

# *2011 Billing Rate & Associate Salary Survey <sup>plus</sup> Initial Release*

Standard Report

Issued: May 2011



## Standard Report

*National Groups X-XIII Combined - Firms (97 members)*

Issued: May 2011

**Group Report**

**Confidential**

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**Comparison Group Information**

**National Groups X-XIII Combined - Firms**

**Number of Members in the Group**  
**Your Office or Practice Area Displayed in this Report is a Member of the Group**  
**Defined Size Range<sup>1</sup> of Group Members (# of Attorneys)**  
*Maximum*  
*Minimum*  
**Your Office or Practice Area Size<sup>1</sup> (# of Attorneys)**  
**Average Size of Group Members<sup>1</sup> (# of Attorneys in the Office or Practice Area)**  
**Reporting Entities Included in the Group (Geographic Comparison Groups Only)**  
*Number of Total Firms*  
*Number of Principal Offices (including Single Office Firms)*  
*Number of Non-Principal Offices*

Group Information
97
No Maximum
251
634
97
0
0

**Billing Rate & Associate Salary Adjustment Practices**

Your Firm	Number of Firms Reporting
<b>Date of Last Partner Billing Rate Increase</b>	
January 2, 2010 - March 31, 2010	0
April 1, 2010 - June 30, 2010	1
July 1, 2010 - September 30, 2010	2
October 1, 2010 - January 1, 2011	89
January 2, 2011 - March 1, 2011	3
<b>Date of Last Associate/Senior Attorney Salary Increase</b>	
January 2, 2010 - March 31, 2010	0
April 1, 2010 - June 30, 2010	3
July 1, 2010 - September 30, 2010	6
October 1, 2010 - January 1, 2011	70
January 2, 2011 - March 1, 2011	8

Your Firm	Number of Firms Reporting
<b>Date of Last Associate/Senior Attorney Scale based Rate Increase</b>	
January 2, 2010 - March 31, 2010	1
April 1, 2010 - June 30, 2010	1
July 1, 2010 - September 30, 2010	3
October 1, 2010 - January 1, 2011	85
January 2, 2011 - March 1, 2011	2
<b>Date of Last Associate/Senior Attorney Lock-step/Class Year based Rate Increase</b>	
January 2, 2010 - March 31, 2010	0
April 1, 2010 - June 30, 2010	2
July 1, 2010 - September 30, 2010	5
October 1, 2010 - January 1, 2011	80
January 2, 2011 - March 1, 2011	3

<sup>1</sup> 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.

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

Summary of Key Statistics

	Period	Your Firm		Group			Your Firm		% Change - 1 year		
		Average	Rank / Of	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change - 1 Year	Rank / Of	1 <sup>st</sup>	Median	3 <sup>rd</sup>
				Quartile		Quartile			Quartile		
<b>Standard Billing Rate</b>	As of 1/1/11										
Equity Partners		/ 95		\$748	\$645	\$514	/ 87		4.6	3.7	2.6
Non-Equity Partners		/ 79		639	541	435	/ 70 ‡		4.5	3.7	2.0
Associate/Sr. Attys		/ 96		481	395	325	/ 87		5.5	3.4	1.9
<b>Worked Rate</b>	1/1/10 - 12/31/10										
Equity Partners		/ 90		\$694	\$584	\$479	/ 82		3.6	2.7	1.3
Non-Equity Partners		/ 75		585	498	395	/ 66 ‡		3.6	2.6	1.2
Associate/Sr. Attys		/ 90		420	354	299	/ 81		4.5	2.5	0.9
<b>Effective Rate</b>	1/1/10 - 12/31/10										
Equity Partners		/ 93		\$655	\$547	\$458	/ 84		4.7	2.9	1.8
Non-Equity Partners		/ 76		540	470	376	/ 67 ‡		3.8	2.1	0.4
Associate/Sr. Attys		/ 93		388	319	271	/ 83		4.9	2.8	0.7
<b>Billable Hours</b>	1/1/10 - 12/31/10										
Equity Partners		/ 92		1,666	1,576	1,498	/ 84		3.9	0.3	(1.8)
Non-Equity Partners		/ 76		1,612	1,507	1,383	/ 67 ‡		4.5	0.7	(3.0)
Associate/Sr. Attys		/ 92		1,784	1,720	1,631	/ 83		4.6	1.6	(1.9)
<b>Fees Billed</b>	1/1/10 - 12/31/10										
Equity Partners		/ 92		\$1,046,337	\$844,673	\$679,306	/ 84		7.0	3.4	0.4
Non-Equity Partners		/ 76		771,005	648,592	550,743	/ 67 ‡		6.7	1.9	(1.4)
Associate/Sr. Attys		/ 92		660,504	533,096	427,717	/ 83		7.1	2.4	0.1
<b>Leverage Ratios</b>	1/1/10 - 12/31/10										
Ratio of Other Attys to Equity Partners		/ 93		2.88	2.21	1.49					
Ratio of Non-Partner Attys to Partners		/ 93		1.52	1.01	0.77					
<b>Assoc/Sr. Atty Base Salary</b>	As of 1/1/11										
2010 Associate		/ 77		\$158,529	\$137,219	\$116,778					
All Associates & Sr. Attys		/ 82		204,233	172,287	144,877	/ 77		5.4	1.4	(2.1)
All Associates (excl Sr. Attys)		/ 82		192,907	165,804	138,865	/ 77		4.7	0.6	(1.3)

\*\* omitted due to insufficient data  
‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Partner Standard Billing Rates**

As of January 1, 2011

	Your Firm		Group			Your Firm		% Change - 1 year			Median % Change - 2 Year
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	
<b>Equity Partners</b>											
High		/ 95	\$1,050	\$940	\$750			4.9	2.9	0.0	5.3
Middle		/ 95	734	635	500			4.9	3.8	2.9	6.3
Low		/ 95	555	445	348			7.3	4.3	1.7	7.1
Average		/ 95	748	645	514			4.6	3.7	2.6	6.5
<u>Avg. by Years of Experience</u>											
10 Years or Less		/ 61 ‡	\$652	\$545	\$408		‡	6.7	2.0	(0.0)	5.7
11 - 15 Years		/ 91	658	563	464			5.2	4.0	1.7	6.0
16 - 20 Years		/ 91	698	598	485			5.1	3.1	1.7	5.5
21 - 25 Years		/ 91	723	627	509			4.8	3.5	2.0	5.7
26 - 30 Years		/ 91	752	650	528			4.9	3.7	2.3	5.9
31 - 35 Years		/ 91	789	677	541			5.2	3.6	2.3	6.0
> 35 Years		/ 90	806	694	566			4.4	3.2	1.7	5.3
<b>Non-Equity Partners</b>											
High		/ 79	\$920	\$825	\$635		‡	5.1	2.8	0.1	4.7
Middle		/ 79	625	525	434		‡	5.0	3.5	2.1	6.4
Low		/ 79	478	390	303		‡	7.1	3.2	0.0	5.1
Average		/ 79	639	541	435		‡	4.5	3.7	2.0	6.7
<u>Avg. by Years of Experience</u>											
10 Years or Less		/ 72 ‡	\$570	\$479	\$388		‡	5.7	3.6	0.8	5.9
11 - 15 Years		/ 76	595	504	411		‡	5.2	3.2	1.4	6.0
16 - 20 Years		/ 76	633	548	431		‡	5.6	3.5	0.2	6.5
> 20 Years		/ 76	682	588	477		‡	5.2	3.5	1.9	6.6
<b>All Partner Composite</b>											
High		/ 96	\$1,050	\$945	\$750			5.1	2.7	0.0	5.1
Middle		/ 96	701	600	490			4.8	3.9	2.6	6.2
Low		/ 96	515	413	305			6.7	4.2	0.0	6.3
Average		/ 96	714	614	499			4.5	3.5	2.6	6.3
<b>Contract Partner Average</b>			**	**	**			**	**	**	**

\*\* omitted due to insufficient data  
‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Distribution of Partner Standard Billing Rates**

By Years of Experience - As of January 1, 2011

Equity Partners	<\$400	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900+
<b>10 Years or Less</b>												
<b>Your Firm</b>												
Total Group ‡	21.8%	16.5%	12.6%	7.1%	8.1%	10.5%	10.7%	4.9%	3.9%	0.8%	1.7%	1.3%
<b>11 - 15 Years</b>												
<b>Your Firm</b>												
Total Group	12.2%	7.4%	9.5%	9.8%	11.3%	11.9%	10.4%	8.4%	9.7%	3.3%	2.6%	3.5%
<b>16 - 20 Years</b>												
<b>Your Firm</b>												
Total Group	9.4%	8.0%	8.4%	8.0%	9.6%	11.2%	10.8%	9.1%	9.0%	5.8%	4.5%	6.2%
<b>21 - 25 Years</b>												
<b>Your Firm</b>												
Total Group	6.1%	7.4%	8.5%	8.5%	9.5%	9.8%	12.2%	10.0%	8.9%	6.0%	5.2%	7.8%
<b>26 - 30 Years</b>												
<b>Your Firm</b>												
Total Group	4.4%	5.6%	10.7%	8.8%	10.7%	8.6%	10.6%	10.2%	9.2%	6.4%	5.7%	9.1%
<b>31 - 35 Years</b>												
<b>Your Firm</b>												
Total Group	4.4%	6.5%	9.2%	7.7%	8.3%	8.8%	11.0%	10.6%	10.3%	6.9%	6.7%	9.6%
<b>&gt; 35 Years</b>												
<b>Your Firm</b>												
Total Group	3.2%	4.7%	8.1%	7.6%	8.4%	8.6%	11.2%	10.4%	9.0%	8.3%	8.0%	12.5%
<b>All Equity Partners</b>												
<b>Your Firm</b>												
Total Group	6.7%	6.6%	8.6%	7.9%	9.1%	9.5%	11.2%	10.0%	9.5%	6.5%	5.7%	8.7%
<b>Non-Equity Partners</b>	<\$400	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800+		
<b>10 Years or Less</b>												
<b>Your Firm</b>												
Total Group ‡	31.3%	9.1%	12.7%	11.7%	10.5%	7.6%	9.8%	4.2%	1.9%	1.3%		
<b>11 - 15 Years</b>												
<b>Your Firm</b>												
Total Group	19.4%	10.2%	11.7%	11.8%	15.1%	10.7%	8.4%	7.5%	3.0%	2.0%		
<b>16 - 20 Years</b>												
<b>Your Firm</b>												
Total Group	13.6%	10.5%	13.0%	8.7%	14.9%	14.1%	10.0%	7.6%	4.0%	3.7%		
<b>&gt; 20 Years</b>												
<b>Your Firm</b>												
Total Group	9.1%	8.3%	10.8%	8.9%	11.3%	12.1%	12.7%	9.8%	6.4%	10.5%		
<b>All Non-Equity Partners</b>												
<b>Your Firm</b>												
Total Group	16.9%	9.2%	11.6%	10.1%	12.9%	11.3%	10.6%	7.7%	4.3%	5.4%		
<b>All Partners</b>	<\$400	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900+
<b>Your Firm</b>												
Total Group	9.9%	7.4%	9.6%	8.6%	10.3%	10.1%	11.0%	9.3%	7.9%	5.2%	4.3%	6.5%

