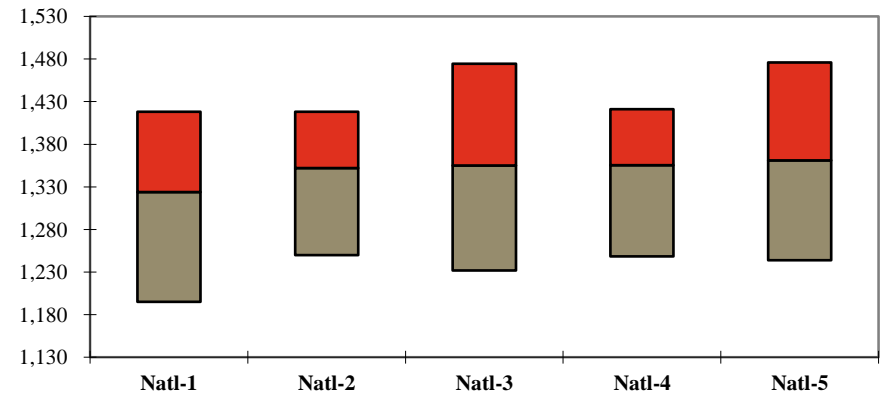
Management Summary Report

Non-Partner Average Billable Hours
quartile values, for the period 1/1/2010 - 12/31/2010

All Associate & Senior Attorney Average



Paralegal Average



Associates & Sr. Attys
Class of

- 2010
- 2009
- 2008
- 2007
- 2006
- 2005
- 2004
- 2003
- Prior
- All Assoc & Sr. Attys*
- Of Counsel**
- Staff Attorneys**
- Lobbyists**
- Specialists**
- Litigation Support**
- Patent Agents**
- Case Clerks**
- Law Clerks/Trust Acct**
- Paralegals**

Your Firm	Natl-1		Natl-2		Natl-3		Natl-4		Natl-5	
Value	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median
2010	1,662	1,540	1,568	1,417	1,642	1,536	1,582	1,492	1,642	1,541
2009	1,836	1,690	1,749	1,676	1,831	1,676	1,757	1,690	1,831	1,681
2008	1,876	1,766	1,795	1,747	1,865	1,766	1,802	1,764	1,871	1,767
2007	1,896	1,776	1,829	1,753	1,887	1,800	1,832	1,739	1,884	1,799
2006	1,860	1,772	1,896	1,785	1,848	1,777	1,921	1,796	1,854	1,779
2005	1,862	1,747	1,810	1,740	1,850	1,758	1,815	1,752	1,851	1,763
2004	1,854	1,738	1,830	1,703	1,835	1,764	1,800	1,703	1,833	1,771
2003	1,892	1,739	1,810	1,711	1,870	1,773	1,816	1,745	1,884	1,774
Prior	1,716	1,593	1,681	1,597	1,730	1,627	1,696	1,599	1,727	1,629
<i>All Assoc & Sr. Attys</i>	1,786	1,692	1,743	1,687	1,784	1,720	1,757	1,705	1,784	1,724
Of Counsel	1,401	1,108	1,328	955	1,433	1,109	1,242	955	1,386	1,104
Staff Attorneys	1,782	1,563	1,807	1,380	1,795	1,557	1,834	1,380	1,799	1,583
Lobbyists	**	**	**	**	**	**	**	**	**	**
Specialists	1,492	1,176	1,310	1,069	1,481	1,212	1,396	1,104	1,478	1,219
Litigation Support	1,301	1,081	1,019	605	1,329	1,186	996	594	1,310	1,133
Patent Agents	**	**	1,363	1,142	1,663	1,487	1,363	1,142	1,663	1,487
Case Clerks	1,235	762	765	711	1,264	812	788	714	1,295	841
Law Clerks/Trust Acct	1,010	771	771	541	1,067	782	775	627	1,094	788
Paralegals	1,418	1,324	1,418	1,352	1,475	1,355	1,421	1,356	1,476	1,361

