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2011 Billing Rate & Associate Salary Survey ^{plus} Mid-Year Release

Management Trends Report (MTR)

Issued: October 2011



Management Trends Report

National Groups X-XIII Combined - Firms (103 members)

Issued: October 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 Range¹ of Group Members (# of Attorneys)

Maximum

Minimum

Your Office or Practice Area Size¹ (# of Attorneys)

Average Size of Group Members¹ (# 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	
Number of Members in the Group	103
Your Office or Practice Area <u>Displayed in this Report</u> is a Member of the Group	
Defined Size Range ¹ of Group Members (# of Attorneys)	
<i>Maximum</i>	No Maximum
<i>Minimum</i>	251
Your Office or Practice Area Size ¹ (# of Attorneys)	
Average Size of Group Members ¹ (# of Attorneys in the Office or Practice Area)	633
Reporting Entities Included in the Group (Geographic Comparison Groups Only)	
<i>Number of Total Firms</i>	103
<i>Number of Principal Offices (including Single Office Firms)</i>	0
<i>Number of Non-Principal Offices</i>	0

Billing Rate & Associate Salary Adjustment Practices

Date of Last Partner Billing Rate Increase

July 2, 2010 - September 30, 2010
October 1, 2010 - January 1, 2011
January 2, 2011 - March 31, 2011
April 1, 2011 - July 1, 2011

Date of Last Associate/Sr. Attorney Salary Increase

July 2, 2010 - September 30, 2010
October 1, 2010 - January 1, 2011
January 2, 2011 - March 31, 2011
April 1, 2011 - July 1, 2011

Your Firm	Number of Firms Reporting
	0
	96
	4
	3
	5
	76
	8
	3

Date of Last Associate/Sr. Attorney Scale based Rate Increase

July 2, 2010 - September 30, 2010
October 1, 2010 - January 1, 2011
January 2, 2011 - March 31, 2011
April 1, 2011 - July 1, 2011

Date of Last Associate/Sr. Attorney Lock-step/Class Year based Rate Increase

July 2, 2010 - September 30, 2010
October 1, 2010 - January 1, 2011
January 2, 2011 - March 31, 2011
April 1, 2011 - July 1, 2011

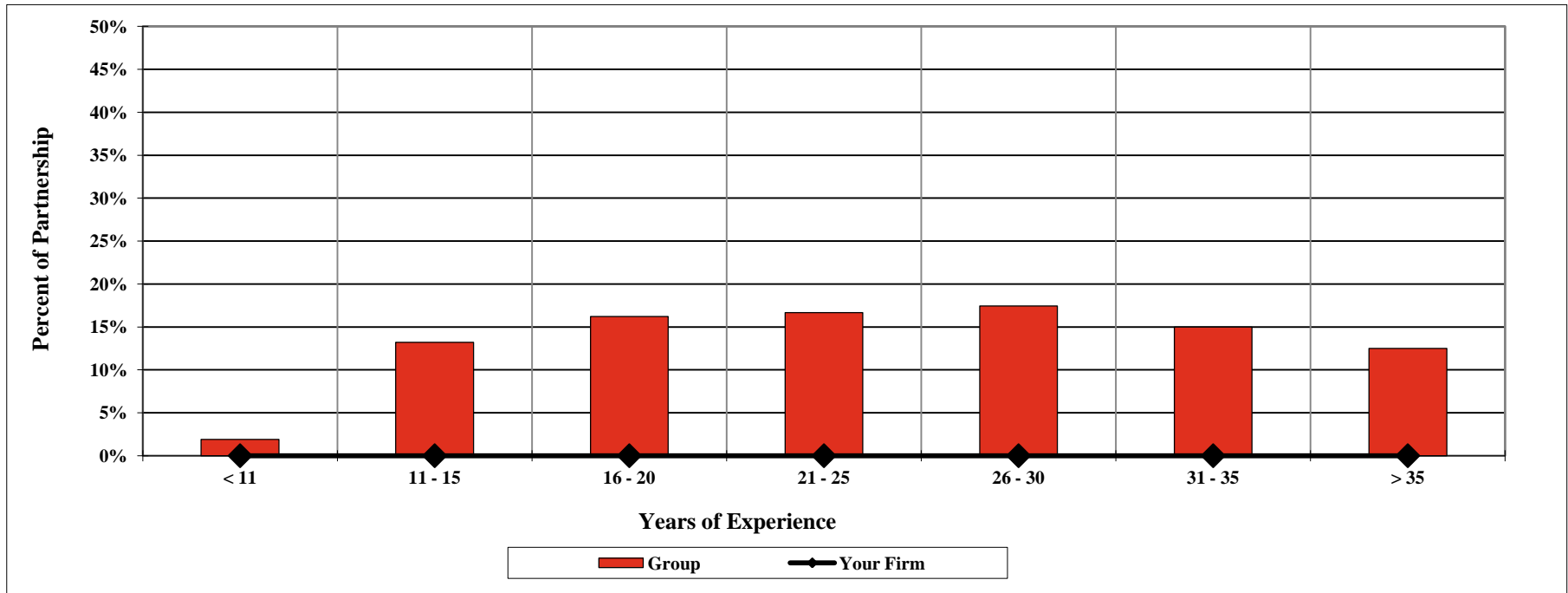
Your Firm	Number of Firms Reporting
	1
	90
	4
	4
	3
	86
	4
	4

¹ Firm, Office or Practice Area size as of 7/1/2011. 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 ^{plus} Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Distribution of Equity Partners
By Years of Experience ¹
For the 12-month period ending June 30, 2011



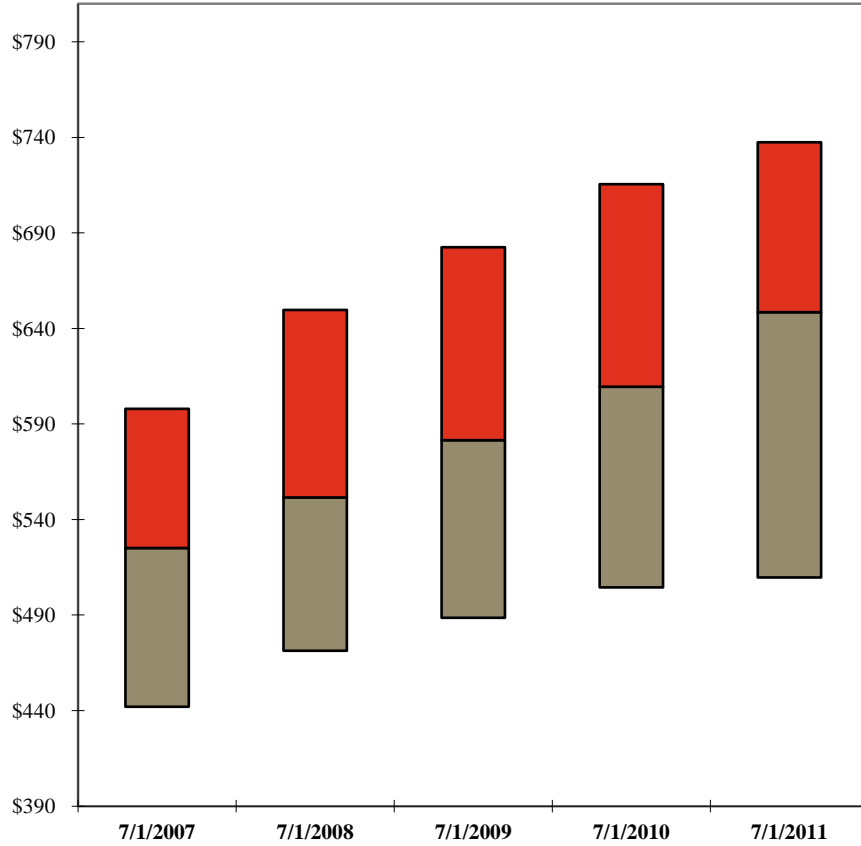
¹ Years of experience includes the length of time practicing law since passing the bar exam.

2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Mid-Year Release

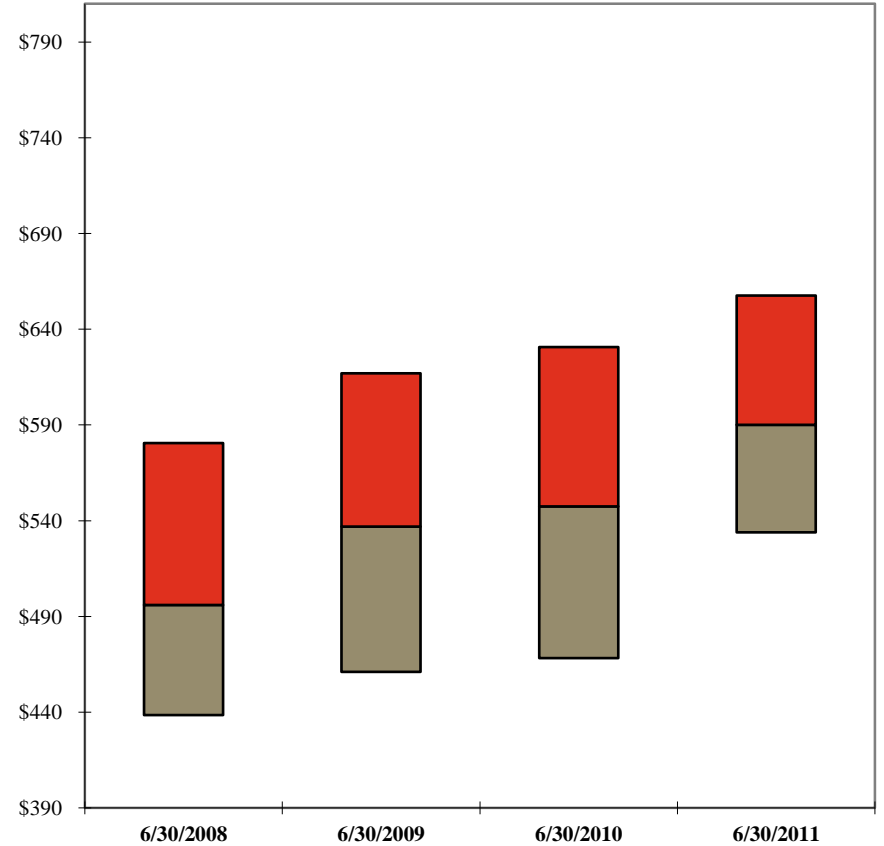
National Groups X-XIII Combined - Firms (103 members)

Equity Partner Rates

Standard Rates



Effective Rates
for the 12-month period ending



	7/1/2007	7/1/2008	7/1/2009	7/1/2010	7/1/2011
Your Firm					
1st Qtle	\$598	\$650	\$683	\$716	\$738
Median	525	552	582	610	649
3rd Qtle	442	471	489	505	510

	6/30/2008	6/30/2009	6/30/2010	6/30/2011
Your Firm				
1st Qtle	\$581	\$617	\$631	\$658
Median	496	537	548	590
3rd Qtle	439	461	468	534