\*\* omitted due to insufficient data

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National Groups X-XIII Combined - Firms (97 members)

**Non-Partner Timekeeper Standard Billing Rates**

As of January 1, 2011

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			
								1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	
<b>Associates &amp; Senior Attorneys</b>											
<i>Class of</i>											
2010		/ 88	\$334	\$293	\$247						
2009		/ 94	367	299	255			20.5	13.3	8.6	
2008		/ 94	414	323	271			17.1	12.7	9.3	23.5
2007		/ 94	453	348	288			15.3	12.3	7.7	23.4
2006		/ 94	478	370	305			12.7	10.1	6.9	20.5
2005		/ 94	493	391	316			11.1	8.5	6.6	18.2
2004		/ 94	541	407	338			10.5	8.0	6.3	16.9
2003		/ 94	542	421	348			9.0	7.0	5.2	14.1
Prior		/ 94	589	478	392			6.8	5.1	3.5	10.0
<i>All Associates &amp; Senior Attys</i>		/ 96	481	395	325			5.5	3.4	1.9	9.2
<i>All Associates (excl Sr. Attys)</i>		/ 96	457	373	311			5.9	3.8	1.4	8.5
<b>Other Attorney Averages</b>											
Of Counsel		/ 78	\$697	\$587	\$471		‡	7.1	3.0	0.0	6.5
Staff Attorneys		/ 63 ‡	370	304	243		‡	6.7	3.1	(1.8)	7.7
<b>All Attorney Average</b>		/ 96	\$576	\$511	\$421			5.0	4.0	2.8	8.8
<b>Contract Associate Average</b>		/ 28 ‡	\$431	\$358	\$272			**	**	**	**
<b>Other Timekeeper Averages</b>											
Lobbyists			**	**	**			**	**	**	**
Specialists		/ 45 ‡	340	288	247		‡	10.2	5.7	(0.5)	10.1
Litigation Support		/ 46 ‡	242	197	161		‡	10.8	3.4	0.0	9.1
Patent Agents		/ 34 ‡	304	255	240		‡	11.2	6.5	0.1	8.0
Case Clerks		/ 44 ‡	161	130	105		‡	13.7	5.0	0.0	4.8
Law Clerks/Trust Accts.		/ 46 ‡	268	228	153		‡	26.7	2.8	(6.3)	3.3
<b>Paralegals</b>											
High		/ 91	\$340	\$300	\$260			5.5	3.2	0.0	5.6
Middle		/ 91	240	215	195			6.9	4.9	2.2	8.0
Low		/ 91	150	125	100			24.6	5.0	0.0	11.8
Average		/ 91	240	212	194			6.1	4.1	1.9	8.0

\*\* omitted due to insufficient data  
‡ less than 75% population response

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National Groups X-XIII Combined - Firms (97 members)

*Distribution of Select Non-Partner Timekeeper Standard Billing Rates*

As of January 1, 2011

Assoc & Sr. Attys - by Class	<\$275	\$275 - \$299	\$300 - \$324	\$325 - \$349	\$350 - \$374	\$375 - \$399	\$400 - \$424	\$425 - \$449	\$450 - \$474	\$475 - \$499	\$500 - \$524	\$525+
<b>2010</b>												
<b>Your Firm</b>												
Total Group	23.0%	15.6%	12.8%	16.4%	11.5%	15.3%	3.9%	0.6%	0.8%	0.1%		0.1%
<b>2009</b>												
<b>Your Firm</b>												
Total Group	19.7%	11.1%	10.0%	7.2%	11.4%	13.0%	7.7%	9.9%	5.1%	4.6%	0.2%	0.2%
<b>2008</b>												
<b>Your Firm</b>												
Total Group	14.6%	6.9%	7.7%	9.8%	5.6%	7.3%	8.5%	10.9%	7.2%	9.1%	3.6%	8.9%
<b>2007</b>												
<b>Your Firm</b>												
Total Group	12.3%	6.4%	6.7%	8.4%	6.5%	5.5%	5.7%	7.8%	6.6%	9.7%	2.5%	22.0%
<b>2006</b>												
<b>Your Firm</b>												
Total Group	9.1%	4.9%	5.1%	6.8%	7.6%	8.1%	6.0%	4.1%	7.2%	6.0%	6.2%	28.9%
<b>2005</b>												
<b>Your Firm</b>												
Total Group	8.4%	4.5%	3.6%	6.7%	5.7%	8.5%	7.2%	4.5%	4.9%	4.9%	5.5%	35.6%
<b>2004</b>												
<b>Your Firm</b>												
Total Group	6.4%	5.0%	4.0%	5.4%	5.8%	8.0%	6.5%	5.6%	4.8%	5.4%	4.1%	39.1%
<b>2003</b>												
<b>Your Firm</b>												
Total Group	4.6%	4.3%	4.0%	4.7%	4.8%	6.3%	6.0%	6.2%	4.8%	4.8%	5.5%	44.1%
<b>Prior</b>												
<b>Your Firm</b>												
Total Group	2.7%	2.5%	3.2%	3.9%	4.1%	5.6%	4.7%	5.5%	5.5%	7.8%	5.5%	49.0%
<b>All Assoc &amp; Sr. Attys</b>												
<b>Your Firm</b>												
Total Group	10.1%	5.8%	5.7%	6.8%	6.4%	7.9%	6.2%	6.4%	5.5%	6.4%	4.0%	28.7%
<b>All Assoc (excl Sr. Attys)</b>												
<b>Your Firm</b>												
Total Group	11.1%	6.5%	6.3%	7.5%	7.0%	8.5%	6.6%	6.7%	5.6%	6.5%	3.8%	24.0%
<b>Paralegals</b>	<\$125	\$125 - \$149	\$150 - \$174	\$175 - \$199	\$200 - \$224	\$225 - \$249	\$250 - \$274	\$275 - \$299	\$300+			
<b>Your Firm</b>												
Total Group	3.0%	5.1%	12.2%	15.9%	19.5%	17.6%	11.8%	8.7%	6.0%			

\*\* omitted due to insufficient data  
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National Groups X-XIII Combined - Firms (97 members)

**Full Year Partner<sup>1</sup> Standard Billing Rates & Annual Percent Change**

As of January 1, 2011

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Equity Partners</b>										
High		/ 94	\$1,049	\$940	\$750		/ 94	4.7	2.7	0.0
Middle		/ 94	735	635	505		/ 94	5.0	3.9	2.9
Low		/ 94	571	448	356		/ 94	6.9	4.5	3.0
Average		/ 94	753	647	514		/ 94	4.8	4.1	3.2
<u>Average by Years of Experience</u>										
10 Years or Less		/ 53 ‡	\$670	\$550	\$424		/ 53 ‡	7.2	5.7	3.5
11 - 15 Years		/ 89	659	562	450		/ 89	6.2	4.9	3.7
16 - 20 Years		/ 90	704	598	483		/ 90	5.2	4.4	3.2
21 - 25 Years		/ 90	724	632	509		/ 90	4.7	4.0	3.1
26 - 30 Years		/ 90	752	651	528		/ 90	4.6	3.9	3.0
31 - 35 Years		/ 90	791	684	536		/ 90	4.6	3.6	2.6
> 35 Years		/ 89	809	695	564		/ 89	4.3	3.6	2.3
<b>Non-Equity Partners</b>										
High		/ 77	\$915	\$820	\$640		/ 77	5.0	3.6	1.9
Middle		/ 77	625	535	435		/ 77	5.6	4.2	3.0
Low		/ 77	485	395	310		/ 77	8.8	5.2	3.2
Average		/ 77	641	547	437		/ 77	5.5	4.0	3.2
<u>Average by Years of Experience</u>										
10 Years or Less		/ 68 ‡	\$585	\$486	\$371		/ 68 ‡	7.3	5.6	4.1
11 - 15 Years		/ 75	591	513	407		/ 75	5.9	4.7	3.5
16 - 20 Years		/ 75	634	553	435		/ 75	5.1	4.2	3.1
> 20 Years		/ 75	684	592	467		/ 75	4.8	3.6	2.7
<b>All Partner Composite</b>										
High		/ 94	\$1,049	\$955	\$756		/ 94	4.7	2.7	0.0
Middle		/ 94	710	613	496		/ 94	5.2	4.0	2.9
Low		/ 94	540	425	316		/ 94	9.0	5.2	3.1
Average		/ 94	719	618	510		/ 94	4.8	4.1	3.2
<b>Contract Partner Average</b>										
			**	**	**			**	**	**