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

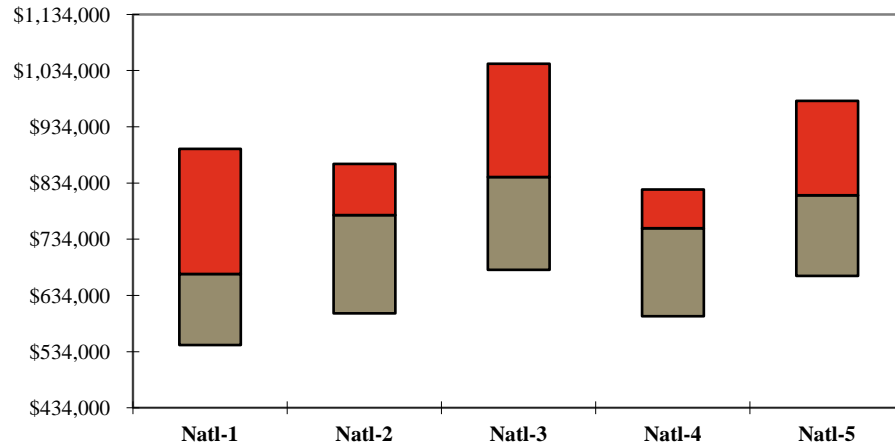
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Initial Release

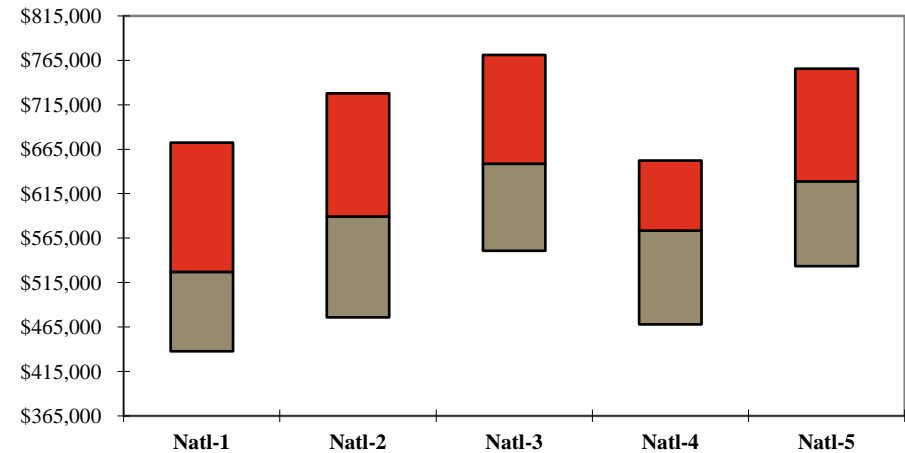
Management Summary Report

Average Fees Billed
quartile values, for the period 1/1/2010 - 12/31/2010

Equity Partner Average



Non-Equity Partner Average



Your Firm	Natl-1		Natl-2		Natl-3		Natl-4		Natl-5	
	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median
Equity Partners										
<u>Avg. by Yrs of Experience</u>										
10 Years or Less	\$793,093	\$586,072	\$752,423	\$711,532	\$990,000	\$739,424	\$697,586	\$602,778	\$940,167	\$694,820
11 - 15 Years	861,504	631,441	809,359	707,938	979,402	767,584	737,572	687,373	936,346	740,719
16 - 20 Years	890,096	673,640	898,611	756,465	1,010,564	838,763	858,310	687,014	961,440	807,786
21 - 25 Years	918,378	683,736	928,067	783,945	1,027,710	854,274	899,252	725,628	967,431	829,844
26 - 30 Years	908,202	698,816	903,499	777,008	1,045,119	854,865	855,176	750,881	989,359	793,194
31 - 35 Years	959,866	673,354	977,351	764,889	1,048,457	879,766	819,996	745,281	996,420	800,258
> 35 Years	857,713	613,537	831,857	672,992	1,006,159	810,521	810,241	624,932	970,499	760,260
All Equity Partners	894,668	672,237	867,840	777,133	1,046,337	844,673	822,381	753,770	980,111	811,986
Non-Equity Partners										
<u>Avg. by Yrs of Experience</u>										
10 Years or Less	\$707,791	\$528,662	\$736,062	\$570,200	\$821,706	\$649,461	\$663,864	\$547,660	\$817,042	\$640,601
11 - 15 Years	690,441	550,602	710,059	640,291	807,301	654,897	667,803	636,507	762,098	646,257
16 - 20 Years	687,545	533,601	678,207	532,740	792,546	653,046	688,779	545,688	784,794	651,513
> 20 Years	637,037	490,214	631,511	552,016	743,865	623,690	652,832	560,769	739,930	621,835
All Non-Equity Partners	672,284	526,922	727,800	589,118	771,005	648,592	652,147	573,339	755,739	628,984
All Associates & Sr. Attys	\$555,661	\$415,985	\$579,635	\$465,655	\$660,504	\$533,096	\$537,162	\$440,772	\$598,213	\$519,279