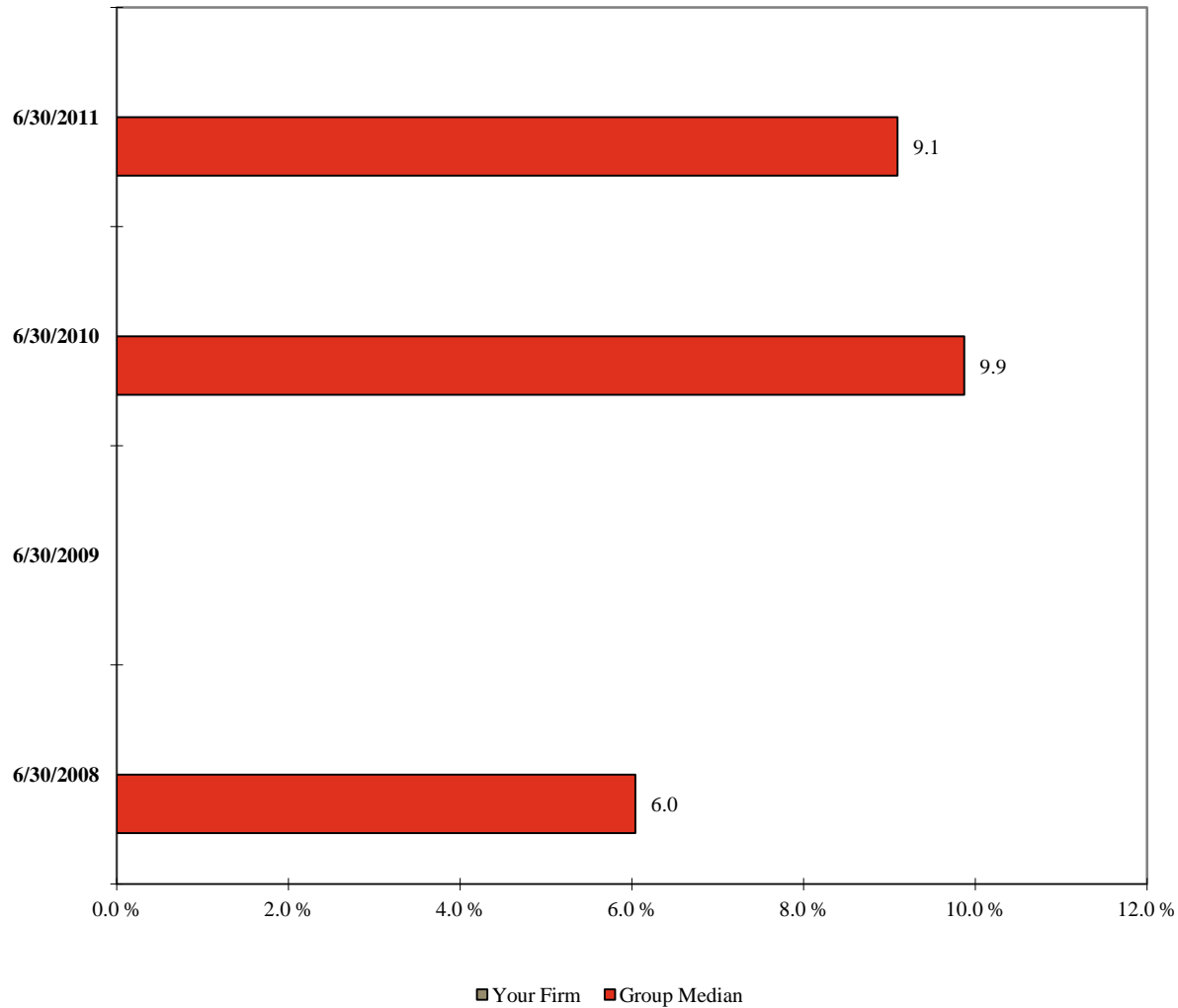
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.
** omitted due to insufficient data

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Rate Erosion¹

Equity Partners
for the 12-month period ending



¹ Calculated as the Average Effective Rate for the 12-month period minus the Average Standard Rate at July 1st of the previous year divided by the Average Effective Rate.

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

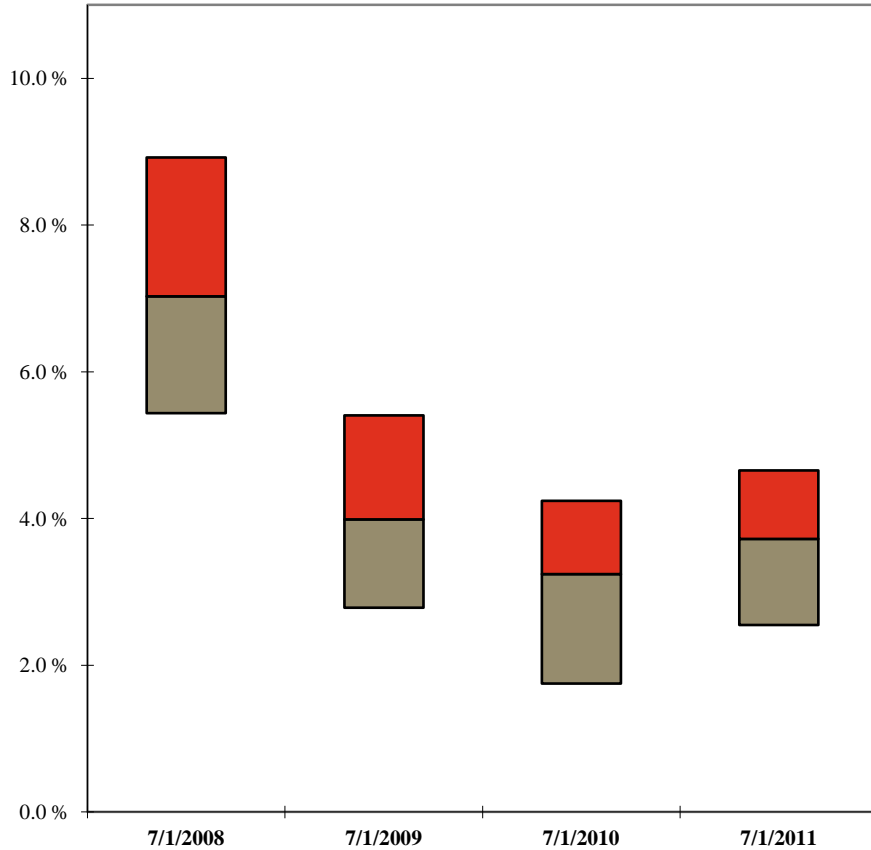
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Mid-Year Release

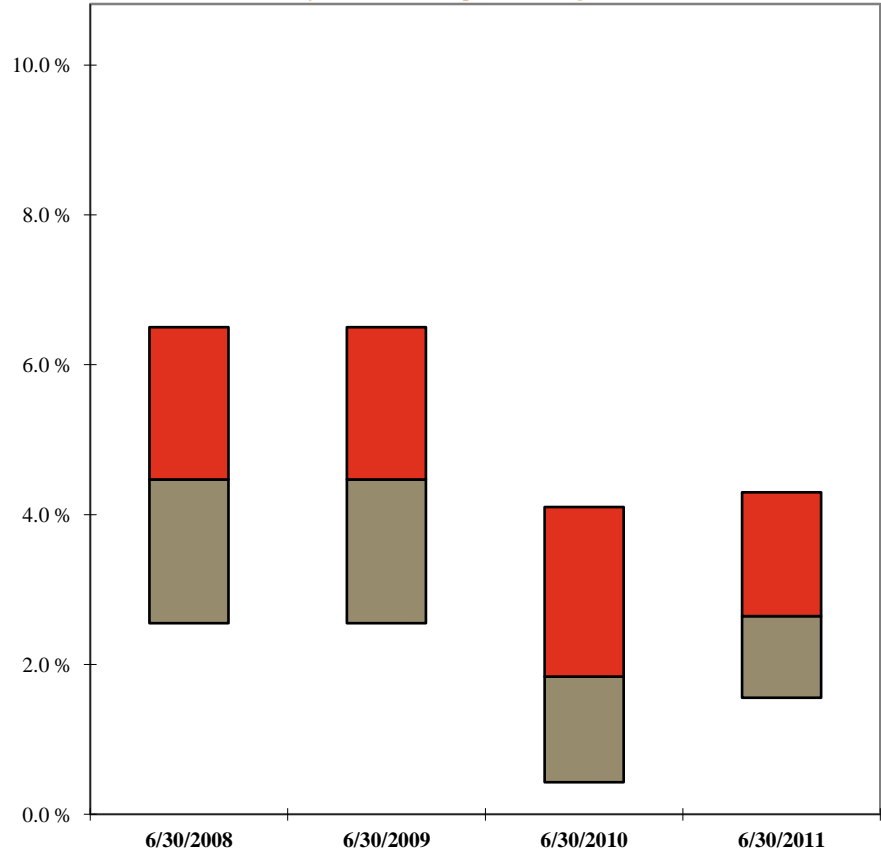
National Groups X-XIII Combined - Firms (103 members)

Annual Change: Equity Partner Rates

Standard Rates



Effective Rates
for the 12-month period ending



	7/1/2008	7/1/2009	7/1/2010	7/1/2011
Your Firm				
1st Qtle	8.9	5.4	4.2	4.7
Median	7.0	4.0	3.2	3.7
3rd Qtle	5.4	2.8	1.8	2.6

	6/30/2008	6/30/2009	6/30/2010	6/30/2011
Your Firm				
1st Qtle	7.9	6.5	4.1	4.3
Median	6.6	4.5	1.8	2.6
3rd Qtle	4.6	2.6	0.4	1.6