<sup>1</sup> Contains statistics only for Partners who were employed during the entire period from 1/1/2010 through 1/1/2011, excluding Partners who had a title change during the year.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Full Year Non-Partner Timekeeper<sup>1</sup> Standard Billing Rates & Annual Percent Change**

As of January 1, 2011

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Associates &amp; Senior Attorneys</b>										
<i>Class of</i>										
2010		/ 52 ‡	\$346	\$287	\$244					
2009		/ 91	364	299	253		/ 91	21.7	14.3	8.2
2008		/ 92	420	325	266		/ 92	17.0	12.7	9.1
2007		/ 93	453	349	286		/ 93	14.6	11.6	8.0
2006		/ 93	478	372	303		/ 93	12.1	9.6	7.6
2005		/ 93	495	400	322		/ 93	10.9	8.9	7.2
2004		/ 93	547	409	336		/ 93	9.8	8.1	6.5
2003		/ 93	544	425	344		/ 93	9.0	6.8	5.3
Prior		/ 93	591	481	390		/ 93	5.9	5.0	3.4
<i>All Associates &amp; Senior Attys</i>		/ 95	496	397	331		/ 95	10.6	8.3	6.7
<i>Associates (excl. Senior Attys)</i>		/ 95	485	379	315		/ 95	12.0	9.6	7.6
<b>Other Attorney Averages</b>										
Of Counsel		/ 74	\$703	\$585	\$478		/ 74	3.8	3.0	1.4
Staff Attorneys		/ 61 ‡	373	304	248		/ 61 ‡	6.4	4.7	2.7
<b>All Attorney Average</b>		/ 95	\$596	\$521	\$429		/ 95	7.3	5.6	4.7
<b>Contract Associate Average</b>		/ 27 ‡	\$434	\$374	\$296		/ 27 ‡	9.3	4.3	0.7
<b>Other Timekeeper Averages</b>										
Lobbyists			**	**	**			**	**	**
Specialists		/ 44 ‡	354	289	256		/ 44 ‡	7.0	4.7	2.2
Litigation Support		/ 46 ‡	236	196	163		/ 46 ‡	6.6	4.2	0.9
Patent Agents		/ 33 ‡	330	275	243		/ 33 ‡	8.0	5.3	3.1
Case Clerks		/ 41 ‡	158	130	102		/ 41 ‡	6.8	3.7	0.9
Law Clerks/Trust Accts.		/ 36 ‡	294	250	175		/ 36 ‡	10.0	5.7	3.2
<b>Paralegals</b>										
High		/ 90	\$340	\$300	\$260		/ 90	5.0	3.3	0.4
Middle		/ 90	244	218	195		/ 90	6.6	4.9	3.2
Low		/ 90	154	125	105		/ 90	33.0	9.2	3.4
Average		/ 90	242	216	197		/ 90	6.3	5.2	3.2

<sup>1</sup> Contains statistics only for Non-Partner timekeepers who were employed during the entire period from 1/1/2010 through 1/1/2011, excluding timekeepers who had a title change during the year.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Partner Average Worked<sup>1</sup> Rates**

For the 12-month period ending December 31, 2010

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 year	% Change - 2 year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	
<b>Equity Partners</b>											
High		/ 90	\$997	\$884	\$708			5.6	3.2	0.1	5.1
Middle		/ 90	683	577	463			3.7	2.8	1.0	6.1
Low		/ 90	445	327	275			9.3	2.0	(2.2)	5.7
Average		/ 90	694	584	479			3.6	2.7	1.3	5.6
<u>Avg. by Years of Experience</u>											
10 Years or Less		/ 48 ‡	\$602	\$508	\$396	‡	‡	6.3	1.7	(0.8)	4.5
11 - 15 Years		/ 85	607	520	422			4.6	2.4	0.3	5.0
16 - 20 Years		/ 86	648	547	448			4.1	2.1	0.4	5.0
21 - 25 Years		/ 86	671	575	478			4.3	2.6	0.7	5.0
26 - 30 Years		/ 86	704	582	482			3.6	2.6	1.0	5.8
31 - 35 Years		/ 86	717	613	502			4.3	2.8	1.1	6.0
> 35 Years		/ 86	738	624	516			4.0	2.2	0.0	6.2
<b>Non-Equity Partners</b>											
High		/ 75	\$877	\$790	\$635	‡	‡	6.3	1.1	(0.3)	6.7
Middle		/ 75	576	505	387	‡	‡	3.7	2.0	0.7	5.9
Low		/ 75	397	296	239	‡	‡	5.5	0.0	(4.5)	1.7
Average		/ 75	585	498	395	‡	‡	3.6	2.6	1.2	5.9
<u>Avg. by Years of Experience</u>											
10 Years or Less		/ 64 ‡	\$516	\$439	\$337	‡	‡	3.6	0.7	(2.9)	3.4
11 - 15 Years		/ 72 ‡	545	472	372	‡	‡	3.8	2.1	(0.4)	5.2
16 - 20 Years		/ 71 ‡	578	507	414	‡	‡	4.2	2.0	(1.4)	4.0
> 20 Years		/ 73	631	541	430	‡	‡	4.4	2.4	0.4	7.1
<b>All Partner Composite</b>											
High		/ 90	\$997	\$910	\$744			5.8	2.8	0.0	5.1
Middle		/ 90	649	548	438			3.4	2.5	1.2	5.8
Low		/ 90	411	293	239			8.9	0.9	(4.4)	5.4
Average		/ 90	652	547	448			3.7	2.6	1.2	5.7
<b>Contract Partner Average</b>											
			**	**	**			**	**	**	**

<sup>1</sup> 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.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Distribution of Partner Average Worked<sup>1</sup> Rates**

*By Years of Experience - For the 12-month period ending December 31, 2010*

Equity Partners	<\$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800+
<b>10 Years or Less</b>												
<b>Your Firm</b>												
Total Group ‡	8.5%	7.2%	19.5%	19.5%	10.9%	12.6%	6.1%	7.2%	3.4%	3.1%		2.0%
<b>11 - 15 Years</b>												
<b>Your Firm</b>												
Total Group	3.2%	6.6%	9.7%	11.7%	12.9%	12.5%	13.1%	10.1%	7.2%	5.4%	4.5%	3.4%
<b>16 - 20 Years</b>												
<b>Your Firm</b>												
Total Group	2.3%	6.0%	8.0%	9.6%	10.6%	11.4%	13.0%	10.1%	9.0%	7.5%	5.3%	7.3%
<b>21 - 25 Years</b>												
<b>Your Firm</b>												
Total Group	2.0%	4.0%	7.1%	8.5%	10.8%	10.4%	12.6%	11.9%	9.7%	7.4%	6.1%	9.5%
<b>26 - 30 Years</b>												
<b>Your Firm</b>												
Total Group	1.3%	2.9%	6.2%	9.2%	11.4%	11.5%	11.0%	10.6%	9.0%	8.0%	7.0%	11.7%
<b>31 - 35 Years</b>												
<b>Your Firm</b>												
Total Group	1.4%	2.8%	7.0%	8.0%	9.3%	9.9%	10.6%	11.8%	10.1%	8.2%	6.9%	14.0%
<b>&gt; 35 Years</b>												
<b>Your Firm</b>												
Total Group	1.3%	2.3%	4.8%	6.8%	8.6%	8.8%	11.8%	10.5%	10.3%	7.8%	9.5%	17.4%
<b>All Equity Partners</b>												
<b>Your Firm</b>												
Total Group	2.0%	4.1%	7.2%	9.0%	10.4%	10.7%	11.7%	10.7%	9.2%	7.6%	6.5%	11.0%
<b>Non-Equity Partners</b>	<\$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700+		
<b>10 Years or Less</b>												
<b>Your Firm</b>												
Total Group ‡	19.2%	14.8%	11.7%	12.0%	14.8%	11.8%	8.6%	3.7%	2.1%	1.3%		
<b>11 - 15 Years</b>												
<b>Your Firm</b>												
Total Group ‡	7.9%	9.6%	11.3%	11.9%	13.9%	14.9%	13.5%	7.6%	4.8%	4.6%		
<b>16 - 20 Years</b>												
<b>Your Firm</b>												
Total Group ‡	5.7%	8.3%	9.5%	11.3%	12.4%	14.8%	14.0%	9.2%	7.0%	7.8%		
<b>&gt; 20 Years</b>												
<b>Your Firm</b>												
Total Group	4.1%	5.6%	7.6%	8.9%	10.8%	11.4%	15.1%	11.5%	9.7%	15.5%		
<b>All Non-Equity Partners</b>												
<b>Your Firm</b>												
Total Group	7.6%	8.4%	9.5%	10.6%	12.4%	13.1%	13.4%	9.0%	6.7%	9.1%		
<b>All Partners</b>	<\$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800+
<b>Your Firm</b>												
Total Group	3.6%	5.3%	7.9%	9.4%	11.0%	11.4%	12.2%	10.2%	8.5%	6.7%	5.4%	8.4%

<sup>1</sup> 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.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Non-Partner Timekeeper Average Worked<sup>1</sup> Rates**