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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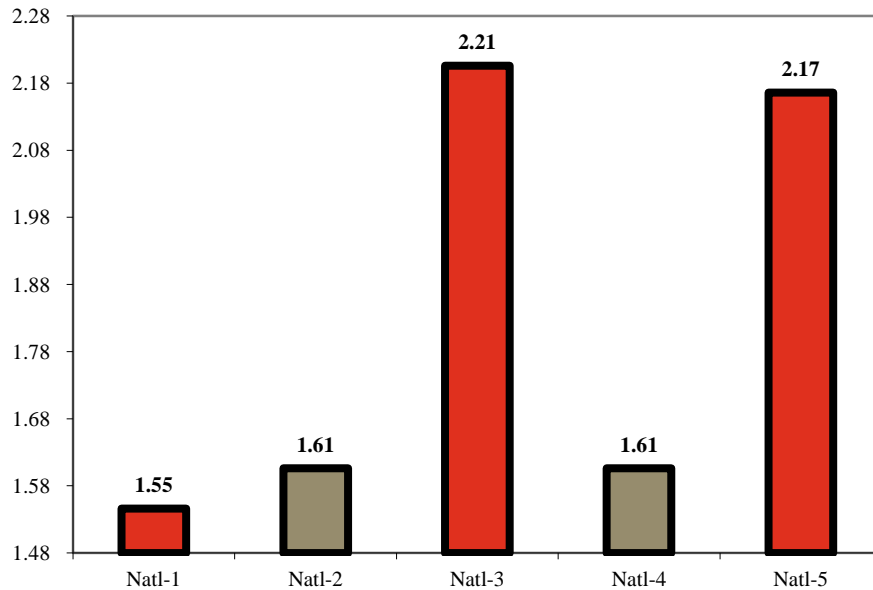
2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Initial Release