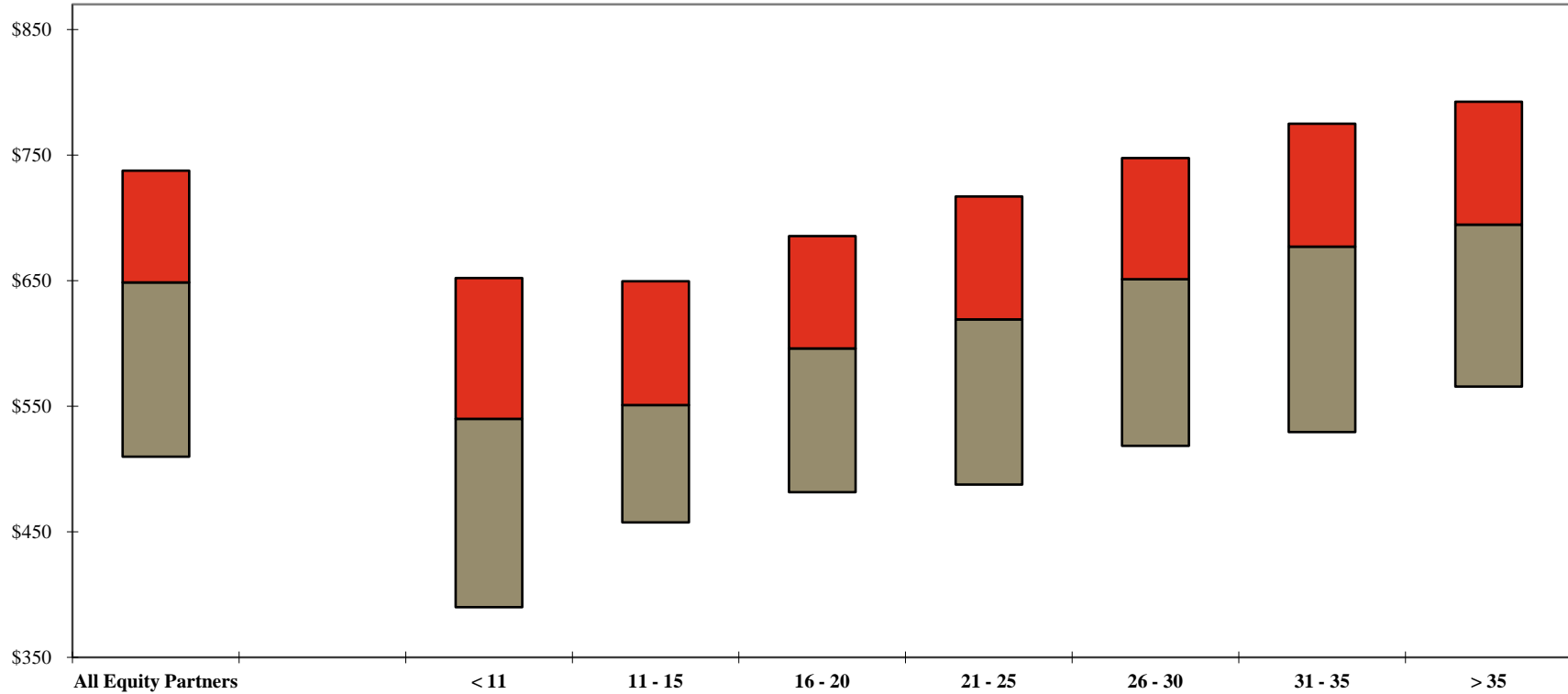
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Equity Partner Standard Rates by Years of Experience

Standard Rates at 7/1/2011



	Years of Experience						
All Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
Your Firm							
1st Qtle	\$738	\$652	\$650	\$686	\$717	\$748	\$793
Median	649	540	551	596	619	677	695
3rd Qtle	510	390	458	482	488	530	566

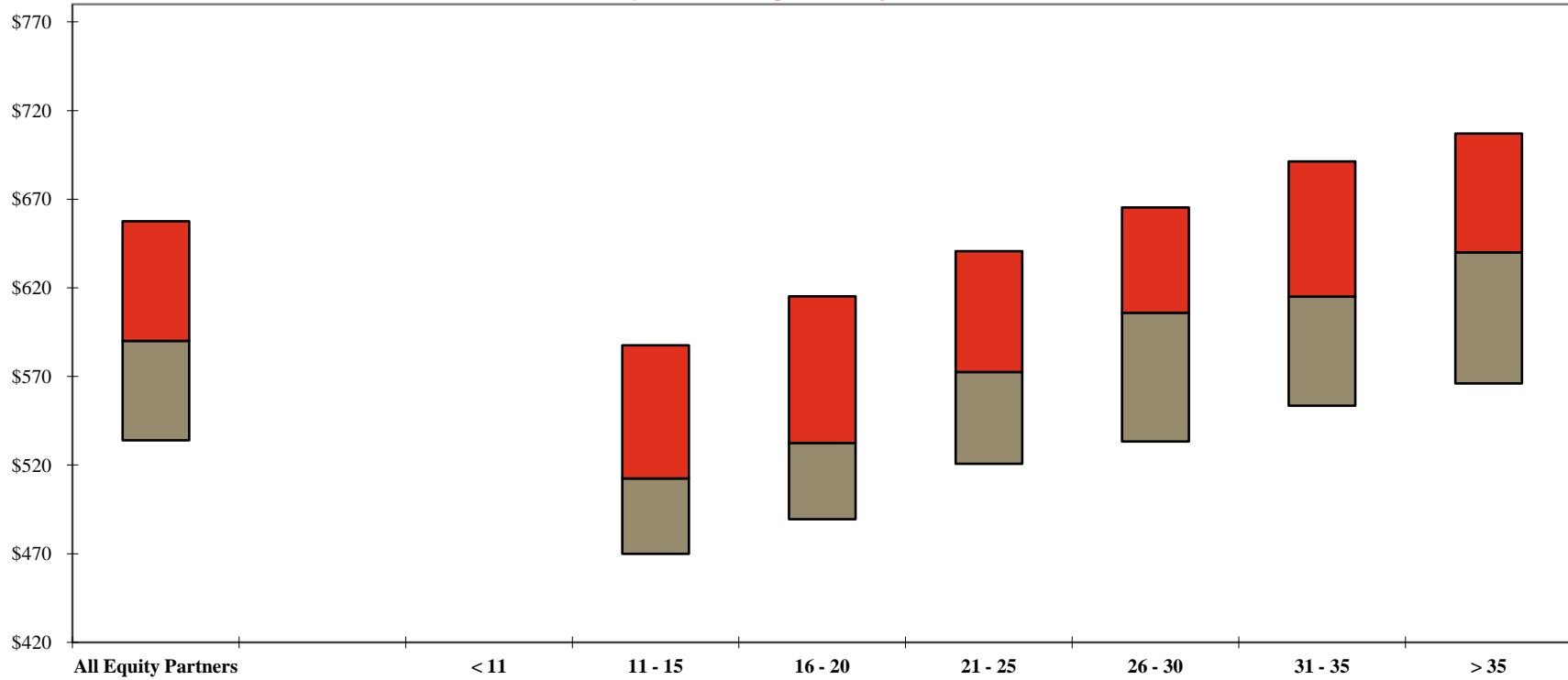
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Equity Partner Effective Rates by Years of Experience

Effective Rates
for the 12-month period ending 6/30/2011



	Years of Experience							
	All Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
Your Firm								
1st Qtle	\$658	**	\$588	\$615	\$641	\$665	\$691	\$707
Median	590	**	513	533	573	606	615	640
3rd Qtle	534	**	470	490	521	533	554	566

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

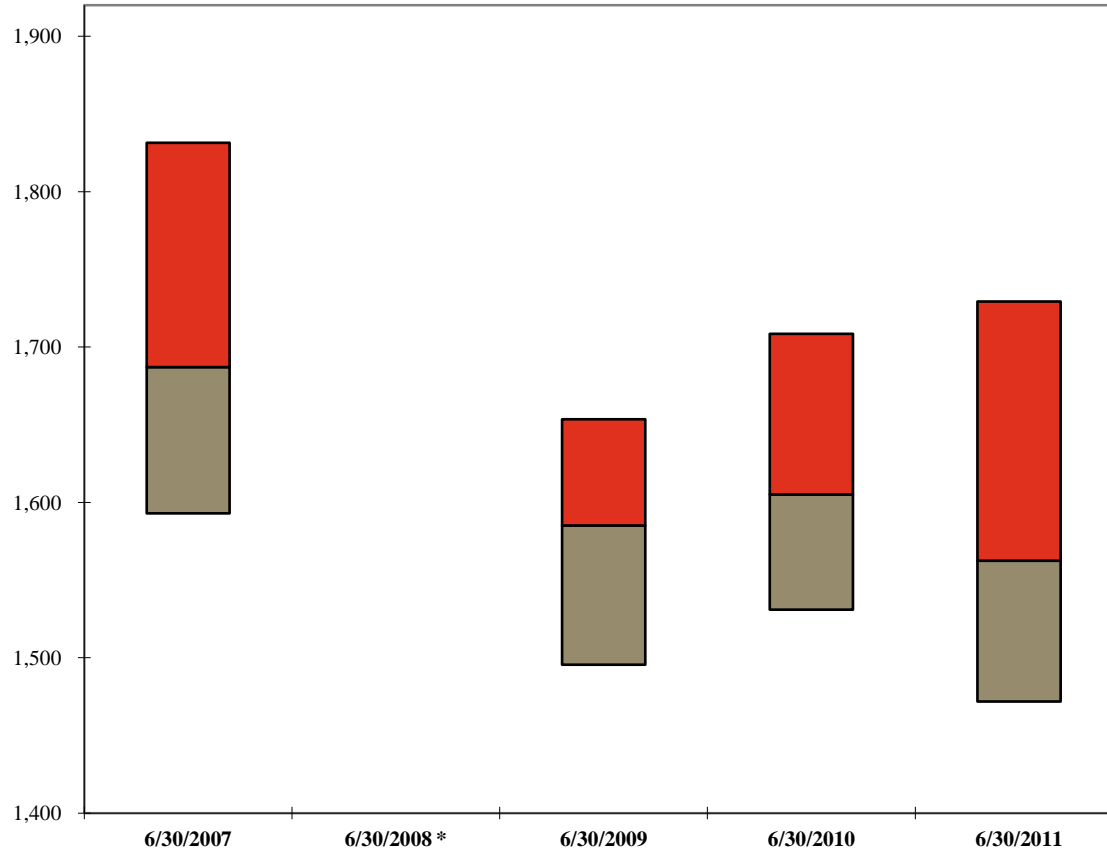
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Average Billable Hours Worked

Equity Partners
for the 12-month period ending



	6/30/2007	6/30/2008 *	6/30/2009	6/30/2010	6/30/2011
Your Firm					
1st Qtle	1,832	**	1,654	1,709	1,729
Median	1,687	**	1,585	1,605	1,563
3rd Qtle	1,593	**	1,496	1,531	1,472

* In the 2008 mid-year release, billable hours were not collected and therefore no data will be available for this period.

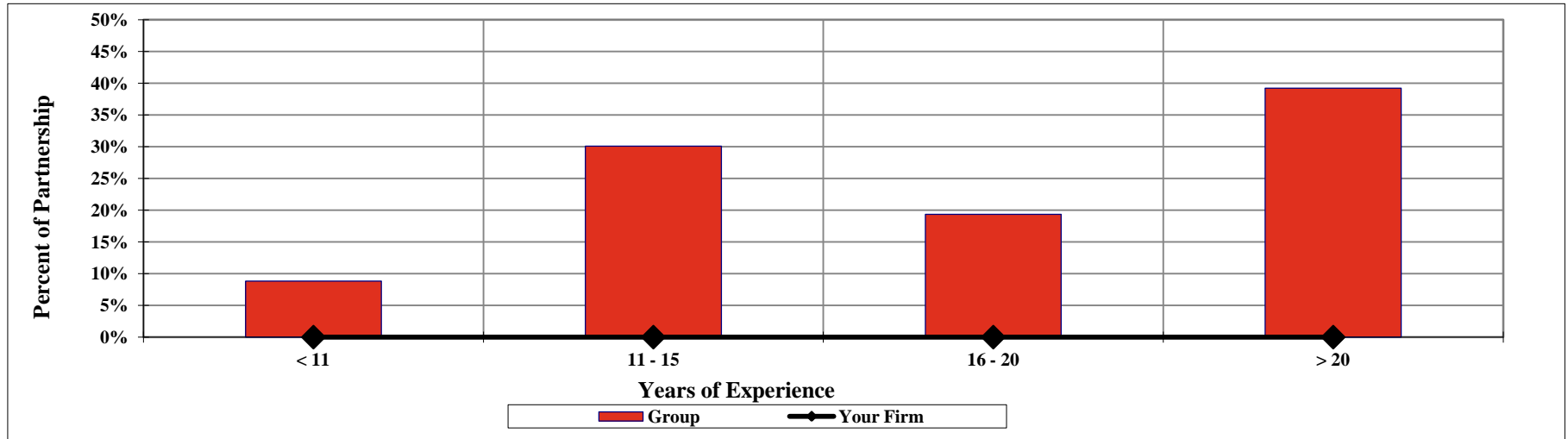
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Distribution of Non-Equity Partners
By Years of Experience¹
For the 12-month period ending June 30, 2011