For the 12-month period ending December 31, 2010

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	
<b>Associates &amp; Senior Attorneys</b>											
<b><u>Class of</u></b>											
2010		/ 74	\$301	\$264	\$228						
2009		/ 88	297	267	228	‡		10.3	4.9	1.3	
2008		/ 88	337	290	235			13.2	8.8	5.2	15.1
2007		/ 88	371	304	255			12.3	8.1	5.8	21.4
2006		/ 88	394	322	271			11.4	7.9	5.8	19.0
2005		/ 88	430	345	285			9.8	7.8	4.6	18.5
2004		/ 88	458	358	305			9.2	6.6	4.1	14.9
2003		/ 88	476	376	315			8.7	6.9	4.1	13.8
Prior		/ 88	527	425	366			6.5	4.4	2.9	9.5
<b>All Associates &amp; Senior Attys</b>		/ 90	420	354	299			4.5	2.5	0.9	6.3
<b>All Associates (excl Sr. Attys)</b>		/ 90	402	337	283			4.4	1.8	0.0	5.8
<b>Other Attorney Averages</b>											
Of Counsel		/ 66 ‡	\$645	\$529	\$446	‡	‡	4.6	1.5	(1.5)	4.9
Staff Attorneys		/ 57 ‡	327	275	222	‡	‡	5.9	0.7	(3.6)	4.1
<b>All Attorney Average</b>		/ 91	\$520	\$453	\$374			4.2	3.0	1.6	7.0
<b>Contract Associate Average</b>			**	**	**			**	**	**	**
<b>Other Timekeeper Averages</b>											
Lobbyists			**	**	**			**	**	**	**
Specialists		/ 40 ‡	322	259	232	‡	‡	8.2	3.3	0.8	8.6
Litigation Support		/ 40 ‡	207	183	146	‡	‡	7.1	3.0	(0.3)	7.7
Patent Agents		/ 27 ‡	282	238	212			**	**	**	**
Case Clerks		/ 38 ‡	147	120	93	‡	‡	10.7	3.4	(1.3)	8.4
Law Clerks/Trust Accts.		/ 52 ‡	241	188	155	‡	‡	8.8	1.2	(2.3)	0.7
<b>Paralegals</b>											
High		/ 86	\$335	\$292	\$250			5.6	2.8	0.0	5.9
Middle		/ 86	213	196	170			5.7	3.1	0.6	8.1
Low		/ 86	114	98	76			14.0	0.0	(4.3)	13.0
Average		/ 86	212	195	177			5.2	3.1	0.9	8.2

<sup>1</sup> 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.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Distribution of Select Non-Partner Timekeeper Average Worked<sup>1</sup> Rates**

For the 12-month period ending December 31, 2010

Assoc & Sr. Attys - by Class	<\$275	\$275 - \$299	\$300 - \$324	\$325 - \$349	\$350 - \$374	\$375 - \$399	\$400 - \$424	\$425 - \$449	\$450 - \$474	\$475 - \$499	\$500 - \$524	\$525+
<b>2010</b>												
<b>Your Firm</b>												
Total Group	35.1%	16.2%	24.3%	10.8%	8.1%	2.7%	2.7%					
<b>2009</b>												
<b>Your Firm</b>												
Total Group	42.4%	17.1%	13.0%	11.4%	8.7%	3.7%	0.6%	1.5%	0.9%	0.7%	0.1%	0.1%
<b>2008</b>												
<b>Your Firm</b>												
Total Group	30.6%	13.9%	12.2%	10.0%	9.9%	6.1%	5.7%	6.1%	2.5%	1.1%	1.1%	0.6%
<b>2007</b>												
<b>Your Firm</b>												
Total Group	25.8%	10.0%	11.9%	9.6%	7.9%	6.1%	7.2%	6.6%	5.6%	4.3%	2.4%	2.5%
<b>2006</b>												
<b>Your Firm</b>												
Total Group	19.3%	9.2%	10.0%	11.4%	8.4%	8.1%	5.3%	7.1%	3.9%	4.2%	4.4%	8.7%
<b>2005</b>												
<b>Your Firm</b>												
Total Group	16.2%	6.7%	9.5%	9.6%	10.5%	8.2%	6.4%	5.4%	4.6%	4.9%	4.9%	13.0%
<b>2004</b>												
<b>Your Firm</b>												
Total Group	14.3%	5.8%	7.1%	8.6%	9.8%	9.6%	6.2%	6.3%	4.8%	4.4%	4.9%	18.2%
<b>2003</b>												
<b>Your Firm</b>												
Total Group	12.7%	5.0%	6.2%	7.5%	7.7%	7.4%	6.5%	6.6%	6.1%	5.2%	5.2%	23.9%
<b>Prior</b>												
<b>Your Firm</b>												
Total Group	7.9%	4.2%	5.0%	5.6%	5.3%	7.0%	7.2%	7.4%	7.0%	6.8%	5.8%	30.9%
<b>All Assoc &amp; Sr. Attys</b>												
<b>Your Firm</b>												
Total Group	19.4%	8.3%	8.8%	8.6%	7.9%	7.0%	6.0%	6.1%	4.8%	4.3%	3.9%	14.8%
<b>All Assoc (excl Sr. Attys)</b>												
<b>Your Firm</b>												
Total Group	21.3%	9.1%	9.5%	9.2%	8.5%	7.3%	6.1%	6.2%	4.6%	4.0%	3.5%	10.7%
<b>Paralegals</b>	<\$125	\$125 - \$149	\$150 - \$174	\$175 - \$199	\$200 - \$224	\$225 - \$249	\$250 - \$274	\$275 - \$299	\$300+			
<b>Your Firm</b>												
Total Group	7.1%	11.7%	16.7%	18.8%	17.2%	13.9%	7.9%	4.1%	2.7%			

<sup>1</sup> 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.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Partner Average Effective<sup>1</sup> Rates**

For the 12-month period ending December 31, 2010

	Your Firm		Group			Your Firm		% Change - 1 Year			Median % Change - 2 Year
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	
<b>Equity Partners</b>											
High		/ 93	\$1,279	\$968	\$739			17.6	5.1	(3.1)	4.9
Middle		/ 93	634	539	451			4.0	2.5	1.3	5.1
Low		/ 93	345	284	215			29.6	7.3	(4.2)	1.1
Average		/ 93	655	547	458			4.7	2.9	1.8	4.6
<u>Avg. by Years of Experience</u>											
10 Years or Less		/ 50 ‡	\$562	\$461	\$376	‡	‡	7.7	3.4	(1.1)	4.8
11 - 15 Years		/ 87	570	484	388			5.2	2.4	(0.5)	3.1
16 - 20 Years		/ 88	610	514	428			5.7	2.6	(0.2)	4.0
21 - 25 Years		/ 88	642	545	448			5.3	2.4	0.3	3.9
26 - 30 Years		/ 88	654	548	466			4.5	2.9	1.2	4.6
31 - 35 Years		/ 88	687	577	480			6.1	3.9	0.9	5.9
> 35 Years		/ 88	701	597	488			4.8	1.9	(1.5)	3.8
<b>Non-Equity Partners</b>											
High		/ 76	\$908	\$766	\$608	‡	‡	11.3	2.3	(6.0)	6.3
Middle		/ 76	533	470	362	‡	‡	4.5	2.4	0.6	4.5
Low		/ 76	293	211	139	‡	‡	24.9	(2.8)	(22.3)	(0.9)
Average		/ 76	540	470	376	‡	‡	3.8	2.1	0.4	4.2
<u>Avg. by Years of Experience</u>											
10 Years or Less		/ 65 ‡	\$490	\$403	\$321	‡	‡	4.7	0.9	(2.8)	2.2
11 - 15 Years		/ 73	511	439	343	‡	‡	4.2	1.9	(0.4)	2.7
16 - 20 Years		/ 72 ‡	538	467	380	‡	‡	5.4	2.0	(1.7)	2.7
> 20 Years		/ 74	591	505	410	‡	‡	4.5	2.4	0.7	5.2
<b>All Partner Composite</b>											
High		/ 93	\$1,330	\$989	\$775			25.9	3.4	(5.0)	4.1
Middle		/ 93	599	514	414			3.8	2.3	1.5	4.5
Low		/ 93	302	215	145			46.1	0.4	(21.1)	(0.9)
Average		/ 93	612	524	424			4.0	2.8	1.6	4.3
<b>Contract Partner Average</b>			**	**	**			**	**	**	**

<sup>1</sup> 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.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Non-Partner Timekeeper Average Effective<sup>1</sup> Rates**

For the 12-month period ending December 31, 2010

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	
<b>Associates &amp; Senior Attorneys</b>											
<b><u>Class of</u></b>											
2010		/ 77	\$263	\$230	\$201						
2009		/ 91	271	238	205	‡		13.4	8.5	2.3	
2008		/ 91	308	259	217			15.8	10.8	6.6	19.5
2007		/ 91	339	277	232			14.5	9.2	6.0	22.0
2006		/ 91	371	299	252			13.0	9.1	6.5	19.8
2005		/ 91	386	319	270			10.9	7.2	4.8	17.0
2004		/ 91	425	331	280			9.8	7.4	3.4	15.5
2003		/ 91	437	355	289			9.8	6.1	3.0	13.4
Prior		/ 91	488	397	327			6.9	4.2	1.7	8.6
<b>All Associates &amp; Senior Attys</b>		/ 93	388	319	271			4.9	2.8	0.7	5.5
<b>All Associates (excl Sr. Attys)</b>		/ 93	373	311	258			4.8	2.6	0.0	4.9
<b>Other Attorney Averages</b>											
Of Counsel		/ 69 ‡	\$570	\$495	\$407	‡	‡	5.9	1.0	(2.8)	5.2
Staff Attorneys		/ 59 ‡	305	247	212	‡	‡	6.4	1.5	(3.3)	5.5
<b>All Attorney Average</b>		/ 94	\$488	\$423	\$358			4.4	3.1	1.6	6.1
<b>Contract Associate Average</b>			**	**	**			**	**	**	**
<b>Other Timekeeper Averages</b>											
Lobbyists			**	**	**			**	**	**	**
Specialists		/ 41 ‡	301	240	215	‡	‡	10.7	4.2	0.5	10.2
Litigation Support		/ 41 ‡	181	159	123	‡	‡	13.5	4.4	(2.8)	8.6
Patent Agents		/ 29 ‡	262	218	197			**	**	**	**
Case Clerks		/ 38 ‡	127	97	84	‡	‡	17.6	6.3	(2.6)	6.8
Law Clerks/Trust Accts.		/ 52 ‡	196	157	115	‡	‡	22.8	4.4	(6.5)	1.3
<b>Paralegals</b>											
High		/ 89	\$352	\$283	\$246			14.6	4.3	(0.7)	4.8
Middle		/ 89	187	175	153			6.3	3.2	0.0	6.8
Low		/ 89	93	67	41			45.5	7.4	(20.5)	15.1
Average		/ 89	189	175	158			6.3	3.9	1.7	6.9