Management Summary Report

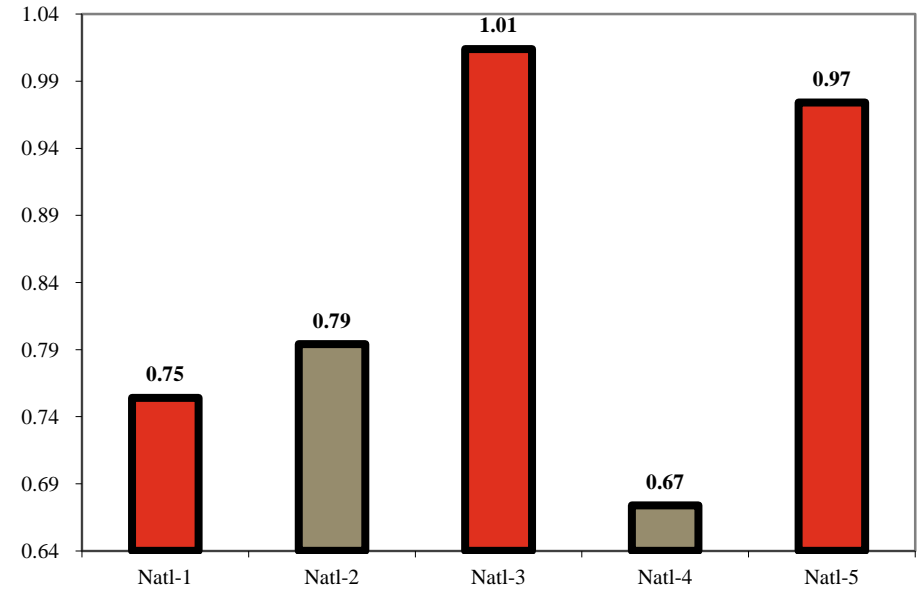
Leverage Ratios

median values, for the period 1/1/2010 - 12/31/2010

Ratio of Other Attorneys¹ to Equity Partners



Ratio of Non-Partner Attorneys² to Partners



Your Firm	Natl-1		Natl-2		Natl-3		Natl-4		Natl-5	
	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median
Ratio of Other Attorneys¹ to Equity Partners	2.31	1.55	2.15	1.61	2.88	2.21	2.06	1.61	2.82	2.17
Ratio of Non-Partner Attorneys² to Partners	1.13	0.75	0.91	0.79	1.52	1.01	0.87	0.67	1.34	0.97
Ratio of Non-Partner Timekeepers³ to Partners	1.59	1.09	1.54	1.12	1.98	1.45	1.20	1.07	1.83	1.38
Ratio of Paralegals to Attorneys	0.20	0.16	0.18	0.16	0.17	0.14	0.18	0.16	0.17	0.14

¹ Other Attorneys include Non-Equity Partners, Associates, Senior and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

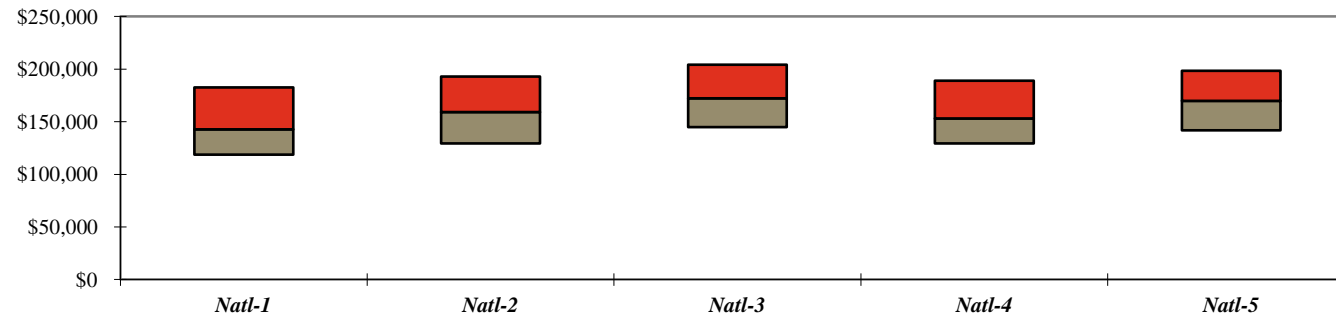
² Non-Partner Attorneys include Associates, Senior and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

³ Non-Partner Timekeepers include Associates, Senior and Staff Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Case Clerks, Law Clerks/Trust Accts and Paralegals. Of Counsel attorneys are excluded from this calculation.

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2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

Management Summary Report

Associate & Senior Attorney Compensation
quartile values
**All Associate & Senior Attorney Average Base Salary
as of 1/1/2011**