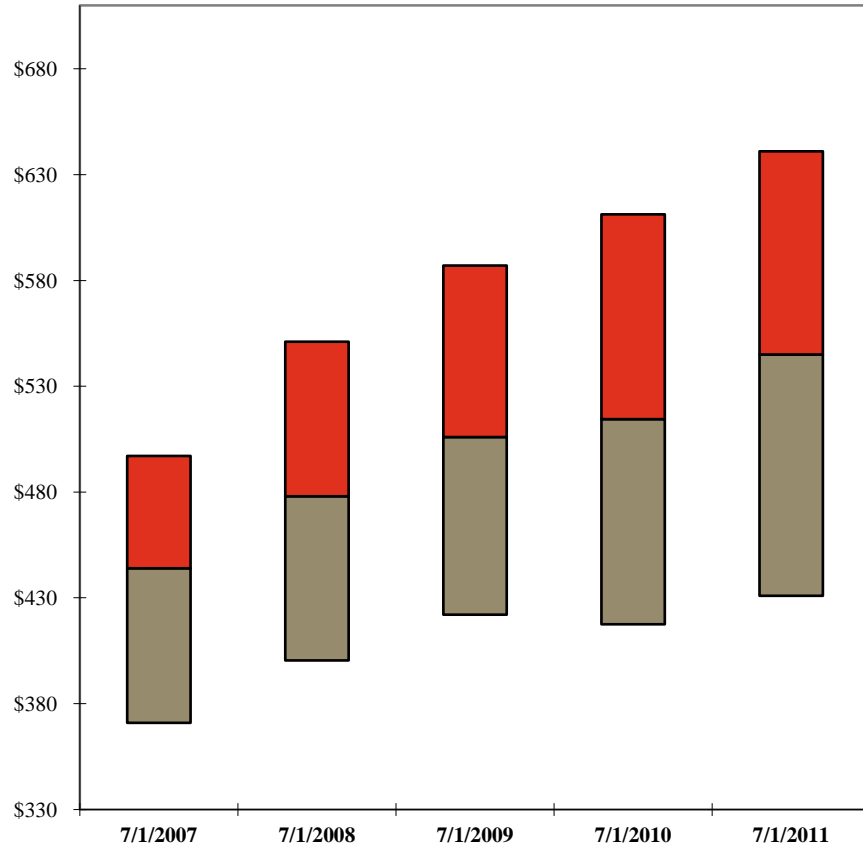
¹ Years of experience includes the length of time practicing law since passing the bar exam.

2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Mid-Year Release

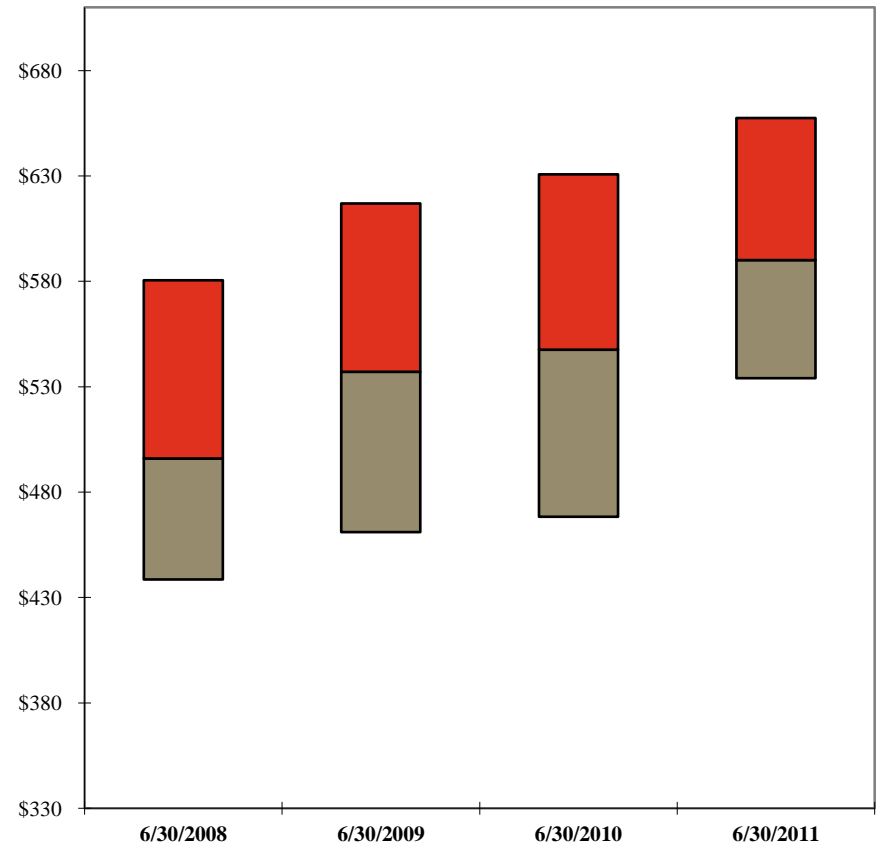
National Groups X-XIII Combined - Firms (103 members)

Non-Equity Partner Rates

Standard Rates



Effective Rates
for the 12-month period ending



	7/1/2007	7/1/2008	7/1/2009	7/1/2010	7/1/2011
Your Firm					
1st Qtle	\$497	\$551	\$587	\$611	\$641
Median	444	478	506	515	545
3rd Qtle	371	401	422	418	431

	6/30/2008	6/30/2009	6/30/2010	6/30/2011
Your Firm				
1st Qtle	\$487	\$527	\$532	\$555
Median	419	479	474	497
3rd Qtle	363	420	376	454

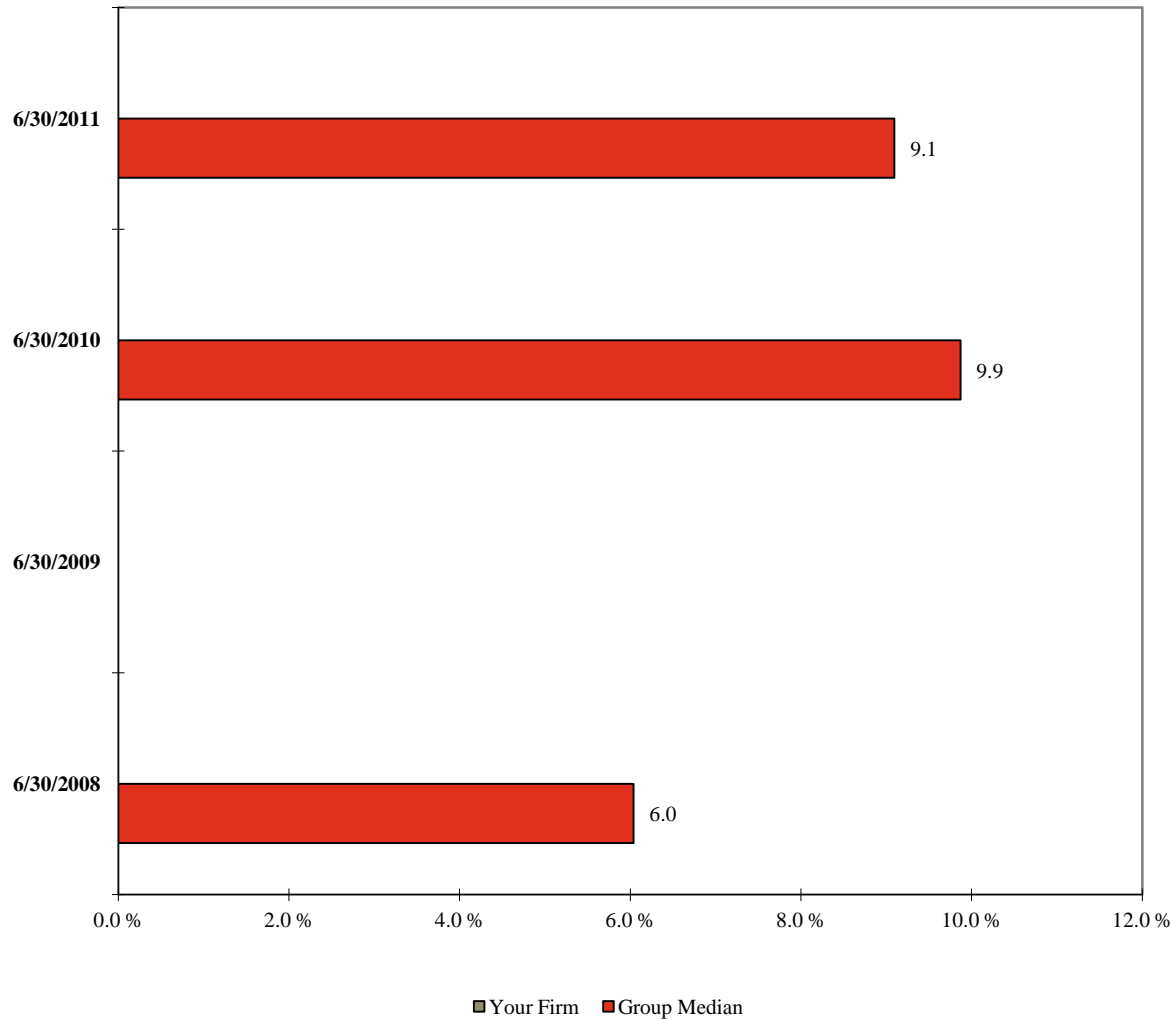
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Rate Erosion¹

Non-Equity Partners
for the 12-month period ending



¹ Calculated as the Average Effective Rate for the 12-month period minus the Average Standard Rate at July 1st of the previous year divided by the Average Effective Rate.