<sup>1</sup> 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.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Partner Average Worked Rate Realization <sup>1</sup>**

For the 12-month period ending December 31, 2010

	Your Firm		Group		
	Average Realization %	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Equity Partners</b>					
Average		/ 84	97.5	95.7	94.2
<u>Avg. by Years of Experience</u>					
10 Years or Less		/ 50 ‡	99.9	98.0	94.3
11 - 15 Years		/ 80	99.1	96.7	93.8
16 - 20 Years		/ 81	98.0	96.1	93.9
21 - 25 Years		/ 80	97.9	96.0	93.7
26 - 30 Years		/ 81	97.8	95.5	93.5
31 - 35 Years		/ 81	97.4	96.2	93.2
> 35 Years		/ 80	97.7	95.6	93.8
<b>Non-Equity Partners</b>					
Average		/ 69 ‡	97.8	96.2	94.0
<u>Avg. by Years of Experience</u>					
10 Years or Less		/ 62 ‡	100.0	96.6	94.4
11 - 15 Years		/ 67 ‡	98.4	96.6	94.8
16 - 20 Years		/ 67 ‡	97.6	95.5	93.7
> 20 Years		/ 67 ‡	97.9	95.6	93.5
<b>All Partner Average</b>		/ 84	97.8	95.8	94.2
<b>Contract Partner Average</b>			**	**	**

<sup>1</sup> 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.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Non-Partner Timekeeper Average Worked Rate Realization <sup>1</sup>**

For the 12-month period ending December 31, 2010

	Your Firm		Group		
	Average Realization %	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Associates &amp; Senior Attorneys</b>					
<i>Class of</i>					
2010		/ 75	101.7	99.8	97.1
2009		/ 82	100.9	99.1	96.6
2008		/ 82	100.1	97.9	95.6
2007		/ 83	99.6	96.9	94.4
2006		/ 82	99.1	96.7	94.3
2005		/ 83	99.5	96.8	93.2
2004		/ 83	98.4	96.1	93.9
2003		/ 83	98.5	96.6	94.4
Prior		/ 83	98.0	95.9	93.6
<i>All Associates &amp; Senior Attys</i>		/ 85	99.1	96.6	94.5
<i>All Associates (excl Sr. Attys)</i>		/ 85	99.1	96.6	94.4
<b>Other Attorney Averages</b>					
Of Counsel		/ 66 ‡	98.3	94.7	91.4
Staff Attorneys		/ 58 ‡	100.4	97.3	94.3
<b>All Attorney Average</b>		/ 85	98.2	96.3	94.0
<b>Contract Associate Average</b>			**	**	**
<b>Other Timekeeper Averages</b>					
Lobbyists			**	**	**
Specialists		/ 41 ‡	100.0	97.1	93.0
Litigation Support		/ 39 ‡	99.7	96.8	92.4
Patent Agents		/ 31 ‡	99.9	99.2	95.7
Case Clerks		/ 38 ‡	100.0	98.0	95.1
Law Clerks/Trust Accts.		/ 52 ‡	101.7	99.2	95.9
<b>Paralegals</b>					
Average		/ 80	98.5	95.6	93.2

<sup>1</sup> 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.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Partner Average Effective Rate Realization <sup>1</sup>**

For the 12-month period ending December 31, 2010

	Your Firm		Group		
	Average Realization %	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Equity Partners</b>					
Average		/ 86	92.9	90.3	88.7
<u>Avg. by Years of Experience</u>					
10 Years or Less		/ 51 ‡	95.6	92.6	88.7
11 - 15 Years		/ 81	94.0	91.5	88.4
16 - 20 Years		/ 82	93.7	91.1	88.3
21 - 25 Years		/ 81	93.5	90.5	87.4
26 - 30 Years		/ 82	93.2	90.4	87.8
31 - 35 Years		/ 82	92.7	90.5	88.1
> 35 Years		/ 81	94.2	89.3	87.1
<b>Non-Equity Partners</b>					
Average		/ 70 ‡	92.8	89.9	87.4
<u>Avg. by Years of Experience</u>					
10 Years or Less		/ 63 ‡	94.1	90.0	87.7
11 - 15 Years		/ 68 ‡	93.3	90.8	88.1
16 - 20 Years		/ 68 ‡	92.3	89.7	85.4
> 20 Years		/ 68 ‡	93.0	89.5	86.8
<b>All Partner Average</b>		/ 86	92.6	90.3	88.1
<b>Contract Partner Average</b>			**	**	**

<sup>1</sup> Calculated by dividing the average effective rate for the one-year period ending 12/31/2010 by the average standard rate for the one-year period ending 12/31/2010.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Non-Partner Timekeeper Average Effective Rate Realization <sup>1</sup>**

For the 12-month period ending December 31, 2010

	Your Firm		Group		
	Average Realization %	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Associates &amp; Senior Attorneys</b>					
<i>Class of</i>					
2010		/ 77	93.2	88.3	80.8
2009		/ 84	92.8	89.3	85.0
2008		/ 84	93.0	88.8	85.6
2007		/ 85	91.5	88.3	84.8
2006		/ 84	91.7	88.3	85.9
2005		/ 85	92.3	88.0	85.0
2004		/ 85	92.0	88.1	85.0
2003		/ 85	91.9	89.3	85.6
Prior		/ 85	92.1	88.4	84.4
<i>All Associates &amp; Senior Attys</i>		/ 87	91.9	88.3	85.8
<i>All Associates (excl Sr. Attys)</i>		/ 87	91.9	88.4	85.7
<b>Other Attorney Averages</b>					
Of Counsel		/ 69 ‡	92.7	87.0	82.9
Staff Attorneys		/ 59 ‡	94.9	89.9	84.5
<b>All Attorney Average</b>		/ 87	91.8	89.4	86.7
<b>Contract Associates Average</b>			**	**	**
<b>Other Timekeeper Averages</b>					
Lobbyists			**	**	**
Specialists		/ 42 ‡	97.1	90.5	86.9
Litigation Support		/ 40 ‡	89.8	84.2	76.4
Patent Agents		/ 32 ‡	94.4	88.6	84.4
Case Clerks		/ 38 ‡	95.0	85.8	82.1
Law Clerks/Trust Accts.		/ 53 ‡	94.7	83.9	73.1
<b>Paralegals</b>					
Average		/ 82	89.9	86.6	83.1

<sup>1</sup> Calculated by dividing the average effective rate for the one-year period ending 12/31/2010 by the average standard rate for the one-year period ending 12/31/2010.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Partner Average Billable Hours Worked**

For the 12-month period ending December 31, 2010

	Your Firm		Group			Your Firm		Group		
	Average Hours	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	
<b>Equity Partners</b>										
<u>Avg. by Years of Experience</u>										
10 Years or Less		/ 49 ‡	1,930	1,766	1,531	‡	8.6	2.3	(8.5)	
11 - 15 Years		/ 86	1,825	1,709	1,600		7.0	1.9	(2.3)	
16 - 20 Years		/ 87	1,745	1,651	1,556		5.3	0.9	(2.3)	
21 - 25 Years		/ 87	1,704	1,593	1,529		5.8	0.9	(2.1)	
26 - 30 Years		/ 87	1,690	1,595	1,476		4.5	1.1	(2.8)	
31 - 35 Years		/ 87	1,640	1,522	1,433		3.8	0.4	(4.0)	
> 35 Years		/ 87	1,542	1,405	1,282		7.4	0.7	(4.3)	
<b>All Equity Partners</b>		/ 92	1,666	1,576	1,498		3.9	0.3	(1.8)	
<b>Non-Equity Partners</b>										
<u>Avg. by Years of Experience</u>										
10 Years or Less		/ 65 ‡	1,858	1,743	1,638	‡	9.7	4.6	0.9	
11 - 15 Years		/ 73	1,728	1,621	1,533	‡	6.7	1.3	(1.9)	
16 - 20 Years		/ 72 ‡	1,621	1,513	1,344	‡	5.8	(0.2)	(5.4)	
> 20 Years		/ 74	1,425	1,350	1,202	‡	5.6	(0.7)	(6.1)	
<b>All Non-Equity Partners</b>		/ 76	1,612	1,507	1,383	‡	4.5	0.7	(3.0)	
<b>All Partner Average</b>		/ 92	1,647	1,573	1,485		3.0	0.8	(1.3)	

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Distribution of Partner Billable Hours Worked**