Your Firm	Natl-1		Natl-2		Natl-3		Natl-4		Natl-5	
	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median	1st Quartile	Median
Assoc & Sr. Atty Base Salary - 1/1/11										
<u>Class of</u>										
2010	\$145,813	\$120,000	\$160,000	\$135,000	\$158,529	\$137,219	\$148,750	\$124,375	\$156,671	\$135,909
2009	152,938	123,243	159,185	135,274	163,179	144,519	147,500	123,436	161,364	142,329
2008	160,383	125,000	163,025	142,406	170,000	152,034	162,624	131,255	170,000	149,602
2007	169,011	134,863	175,312	150,272	182,280	159,478	172,021	135,331	180,761	152,600
2006	180,000	139,500	185,729	161,197	203,624	169,090	177,940	144,755	195,941	166,591
2005	188,326	142,800	193,136	162,479	215,687	173,852	186,625	147,660	203,426	168,182
2004	195,154	150,545	213,208	168,526	225,367	180,521	187,344	155,360	217,893	178,816
2003	208,091	157,458	218,644	166,250	234,435	190,874	189,643	164,020	219,720	184,355
Prior	218,394	167,650	234,021	182,884	249,521	195,507	225,532	172,627	241,215	192,038
<i>All Associates & Sr. Attorneys</i>	182,704	142,768	192,974	159,201	204,233	172,287	189,049	153,199	198,328	169,762
Assoc & Sr. Atty Agg.¹ Comp - 1/1/11										
<u>Class of</u>										
2010	\$148,781	\$123,021	\$160,000	\$139,740	\$160,000	\$141,500	\$148,750	\$130,990	\$158,897	\$139,334
2009	163,653	129,566	170,474	142,240	171,134	159,103	170,317	126,841	170,625	153,654
2008	175,030	134,611	180,830	153,996	185,126	166,540	177,225	136,671	183,660	160,474
2007	187,509	145,500	191,458	166,993	203,157	176,373	187,940	143,248	197,928	172,424
2006	200,613	148,700	206,077	174,258	224,356	192,665	200,932	151,073	218,755	180,791
2005	213,424	158,697	219,742	177,747	243,524	193,604	215,194	161,618	240,997	191,674
2004	224,763	168,906	235,795	175,031	258,567	200,871	214,475	163,095	253,310	196,141
2003	240,720	175,000	258,050	181,067	268,226	216,099	236,989	177,500	260,043	205,914
Prior	240,132	178,132	260,462	207,504	277,101	217,223	240,636	188,199	271,201	214,416
<i>All Associates & Sr. Attorneys</i>	202,410	157,448	218,032	171,174	232,614	192,760	207,633	164,003	228,049	181,316

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

¹ Aggregate compensation combines average bonuses for the period ending 12/31/2010 with average base salaries at 1/1/2011.

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APPENDIX

Guide to Interpreting the Stacked Bar Graphs Presented in this Report

Your Firm's value for the current year is displayed as a dark solid line across the results for all comparison groups.

Each group's results for the current year are displayed as a "floating" stacked bar, which represents:

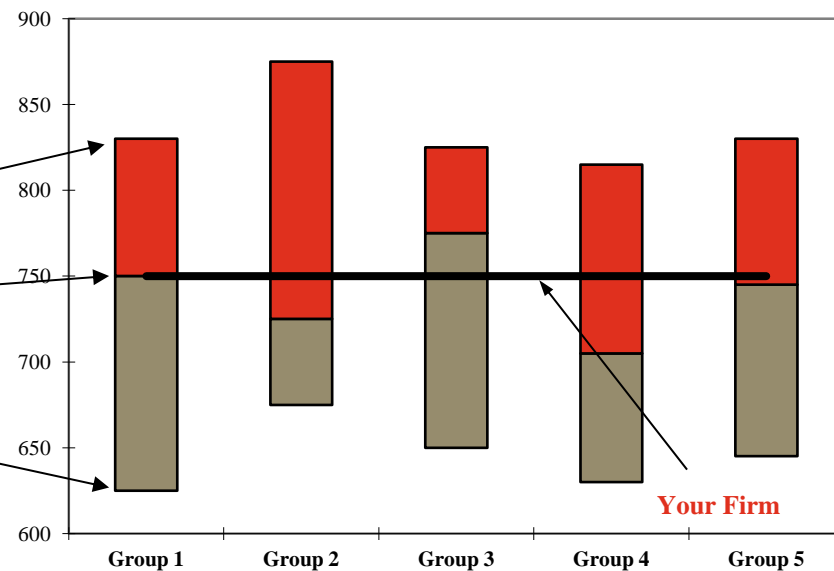
First Quartile Value

Median Value

Third Quartile Value

Given the three group statistics presented, each bar represents the values for the middle 50% of the group. The regions which represent the top 25% and the bottom 25% are implied by position, but they are not depicted.

**Standard Billing Rate - Equity Partners
as of 1/1/2011**



Example Interpretation of this Graph:

For the current year, your firm's value is at the Median Level of Group 1, above the Median Level and below the First Quartile Level of Groups 2, 4 and 5 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile of Group 3 (i.e., in the Third Quartile).