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

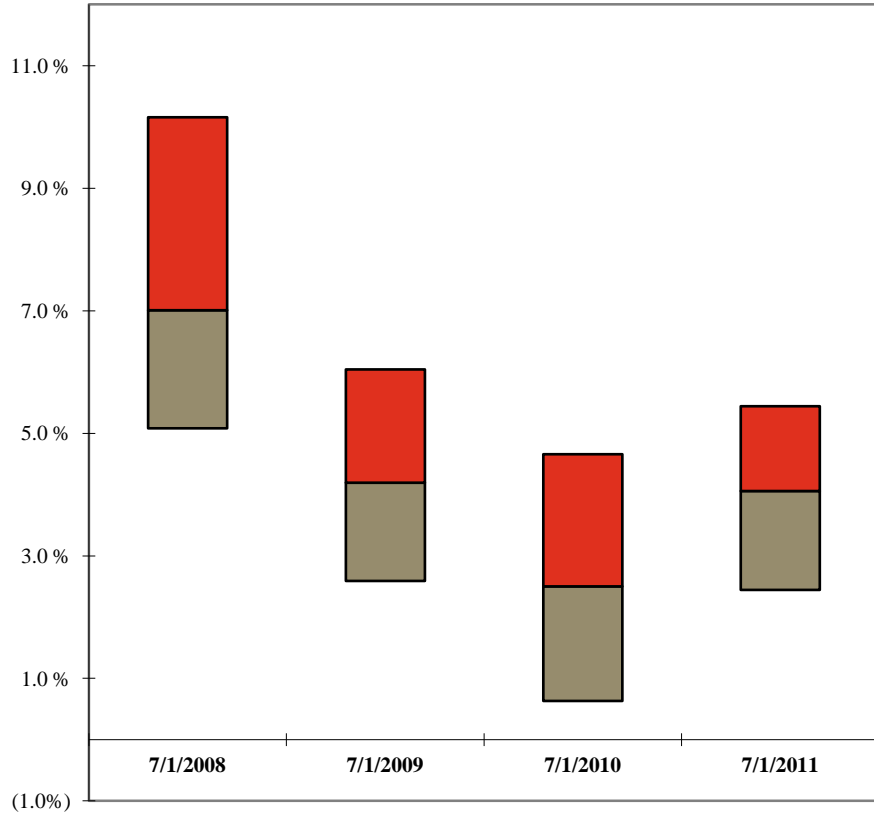
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Mid-Year Release

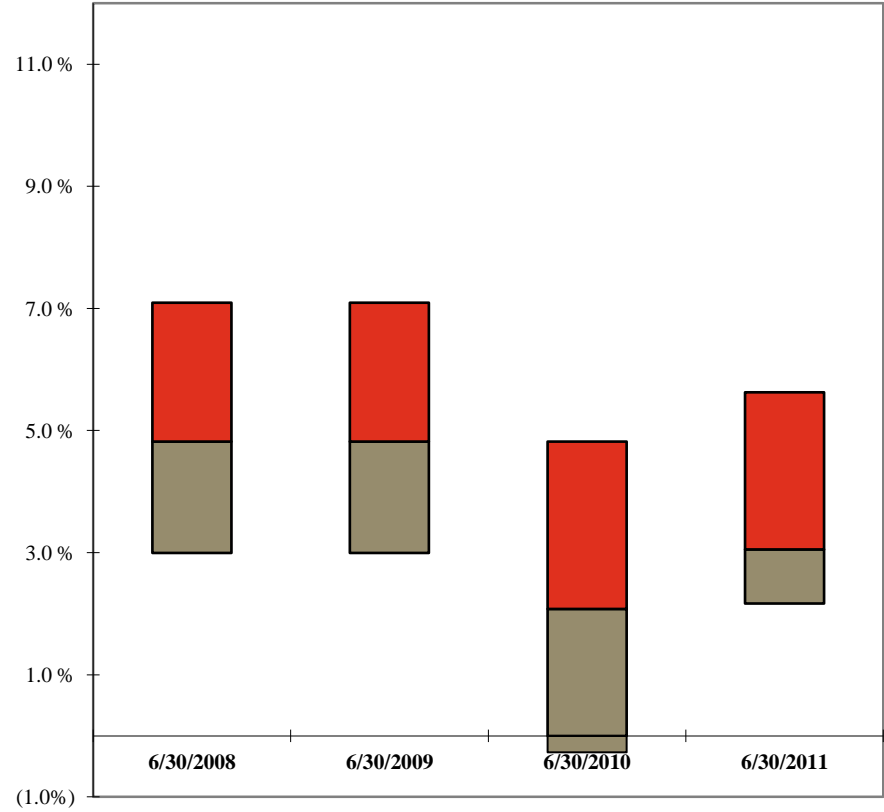
National Groups X-XIII Combined - Firms (103 members)

Annual Change: Non-Equity Partner Rates

Standard Rates



Effective Rates
for the 12-month period ending



	7/1/2008	7/1/2009	7/1/2010	7/1/2011
Your Firm				
1st Qtle	10.2	6.0	4.7	5.4
Median	7.0	4.2	2.5	4.1
3rd Qtle	5.1	2.6	0.6	2.4

	6/30/2008	6/30/2009	6/30/2010	6/30/2011
Your Firm				
1st Qtle	11.3	7.1	4.8	5.6
Median	7.6	4.8	2.1	3.1
3rd Qtle	4.8	3.0	(0.3)	2.2

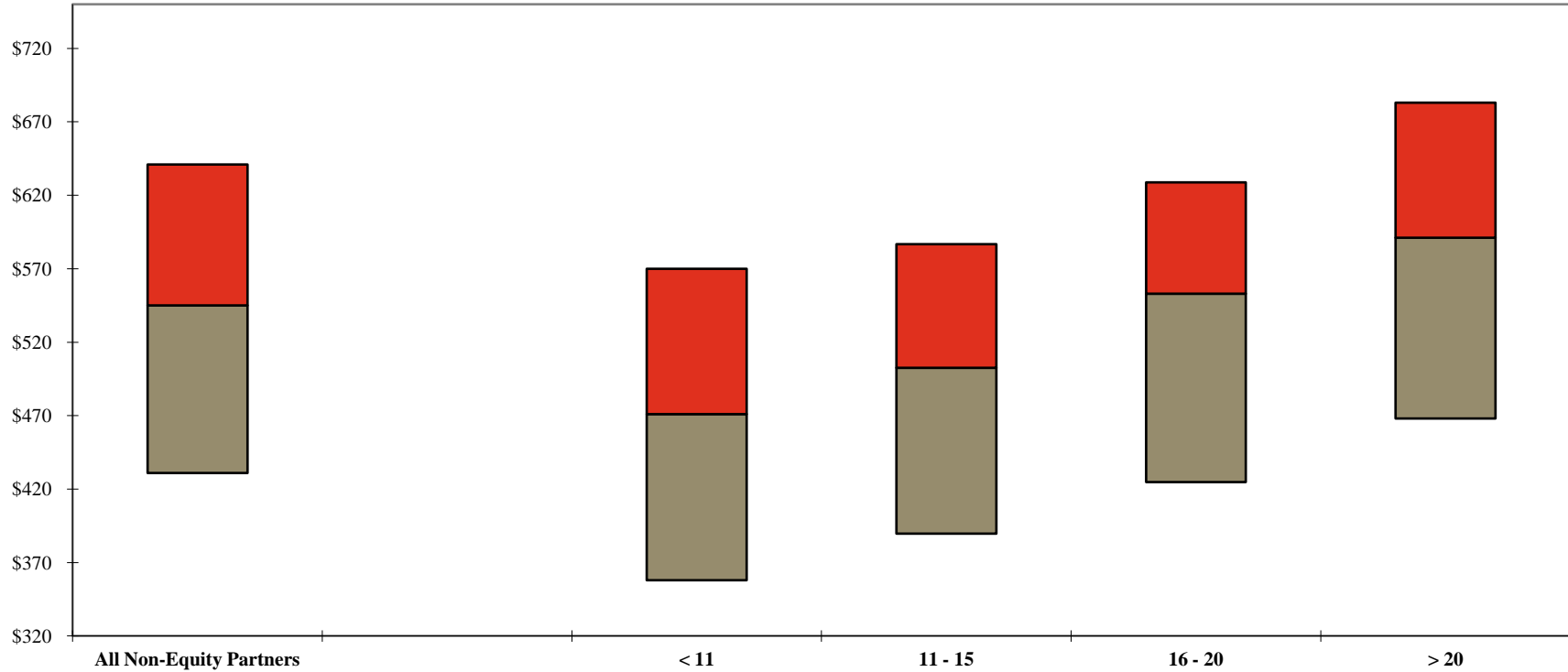
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.
** omitted due to insufficient data

2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Non-Equity Partner Standard Rates by Years of Experience

Standard Rates at 7/1/2011



	Years of Experience				
	All Non-Equity Partners	< 11	11 - 15	16 - 20	> 20
Your Firm					
1st Qtle	\$641	\$570	\$587	\$629	\$683
Median	545	471	503	553	591
3rd Qtle	431	358	390	425	468

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

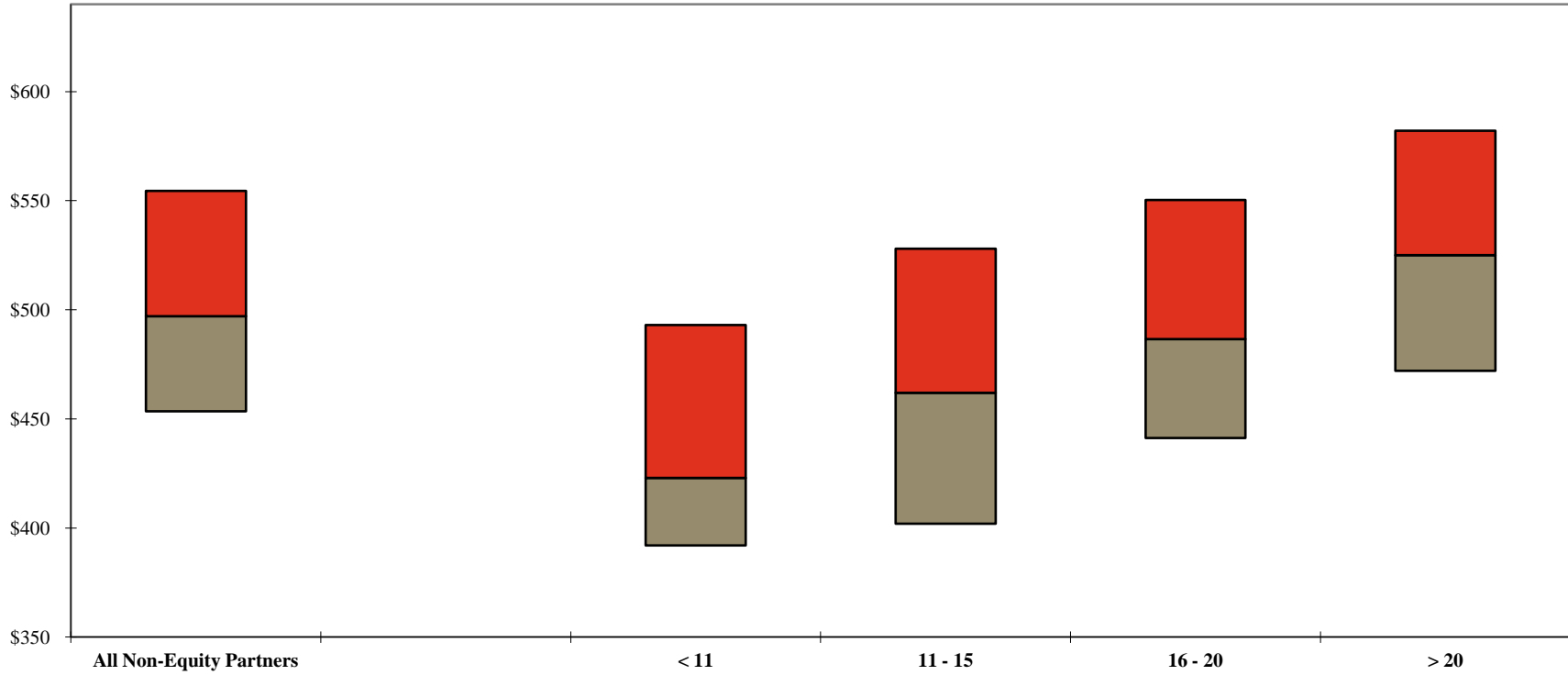
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Non-Equity Partner Effective Rates by Years of Experience