By Years of Experience - For the 12-month period ending December 31, 2010

Equity Partners	<1,300	1,300 - 1,399	1,400 - 1,499	1,500 - 1,599	1,600 - 1,699	1,700 - 1,799	1,800 - 1,899	1,900 - 1,999	2,000 - 2,099	2,100 - 2,199	2,200+
<b>10 Years or Less</b>											
<b>Your Firm</b>											
Total Group ‡	10.1%	2.7%	6.1%	8.1%	9.1%	11.5%	11.5%	9.5%	11.8%	6.4%	13.2%
<b>11 - 15 Years</b>											
<b>Your Firm</b>											
Total Group	14.7%	4.9%	6.1%	8.4%	10.0%	9.4%	11.3%	9.5%	8.8%	5.4%	11.5%
<b>16 - 20 Years</b>											
<b>Your Firm</b>											
Total Group	18.2%	5.7%	7.0%	8.5%	9.9%	11.3%	9.9%	8.1%	7.5%	4.1%	9.8%
<b>21 - 25 Years</b>											
<b>Your Firm</b>											
Total Group	21.4%	6.2%	7.7%	8.8%	10.2%	8.8%	10.7%	8.0%	5.7%	4.3%	8.3%
<b>26 - 30 Years</b>											
<b>Your Firm</b>											
Total Group	25.8%	6.9%	8.2%	9.3%	10.0%	9.4%	7.3%	7.0%	5.0%	3.3%	7.8%
<b>31 - 35 Years</b>											
<b>Your Firm</b>											
Total Group	29.7%	7.3%	7.2%	9.0%	9.0%	9.6%	8.4%	5.3%	4.7%	2.6%	7.1%
<b>&gt; 35 Years</b>											
<b>Your Firm</b>											
Total Group	40.3%	7.1%	7.1%	9.0%	8.4%	7.2%	5.7%	4.6%	3.3%	2.3%	5.0%
<b>All Equity Partners</b>											
<b>Your Firm</b>											
Total Group	24.5%	6.2%	7.2%	8.6%	9.4%	9.3%	9.0%	7.3%	6.0%	3.8%	8.7%
<b>Non-Equity Partners</b>											
<b>Your Firm</b>											
Total Group ‡	11.3%	3.7%	4.8%	6.5%	8.3%	12.5%	13.3%	11.9%	10.3%	5.5%	11.8%
<b>11 - 15 Years</b>											
<b>Your Firm</b>											
Total Group	17.5%	5.2%	7.5%	8.9%	10.4%	10.2%	11.3%	9.0%	8.8%	3.7%	7.4%
<b>16 - 20 Years</b>											
<b>Your Firm</b>											
Total Group ‡	24.7%	6.6%	8.1%	9.0%	9.5%	10.5%	10.3%	7.0%	6.1%	3.6%	4.6%
<b>&gt; 20 Years</b>											
<b>Your Firm</b>											
Total Group	40.6%	7.1%	9.1%	7.4%	8.3%	7.6%	6.8%	4.7%	3.3%	1.8%	3.3%
<b>All Non-Equity Partners</b>											
<b>Your Firm</b>											
Total Group	26.7%	5.9%	7.7%	8.0%	9.1%	9.5%	9.7%	7.5%	6.6%	3.2%	6.0%
<b>All Partners</b>											
<b>Your Firm</b>											
Total Group	25.1%	6.1%	7.3%	8.4%	9.3%	9.4%	9.2%	7.4%	6.1%	3.6%	7.9%

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Non-Partner Timekeeper Average Billable Hours Worked**

For the 12-month period ending December 31, 2010

Your Firm		Group			Your Firm	Group		
Average Hours	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 1 Year		
						1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Associates &amp; Senior Attys</b>								
<i>Class of</i>								
2010	/ 76	1,642	1,536	1,243				
2009	/ 90	1,831	1,676	1,591	‡	36.0	14.6	3.2
2008	/ 90	1,865	1,766	1,690		11.2	6.3	1.7
2007	/ 90	1,887	1,800	1,708		8.7	3.7	(0.6)
2006	/ 90	1,848	1,777	1,719		5.9	1.6	(2.0)
2005	/ 90	1,850	1,758	1,683		6.2	1.1	(3.8)
2004	/ 90	1,835	1,764	1,679		4.6	1.9	(2.6)
2003	/ 90	1,870	1,773	1,666		5.7	1.2	(2.9)
Prior	/ 90	1,730	1,627	1,503		2.3	(1.1)	(5.7)
All Associates & Sr. Attys	/ 92	1,784	1,720	1,631		4.6	1.6	(1.9)
All Associates (excl Sr. Attys)	/ 92	1,815	1,746	1,670		4.7	2.0	(1.9)
Of Counsel	/ 68 ‡	1,433	1,109	746	‡	18.4	2.6	(10.0)
Staff Attorneys	/ 58 ‡	1,795	1,557	1,372	‡	8.9	2.4	(6.3)
All Attorneys	/ 93	1,717	1,626	1,539		3.6	1.0	(1.0)
Lobbyists		**	**	**		**	**	**
Specialists	/ 41 ‡	1,481	1,212	1,069	‡	10.5	6.7	(4.9)
Litigation Support	/ 41 ‡	1,329	1,186	805	‡	5.1	(2.8)	(9.6)
Patent Agents	/ 28 ‡	1,663	1,487	1,303		**	**	**
Case Clerks	/ 39 ‡	1,264	812	582	‡	15.7	(5.9)	(23.5)
Law Clerks/Trust Accts.	/ 54 ‡	1,067	782	516	‡	57.3	18.3	(9.5)
Paralegals	/ 88	1,475	1,355	1,232		4.0	0.5	(2.9)

\*\* omitted due to insufficient data  
‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

*Distribution of Select Non-Partner Timekeeper Billable Hours Worked*

For the 12-month period ending December 31, 2010

Assoc & Sr. Attys - by Class	<1,300	1,300 - 1,399	1,400 - 1,499	1,500 - 1,599	1,600 - 1,699	1,700 - 1,799	1,800 - 1,899	1,900 - 1,999	2,000 - 2,099	2,100 - 2,199	2,200+
<b>2010</b>											
<b>Your Firm</b>											
Total Group	61.4%	4.5%	4.5%	2.3%	6.8%	11.4%	4.5%	2.3%			2.3%
<b>2009</b>											
<b>Your Firm</b>											
Total Group	17.0%	5.3%	6.7%	6.4%	8.4%	7.9%	10.2%	11.2%	9.7%	7.0%	10.2%
<b>2008</b>											
<b>Your Firm</b>											
Total Group	8.9%	3.0%	4.5%	6.2%	7.3%	9.2%	11.4%	14.3%	14.0%	8.9%	12.3%
<b>2007</b>											
<b>Your Firm</b>											
Total Group	8.8%	3.1%	3.4%	5.8%	7.5%	8.9%	12.7%	14.6%	13.9%	7.6%	13.7%
<b>2006</b>											
<b>Your Firm</b>											
Total Group	9.6%	3.0%	4.1%	4.9%	7.0%	9.1%	12.6%	14.9%	13.6%	8.1%	13.1%
<b>2005</b>											
<b>Your Firm</b>											
Total Group	11.1%	3.3%	4.5%	5.2%	6.8%	9.2%	12.0%	13.7%	13.5%	8.0%	12.7%
<b>2004</b>											
<b>Your Firm</b>											
Total Group	11.3%	2.8%	4.2%	6.1%	7.2%	8.5%	10.0%	14.8%	13.1%	8.5%	13.4%
<b>2003</b>											
<b>Your Firm</b>											
Total Group	11.1%	3.7%	4.2%	7.1%	6.0%	7.7%	10.0%	13.7%	13.0%	9.2%	14.3%
<b>Prior</b>											
<b>Your Firm</b>											
Total Group	20.6%	4.9%	5.8%	6.4%	8.3%	8.6%	9.4%	11.3%	9.5%	6.4%	8.8%
<b>All Assoc &amp; Sr. Attys</b>											
<b>Your Firm</b>											
Total Group	14.4%	3.9%	4.9%	6.0%	7.5%	8.6%	10.7%	13.0%	11.8%	7.5%	11.6%
<b>All Assoc (excl Sr. Attys)</b>											
<b>Your Firm</b>											
Total Group	12.6%	3.7%	4.7%	6.0%	7.4%	8.6%	11.0%	13.4%	12.5%	7.9%	12.1%
<b>Paralegals</b>											
<b>Your Firm</b>											
Total Group	9.9%	3.0%	4.0%	5.7%	7.6%	8.1%	9.2%	10.0%	9.8%	9.3%	23.4%

\*\* omitted due to insufficient data

‡ less than 75% population response

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

National Groups X-XIII Combined - Firms (97 members)

**Timekeeper Average Fees Billed**

For the 12-month period ending December 31, 2010

<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>	<i>Group</i>		
<i>Average Fees</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>	<i>% Change - 1 Year</i>	<i>% Change - 1 Year</i>		
						<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
<b>Equity Partners</b>								
<u><i>Avg. by Years of Experience</i></u>								
10 Years or Less	/ 49 ‡	\$990,000	\$739,424	\$568,600	‡	17.1	6.4	(5.9)
11 - 15 Years	/ 86	979,402	767,584	631,603		11.1	5.6	(0.4)
16 - 20 Years	/ 87	1,010,564	838,763	676,119		9.0	2.2	(0.8)
21 - 25 Years	/ 87	1,027,710	854,274	662,787		9.9	3.6	(1.1)
26 - 30 Years	/ 87	1,045,119	854,865	693,290		7.3	2.8	(1.6)
31 - 35 Years	/ 87	1,048,457	879,766	679,775		12.5	4.3	(2.0)
> 35 Years	/ 87	1,006,159	810,521	631,253		11.5	2.5	(4.7)
<i>All Equity Partners</i>	/ 92	1,046,337	844,673	679,306		7.0	3.4	0.4
<b>Non-Equity Partners</b>								
<u><i>Avg. by Years of Experience</i></u>								
10 Years or Less	/ 65 ‡	\$821,706	\$649,461	\$534,928	‡	12.8	6.1	(0.1)
11 - 15 Years	/ 73	807,301	654,897	541,978	‡	10.9	4.3	(1.1)
16 - 20 Years	/ 72 ‡	792,546	653,046	512,502	‡	10.6	1.9	(6.7)
> 20 Years	/ 74	743,865	623,690	502,964	‡	6.2	1.3	(5.1)
<i>All Non-Equity Partners</i>	/ 76	771,005	648,592	550,743	‡	6.7	1.9	(1.4)
<i>All Partner Average</i>	/ 92	976,510	772,740	643,281		6.1	3.3	1.0
<b>Associates &amp; Senior Attys</b>								
<u><i>Class of</i></u>								
2010	/ 76	\$296,539	\$207,302	\$167,540				
2009	/ 90	433,402	378,061	302,134	‡	127.3	71.1	46.2
2008	/ 90	532,432	454,175	354,399		28.9	21.1	11.8
2007	/ 90	596,391	490,397	406,429		21.0	12.4	7.9
2006	/ 90	649,776	522,100	418,629		17.3	9.5	5.5
2005	/ 90	655,683	547,490	447,709		14.8	9.4	3.2
2004	/ 90	723,038	562,556	461,773		14.9	9.3	3.4
2003	/ 90	802,305	608,024	485,431		14.7	8.7	3.8
Prior	/ 90	772,580	617,792	478,591		5.3	2.1	(2.8)
<i>All Associates &amp; Sr. Attys</i>	/ 92	660,504	533,096	427,717		7.1	2.4	0.1
<i>All Associates (excl Sr. Attys)</i>	/ 92	617,499	527,441	416,668		6.4	2.7	(0.2)
<b>Of Counsel</b>	/ 69 ‡	\$641,711	\$475,207	\$345,277	‡	24.9	3.5	(9.3)
<b>Staff Attorneys</b>	/ 58 ‡	487,698	388,604	300,788	‡	13.2	(0.2)	(7.5)
<i>All Attorneys</i>	/ 93	774,006	651,109	535,074		6.6	3.1	1.0
<b>Paralegals</b>	/ 88	262,285	230,697	194,551		7.5	4.2	(2.2)

\*\* omitted due to insufficient data  
‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Timekeeper Capacity & Leverage Ratios**

For the 12-month period ending December 31, 2010

**Timekeeper Capacity**

	Total Billable Hours			Total Headcount <sup>1</sup>		
	Your Firm			Your Firm		
	Hours	Rank / Of	% of Total Group	FTE	Rank / Of	% of Total Group
<b>Attorneys</b>						
Equity Partners		/ 92			/ 93	
Non-Equity Partners		/ 77			/ 76	
All Partners		/ 92			/ 93	
Associates & Senior Attys		/ 93			/ 95	
All Attorneys		/ 93			/ 95	
Paralegals		/ 88			/ 89	

**Leverage Ratios**

	For the 12-month period ending December 31, 2010					For the 12-month period ending December 31, 2009				
	Your Firm		Group			Your Firm		Group		
	Ratio	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	Ratio	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
Ratio of Other <sup>2</sup> Attys to Equity Partners		/ 93	2.88	2.21	1.49		/ 87	2.94	2.21	1.57
Ratio of Non-Partner Attys <sup>3</sup> to Partners		/ 93	1.52	1.01	0.77		/ 87	1.54	1.06	0.80
Ratio of Non-Partner Timekeepers <sup>4</sup> to Partners		/ 93	1.98	1.45	1.08		/ 87	2.03	1.47	1.15
Ratio of Paralegals to Attorneys		/ 89	0.17	0.14	0.11		/ 82	0.17	0.15	0.12

<sup>1</sup> Total full-time equivalent headcount for the period 1/1/2010 through 12/31/2010.

<sup>2</sup> Other Attorneys include Non-Equity Partners, Associates, Senior and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

<sup>3</sup> Non-Partner Attorneys include Associates, Senior and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

<sup>4</sup> 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.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Timekeeper Terminations**

For the 12-month period ending December 31, 2010

**Distribution of Terminated Timekeepers**

<u>Timekeeper Class</u>	Percent of All Timekeepers					Percent of Timekeeper Class				
	Your Firm		Group			Your Firm		Group		
	Percent	Rank / Of	1st Qtle	Median	3rd Qtle	Percent	Rank / Of	1st Qtle	Median	3rd Qtle
Equity Partners		/ 93	11.8	8.3	4.2		/ 92	4.8	3.1	1.7
Non-Equity Partners		/ 93	20.6	10.5	2.5		/ 76	12.9	8.6	5.7
Associates & Sr. Attorneys Of Counsel		/ 93	80.0	73.6	61.3		/ 93	19.7	16.3	13.1
Staff Attorneys		/ 93	4.9	0.9	0.0		/ 74	16.6	8.3	0.0
<i>All Attorneys</i>	<b>100%</b>						/ 63 ‡	25.0	15.4	8.3
Paralegals		/ 84	96.7	81.7	63.6		/ 88	20.3	15.6	10.4
Other Non-Legal Tkprs <sup>1</sup>		/ 84	36.4	18.4	3.3		/ 78	25.0	15.0	8.4
<i>All Non-Legal Tkprs</i>	<b>100%</b>						/ 88	19.9	15.9	12.5

**Distribution of Terminated Associates & Senior Attorneys by Class Year**

<u>Class Year</u>	Percent of All Timekeepers					Percent of Timekeeper Class				
	Your Firm		Group			Your Firm		Group		
	Percent	Rank / Of	1st Qtle	Median	3rd Qtle	Percent	Rank / Of	1st Qtle	Median	3rd Qtle
2010		/ 90	0.0	0.0	0.0		/ 55 ‡	0.0	0.0	0.0
2009		/ 90	5.7	3.5	1.2		/ 91	13.8	7.1	1.3
2008		/ 90	14.9	10.5	6.8		/ 91	23.8	15.4	10.0
2007		/ 90	15.0	11.7	7.4		/ 91	22.6	18.8	10.7
2006		/ 90	16.7	13.1	7.7		/ 91	25.9	21.4	12.2
2005		/ 90	13.8	10.8	6.1		/ 91	24.1	17.9	10.8
2004		/ 90	11.8	9.6	6.7		/ 91	25.0	19.4	12.5
2003		/ 90	10.0	6.5	4.3		/ 91	25.9	15.4	9.1
Prior		/ 90	35.8	28.9	20.0		/ 91	19.8	15.9	11.7
	<b>100%</b>									

<sup>1</sup> Non-Legal Timekeepers includes Lobbyists, Specialists, Litigation Support, Patent Agents and Case Clerks. Law Clerks/Trust Accountants are excluded from this calculation.

\*\* omitted due to insufficient data

‡ less than 75% population response

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

National Groups X-XIII Combined - Firms (97 members)

**Associate & Senior Attorney Salary Information**

**Average Annual Base Salary As of January 1, 2011**

<u>Class of</u>	<u>Your Firm</u>		<u>Group</u>		
	<u>Salary</u>	<u>Rank / Of</u>	<u>1<sup>st</sup> Quartile</u>	<u>Median</u>	<u>3<sup>rd</sup> Quartile</u>
2010		/ 77	\$158,529	\$137,219	\$116,778
2009		/ 82	163,179	144,519	120,135
2008		/ 82	170,000	152,034	124,815
2007		/ 82	182,280	159,478	134,619
2006		/ 82	203,624	169,090	140,401
2005		/ 82	215,687	173,852	145,009
2004		/ 82	225,367	180,521	150,978
2003		/ 82	234,435	190,874	156,761
Prior		/ 82	249,521	195,507	171,485
<i>All Associates &amp; Sr. Attorneys</i>		/ 82	204,233	172,287	144,877
<i>All Associates (excl Sr. Attys)</i>		/ 82	192,907	165,804	138,865

**Percent Change in Average Annual Base Salary**

<u>Class of</u>	<u>Your Firm</u>		<u>Group</u>		
	<u>Base Salary @ 1/1/2011</u>	<u>% Change - 1 Year</u>	<u>% Change - 1 Year</u>		
			<u>1<sup>st</sup> Quartile</u>	<u>Median</u>	<u>3<sup>rd</sup> Quartile</u>
2009		‡	8.2	4.1	0.9
2008			9.5	4.9	1.3
2007			13.0	6.3	2.7
2006			13.3	6.7	2.9
2005			12.1	5.2	2.1
2004			10.3	6.3	2.4
2003			9.0	4.7	1.2
Prior			6.0	1.5	(1.8)
<i>All Associates &amp; Sr. Attorneys</i>			5.4	1.4	(2.1)
<i>All Associates (excl Sr. Attys)</i>			4.7	0.6	(1.3)

\*\* omitted due to insufficient data  
‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Associate & Senior Attorney Bonus Information**

**Percent of Associates & Senior Attys Receiving a Bonus <sup>1</sup>**

Class of	Your Firm		Group		
	Percent	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
2010		/ 77	23.1	0.0	0.0
2009		/ 82	62.3	40.6	8.1
2008		/ 82	68.8	57.7	42.2
2007		/ 82	75.0	61.2	44.0
2006		/ 82	73.9	61.1	47.1
2005		/ 82	73.3	61.5	43.7
2004		/ 82	76.1	63.8	46.8
2003		/ 82	74.2	58.0	42.4
Prior		/ 82	68.5	49.0	32.7
All Assoc & Sr. Attys		/ 82	63.5	52.4	38.5
All Assoc (excl Sr. Attys)		/ 82	65.6	54.3	41.0

**Average Bonus Awarded <sup>2</sup>**

Class of	Your Firm		Group		
	Bonus	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
2010		/ 30 ‡	\$8,769	\$6,050	\$5,000
2009		/ 68 ‡	12,589	7,978	5,732
2008		/ 80	16,560	11,679	7,278
2007		/ 80	20,158	14,930	8,458
2006		/ 79	23,294	18,138	10,471
2005		/ 80	27,973	19,842	12,763
2004		/ 81	31,140	20,341	12,500
2003		/ 80	37,881	24,934	14,409
Prior		/ 79	32,094	21,337	12,518
All Assoc & Sr. Attys		/ 82	24,532	17,942	11,439
All Assoc (excl Sr. Attys)		/ 81	24,398	16,594	11,138

**Average Bonus for the Entire Class**

Your Firm		Group		
Bonus	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
	/ 77	\$1,286	\$0	\$0
	/ 82	5,547	2,962	477
	/ 82	10,096	6,572	3,366
	/ 82	13,492	8,433	4,415
	/ 82	15,621	9,949	4,940
	/ 82	18,557	11,508	5,638
	/ 82	23,247	12,538	5,509
	/ 82	22,699	11,679	7,315
	/ 82	19,045	10,193	4,629
	/ 82	13,963	9,141	4,780
	/ 82	13,472	8,731	4,668

<sup>1</sup> Includes only those Associates and Senior Attorneys who were at your firm at 1/1/2011.