Effective Rates
for the 12-month period ending 6/30/2011



	Years of Experience				
	All Non-Equity Partners	< 11	11 - 15	16 - 20	> 20
Your Firm					
1st Qtle	\$555	\$493	\$528	\$550	\$582
Median	497	423	462	487	525
3rd Qtle	454	392	402	441	472

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

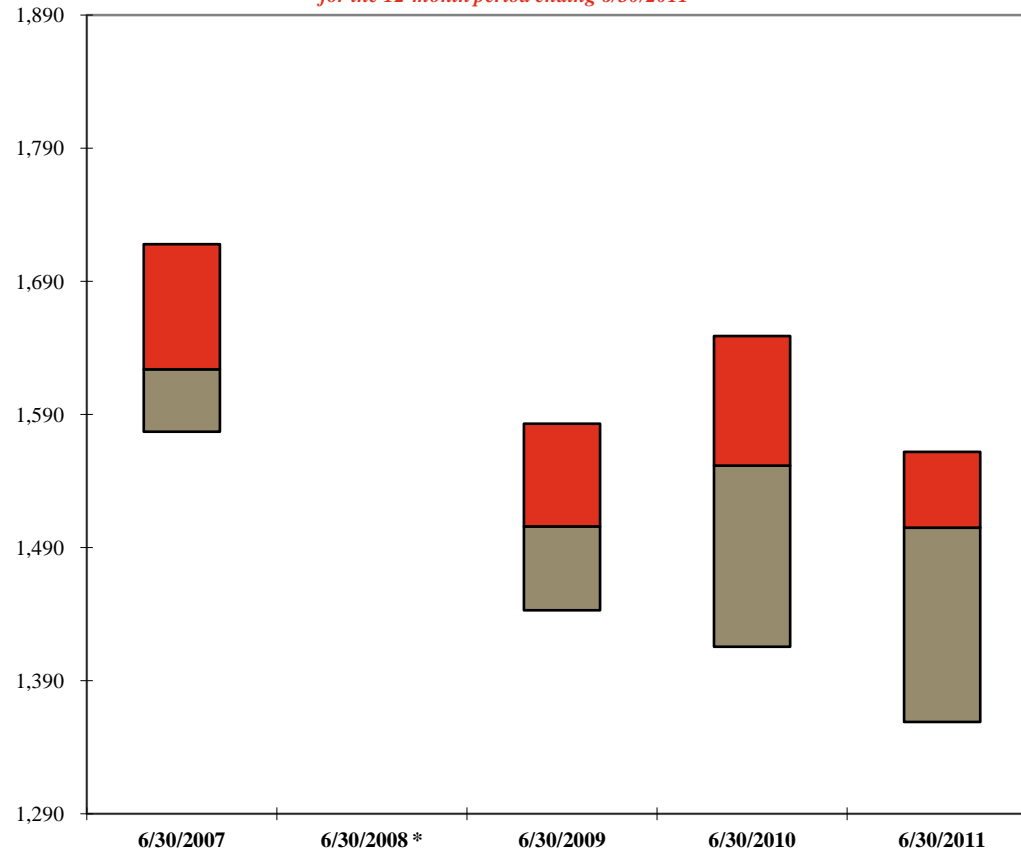
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Average Billable Hours Worked

Non-Equity Partners
for the 12-month period ending 6/30/2011



	6/30/2007	6/30/2008 *	6/30/2009	6/30/2010	6/30/2011
Your Firm					
1st Qtle	1,718	**	1,583	1,649	1,562
Median	1,624	**	1,506	1,552	1,505
3rd Qtle	1,577	**	1,443	1,416	1,359

* In the 2008 mid-year release, billable hours were not collected and therefore no data will be available for this period.

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

** omitted due to insufficient data

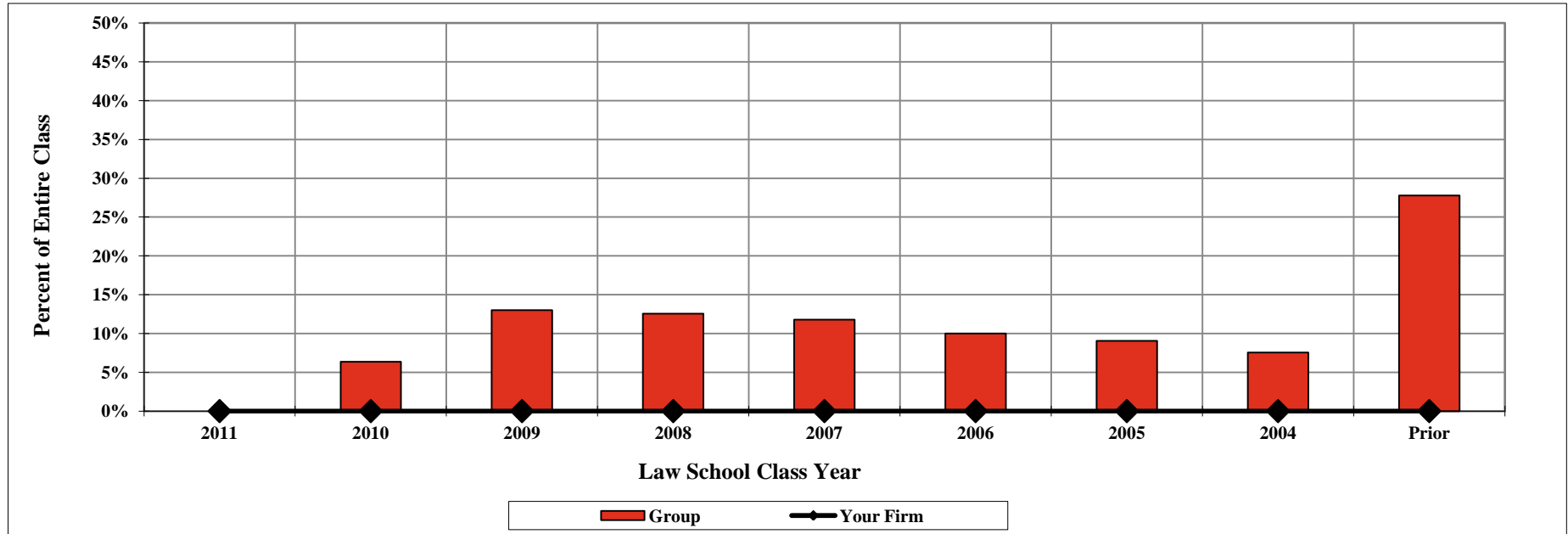
2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Distribution of Associates & Sr. Attorneys

By Law School Class Year

For the 12-month period ending June 30, 2011



		Law Class Year								
		2011	2010	2009	2008	2007	2006	2005	2004	Prior
Your Firm										
Group		**	6.4	13.0	12.6	11.8	10.0	9.1	7.6	27.8

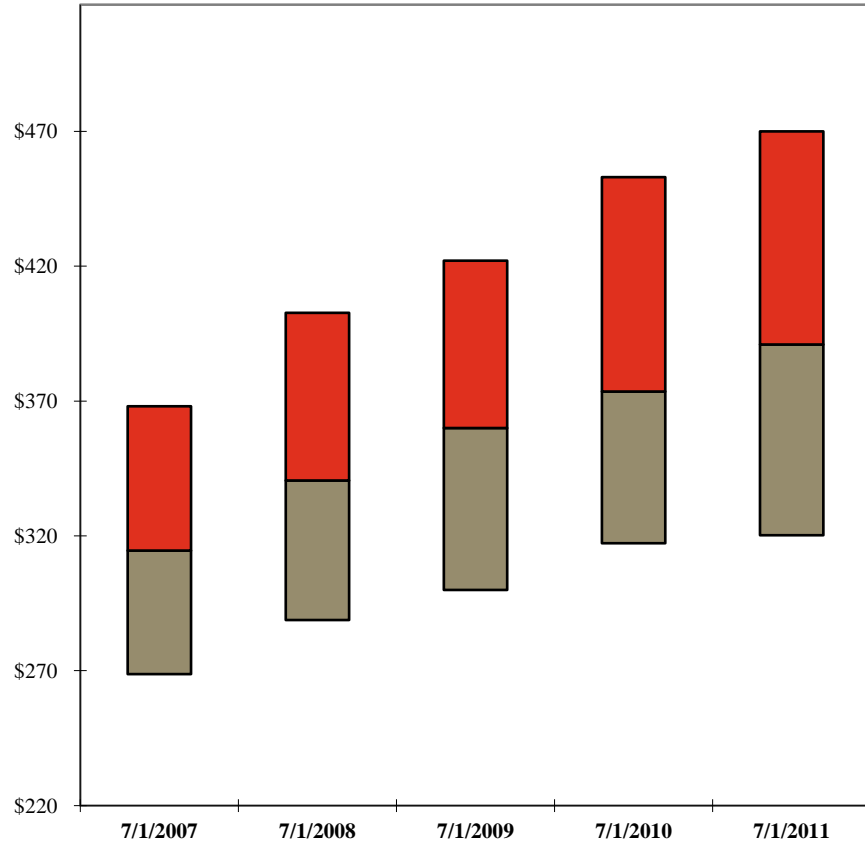
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Mid-Year Release

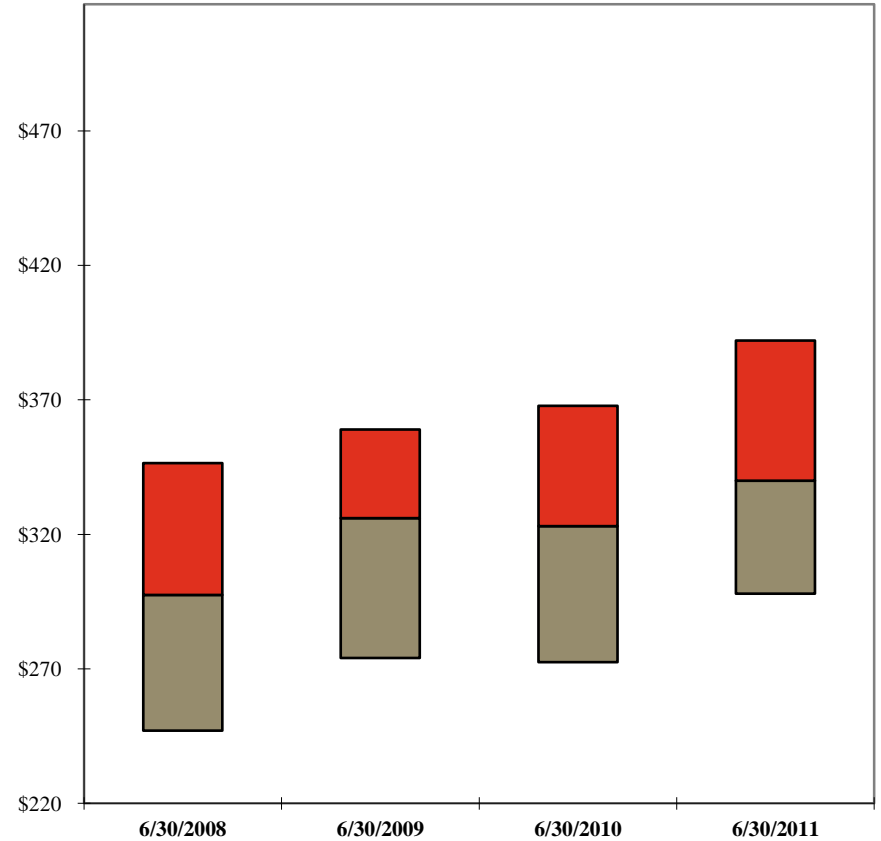
National Groups X-XIII Combined - Firms (103 members)