<sup>2</sup> Includes only those Associates and Senior Attorneys who were at your firm at 1/1/2011, and who received a bonus.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

*Associate & Senior Attorney Compensation*

*Aggregate Compensation<sup>1</sup> As of January 1, 2011*

<i>Class of</i>	<i>Your Firm</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Group Median</i>	<i>3<sup>rd</sup> Quartile</i>
2010		/ 77	\$160,000	\$141,500	\$117,003
2009		/ 82	171,134	159,103	123,050
2008		/ 82	185,126	166,540	134,557
2007		/ 82	203,157	176,373	142,337
2006		/ 82	224,356	192,665	148,316
2005		/ 82	243,524	193,604	158,034
2004		/ 82	258,567	200,871	166,583
2003		/ 82	268,226	216,099	174,513
Prior		/ 82	277,101	217,223	179,922
<b>All Assoc &amp; Sr. Attys</b>		/ 82	232,614	192,760	158,075
<b>All Assoc (excl Sr. Attys)</b>		/ 82	223,571	188,205	150,609

*Distribution of Associates & Senior Attorneys*

<i>Class of</i>	<i>At 1/1/2011</i>		<i>At 1/1/2010</i>	
	<i>Your Firm %</i>	<i>Group Median %</i>	<i>Your Firm %</i>	<i>Group Median %</i>
2010		1.5		
2009		10.1		1.2
2008		11.5		11.8
2007		11.5		12.4
2006		11.0		11.3
2005		9.6		10.7
2004		8.3		9.3
2003		7.4		8.2
Prior		29.5		34.6

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

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

**Associate & Senior Attorney Adjustment Information**  
by Years of Experience <sup>1</sup>

**Standard Billing Rate As of January 1, 2011**

<u>Years of Experience</u>	<b>Your Firm</b>		<b>Group % Change</b>		
	<b>% Change</b>	<b>Rank / Of</b>	<b>1<sup>st</sup> Quartile</b>	<b>Median</b>	<b>3<sup>rd</sup> Quartile</b>
1 Year		/ 87	5.5	3.8	0.9
2 Years		/ 87	6.2	3.5	1.0
3 Years		/ 87	6.8	3.5	0.2
4 Years		/ 87	5.6	3.0	0.6
5 Years		/ 87	6.4	3.5	1.5
6 Years		/ 87	6.2	3.4	0.7

**Average Annual Base Salary As of January 1, 2011**

<u>Years of Experience</u>	<b>Your Firm</b>		<b>Group % Change</b>		
	<b>% Change</b>	<b>Rank / Of</b>	<b>1<sup>st</sup> Quartile</b>	<b>Median</b>	<b>3<sup>rd</sup> Quartile</b>
1 Year		/ 77	3.1	0.2	(3.6)
2 Years		/ 77	6.5	0.5	(2.1)
3 Years		/ 77	6.6	1.8	(1.8)
4 Years		/ 77	8.1	0.7	(2.5)
5 Years		/ 77	5.3	0.1	(3.3)
6 Years		/ 77	7.2	0.6	(3.9)

<sup>1</sup> Calculated as the percent change for an associate with the respective years of experience at 1/1/2011 to the corresponding years of experience at 1/1/2010. For example, an associate with one year of experience would be included in law school class year 2009 at 1/1/2011, and included in law school class year 2008 at 1/1/2010.

\*\* omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY <sup>plus</sup> Initial Release

National Groups X-XIII Combined - Firms (97 members)

*Associate & Senior Attorney Discretionary Benefits Information*

	<b>Your Firm</b> <i>(designated with an X)</i>	<b># of Responses</b>	<b>% of Group Responding</b>
<b>1. Types of Benefits offered to Associates/Sr. Attorneys</b>			
<i>(Number of Firms Responding: 87)</i>			
a. 401(k) pre-tax employee deferrals		86	98.9
b. 401(k) pre-tax employer matching contributions		7	8.0
c. 401(k) post-tax employee deferrals		49	56.3
d. Additional non-elective employer contributions ("Profit Sharing")		22	25.3
e. Qualified defined benefit plan		7	8.0
f. Non-qualified or unfunded retirement plan		**	
g. Active healthcare benefits		87	100.0
h. Post-retirement healthcare benefits		19	21.8
<b>2. For Firms offering a 401(k) pre-tax deferral, the definition of compensation used is:</b>			
<b>(Firms responding to 1a)</b>			
a. Base pay only		8	9.3
b. Total compensation (W-2, Box 1)		70	81.4
<b>3. For Firms matching a 401(k) pre-tax contribution, the level of the matching contribution is:</b>			
<b>(Firms responding to 1b)</b>			
a. Between 1% and 1.9% of compensation		4	57.1
b. Between 2% and 2.9% of compensation		0	0.0
c. Between 3% and 3.9% of compensation		0	0.0
d. Between 4% and 4.9% of compensation		3	42.9
e. 5% of compensation or above		0	0.0

\*\* omitted due to insufficient data

*Associate & Senior Attorney Discretionary Benefits Information (Continued)*

	<b>Your Firm</b> <i>(designated with an X)</i>	<b># of Responses</b>	<b>% of Group Responding</b>
<b>4. For Firms offering an additional non-elective employer contribution, the most recent contribution was:</b>			
<b>(Firms responding to 1d)</b>			
a. Between 1% and 1.9% of compensation		1	4.5
b. Between 2% and 2.9% of compensation		0	0.0
c. Between 3% and 3.9% of compensation		5	22.7
d. Between 4% and 4.9% of compensation		1	4.5
e. Between 5% and 5.9% of compensation		4	18.2
f. 6% of compensation or above		7	31.8
<b>5. For Firms offering a qualified defined benefit plan, the type of plan offered is:</b>			
<b>(Firms responding to 1e)</b>			
a. Cash Balance Plan		4	57.1
b. Final Average Pay Plan		0	0.0
c. Career Average Pay Plan		0	0.0
d. Pension Equity Plan		0	0.0
<b>6. For Firms offering active healthcare benefits, the type of benefits offered is:</b>			
<b>(Firms responding to 1g)</b>			
a. Medical benefits		86	98.9
b. Prescription drug benefits		86	98.9
c. Dental benefits		85	97.7
d. Vision benefits		73	83.9
e. Mental health benefits		80	92.0
f. Wellness benefits and incentives		72	82.8
<b>7. At what ages are you offering post-retirement healthcare benefits?</b>			
<b>(Firms responding to 1h)</b>			
a. Before age 65 - not eligible for Medicare		6	31.6
b. Age 65 or higher - eligible for Medicare		2	10.5
c. Both eligible and non-eligible for Medicare		11	57.9

\*\* omitted due to insufficient data

**APPENDIX**

## Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2011 Billing Rate & Associate Salary Survey <sup>plus</sup> include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft® Excel worksheet functions.

### Median Value

The middle value of a set of numbers arranged in descending order. The median, unlike the mean, is not affected by extreme data values. The median divides the data so that half of all the data items are greater than or equal to the median.

#### **Remarks:**

- If a range of numbers contains empty cells, those values are ignored; however, cells with the value zero are included.
- If there is an even number of values in the set, then the median returns the average of the two values in the middle.

### Quartile Values

Any of three points that divide an ordered distribution into four parts each containing one-quarter of the values.

One-fourth of the data lies above the first quartile (hence three-quarters below it). Similarly, one-quarter of the data lies below the third quartile (hence three-quarters above it). The first and third quartiles are the medians of the lower half and upper half of the data.

#### **Remarks:**

- A quartile is a number or cutoff, and not a range of values. Your Firm may be above or below the first quartile, but not in the first quartile.
- The second quartile is by definition the median.

### Example

The Phoenix comparison group includes 11 members. The average Equity Partner standard billing rates are sorted in descending order and the median and quartile values are determined as follows:

<b>Firm Value:</b>	\$1,000	<b>Firm Rank:</b>	1	
	900		2	
	875		3	
	850 ←		4	<i>\$863 - Represents the value at the first quartile; 3.5 represents the entry point to the top 25%</i>
	850		5	
	840 ←		6	<i>\$840 - Represents the value at the median; 6.0 represents the entry point to the top 50%</i>
	800		7	
	750		8	
	700 ←		9	<i>\$725 - Represents the value at the third quartile; 8.5 represents the entry point to the bottom 25%</i>
	650		10	
	650		11	

*Note: If your firm is ranked 12th in the above example, then your firm is NOT a member of the comparison group and falls below all 11 firms included in the group.*