Associate & Sr. Attorney Rates

Standard Rates



Effective Rates
for the 12-month period ending



	7/1/2007	7/1/2008	7/1/2009	7/1/2010	7/1/2011
Your Firm					
1st Qtle	\$368	\$403	\$422	\$453	\$470
Median	315	341	360	374	391
3rd Qtle	269	289	300	317	320

	6/30/2008	6/30/2009	6/30/2010	6/30/2011
Your Firm				
1st Qtle	\$347	\$359	\$368	\$392
Median	298	326	323	340
3rd Qtle	247	274	273	298

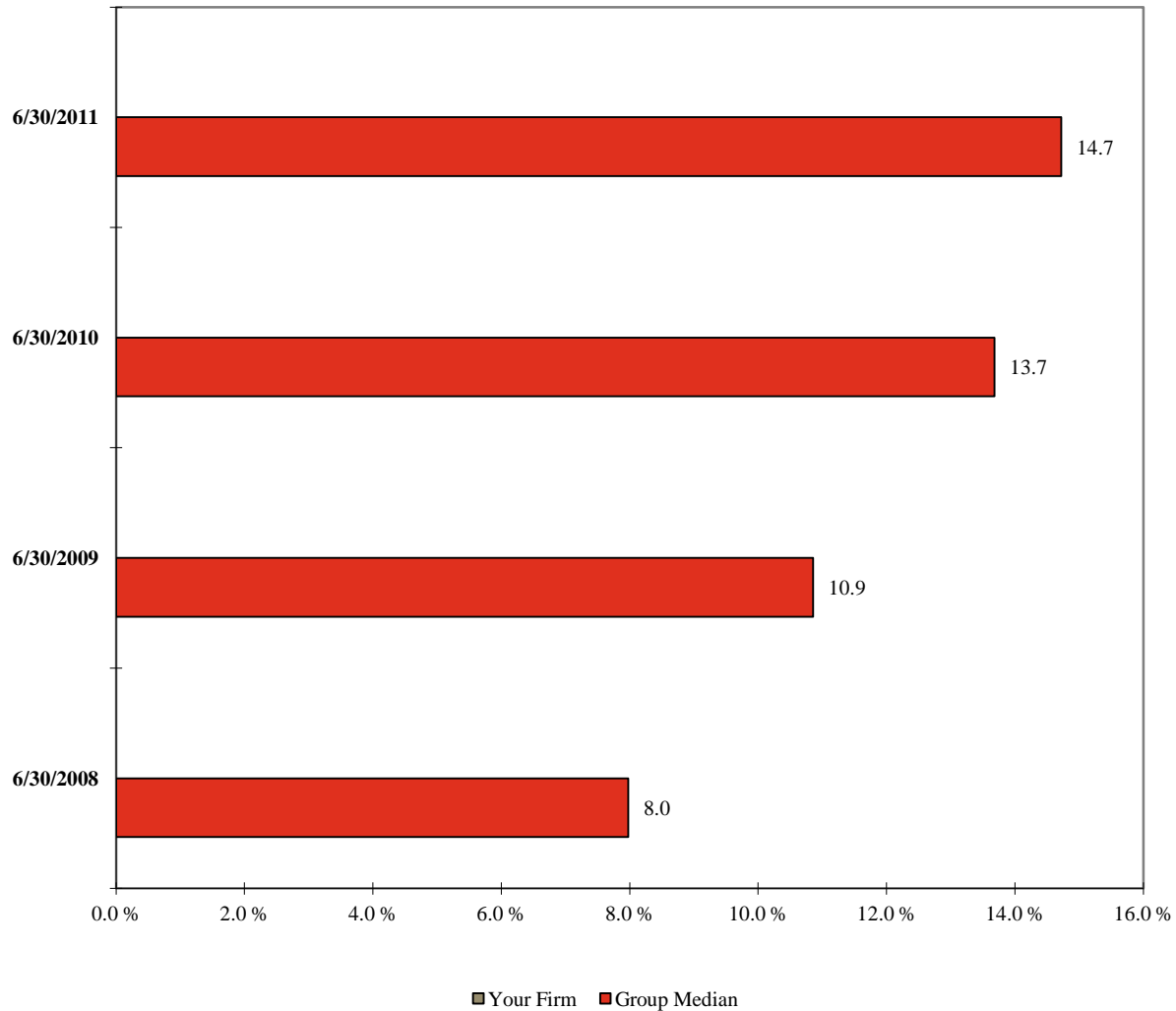
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Rate Erosion¹

Associates & Sr. Attorneys
for the 12-month period ending



¹ Calculated as the Average Effective Rate for the 12-month period minus the Average Standard Rate at July 1st of the previous year divided by the Average Effective Rate.

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

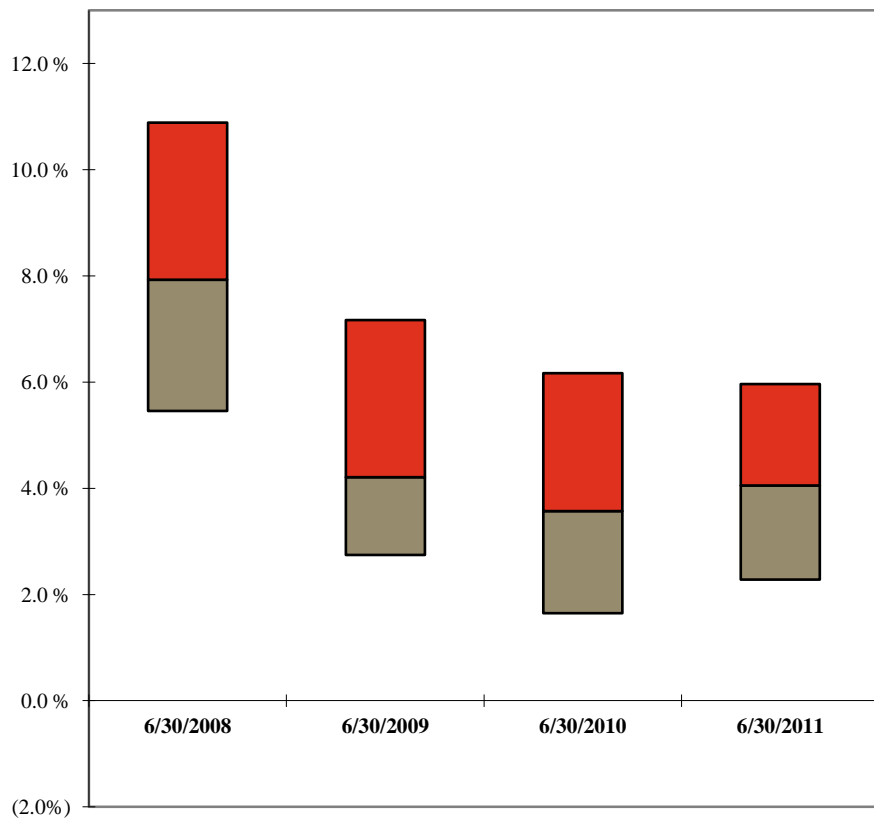
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Mid-Year Release

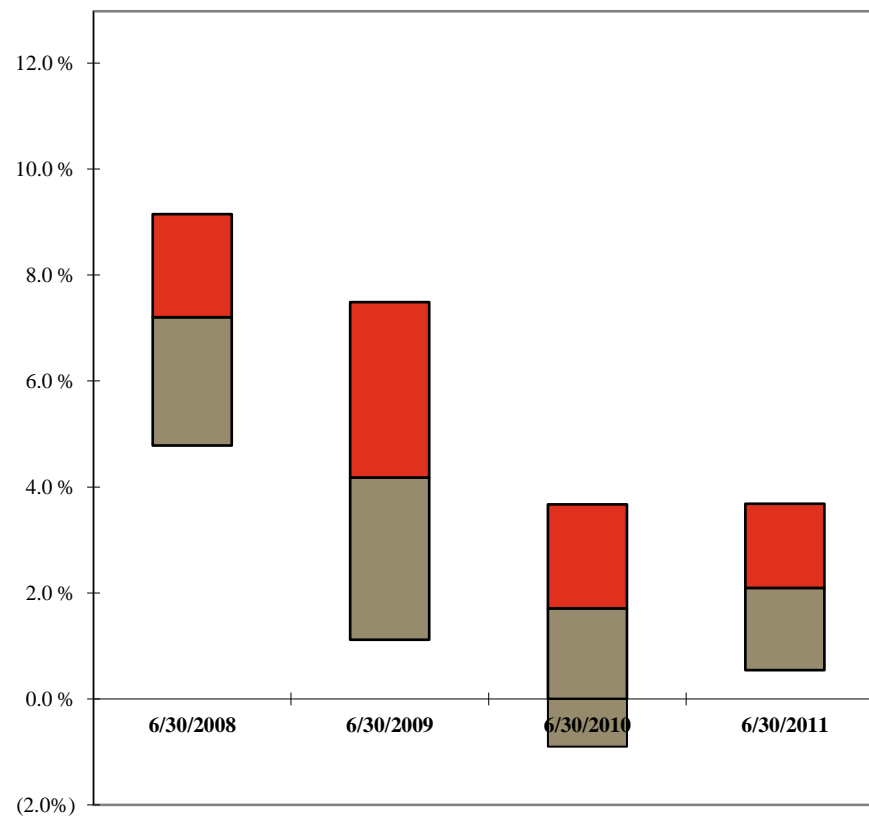
National Groups X-XIII Combined - Firms (103 members)

Annual Change: Associate & Sr. Attorney Rates

Standard Rates



Effective Rates
for the 12-month period ending



	6/30/2008	6/30/2009	6/30/2010	6/30/2011
Your Firm				
1st Qtle	10.9	7.2	6.2	6.0
Median	7.9	4.2	3.6	4.1
3rd Qtle	5.5	2.7	1.7	2.3

	6/30/2008	6/30/2009	6/30/2010	6/30/2011
Your Firm				
1st Qtle	9.2	7.5	3.7	3.7
Median	7.2	4.2	1.7	2.1
3rd Qtle	4.8	1.1	(0.9)	0.5

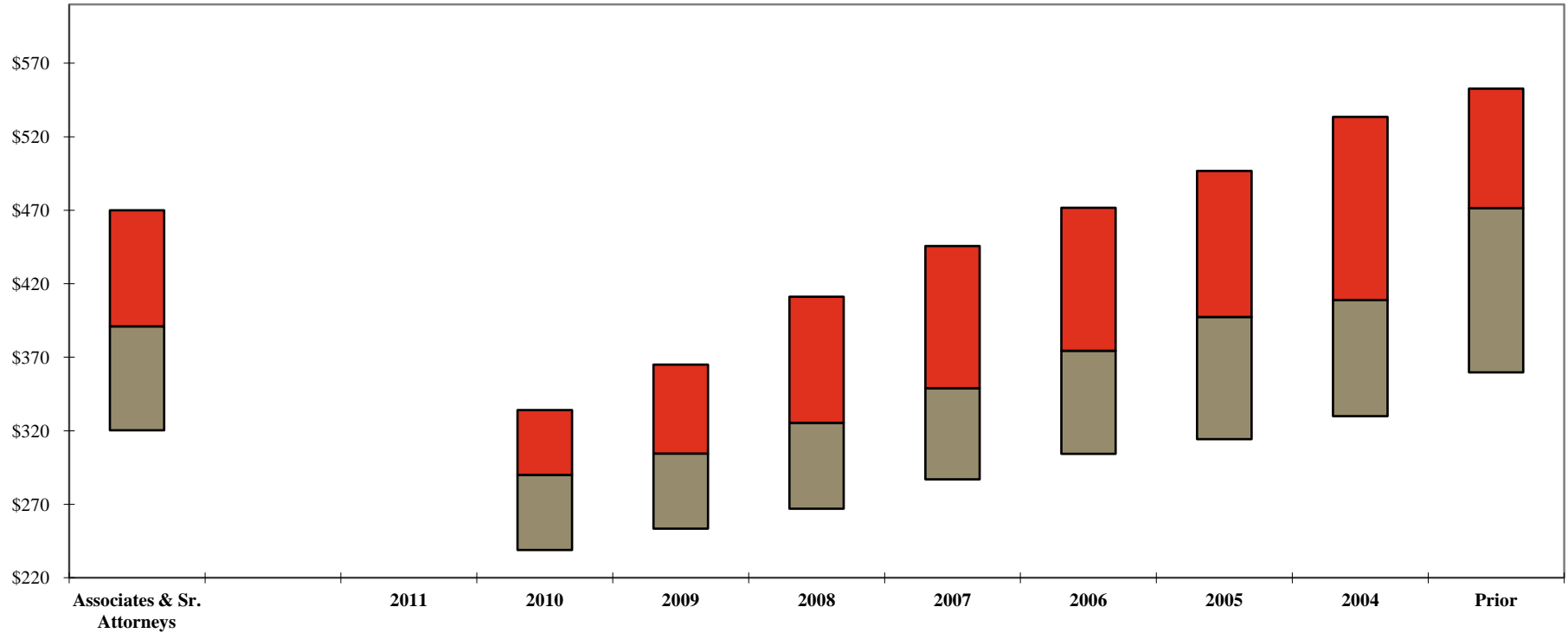
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** omitted due to insufficient data

2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Associate & Sr. Attorney Standard Rates by Class Year

Standard Rates at 7/1/2011



Your Firm	Law Class Year									
	Associates & Sr. Attorneys	2011	2010	2009	2008	2007	2006	2005	2004	Prior
1st Qtle	\$470	**	\$334	\$365	\$411	\$446	\$472	\$497	\$534	\$553
Median	391	**	290	305	326	349	375	398	409	472
3rd Qtle	320	**	239	254	267	287	304	314	330	360

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

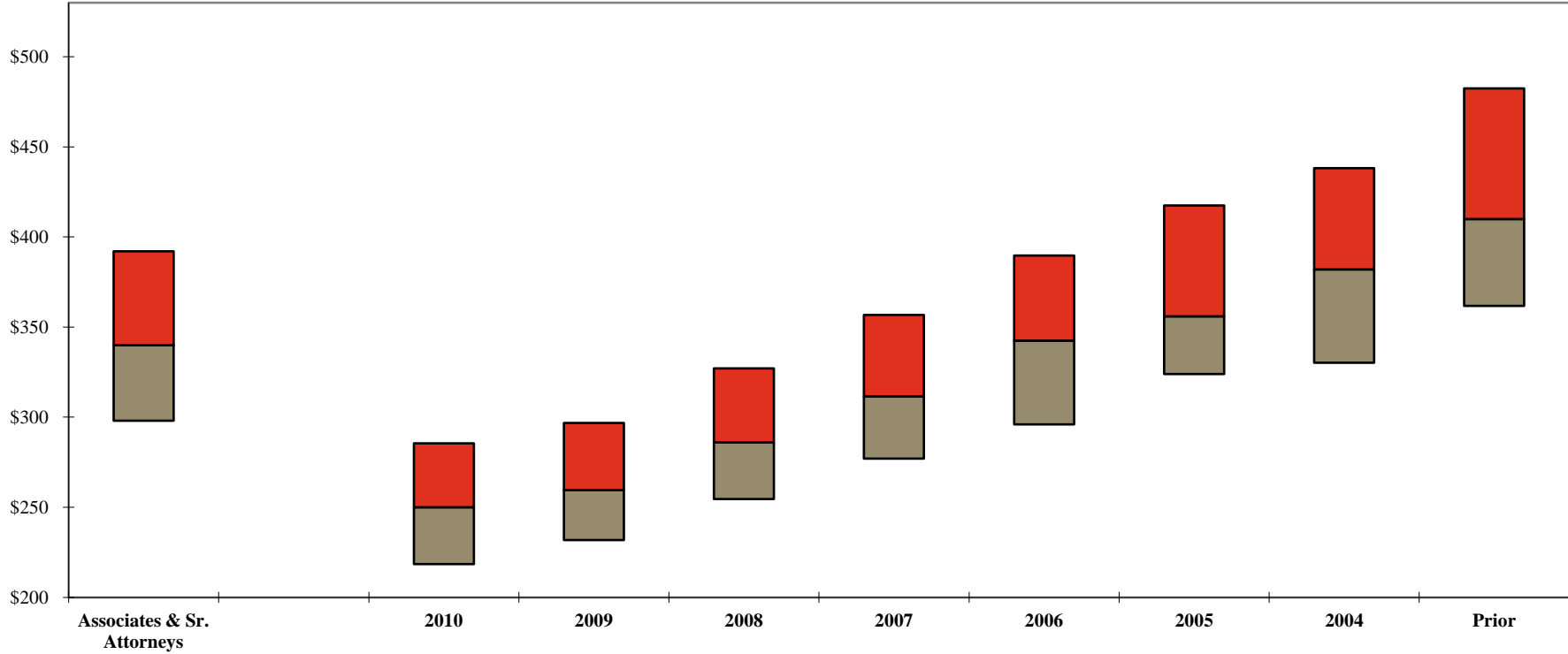
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Associate & Sr. Attorney Effective Rates by Class Year

Effective Rates
for the 12-month period ending 6/30/2011



	Law Class Year								
	Associates & Sr. Attorneys	2010	2009	2008	2007	2006	2005	2004	Prior
Your Firm									
1st Qtle	\$392	\$286	\$297	\$327	\$357	\$390	\$418	\$438	\$483
Median	340	250	260	286	312	343	356	382	410
3rd Qtle	298	219	232	255	277	296	324	330	362

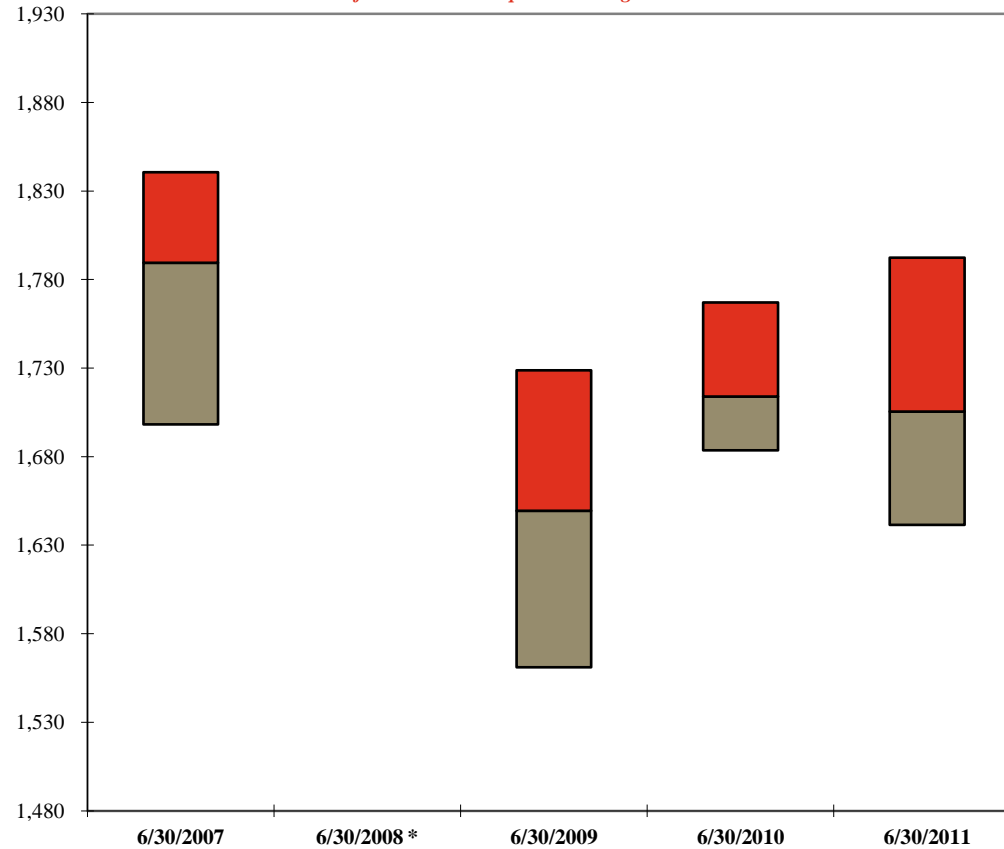
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2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Average Billable Hours Worked

Associates & Sr. Attorneys
for the 12-month period ending 6/30/2011



	6/30/2007	6/30/2008 *	6/30/2009	6/30/2010	6/30/2011
Your Firm					
1st Qtle	1,841	**	1,729	1,767	1,792
Median	1,790	**	1,650	1,714	1,706
3rd Qtle	1,698	**	1,561	1,684	1,642

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

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Mid-Year Release

National Groups X-XIII Combined - Firms (103 members)

Estimated Impact of Performance Improvements

	Your Firm	Group	
	Value	Target Quartile	\$ Impact per Equity Partner
Average Billable Hours <i>for the 12-month period ending 6/30/2011</i>			
Equity Partners	‡	**	
Non-Equity Partners	‡	**	
Associates & Sr. Attorneys	‡	**	
Standard Billing Rate at 7/1/2011			
Equity Partners		**	
Non-Equity Partners		**	
Associates & Sr. Attorneys		**	
Average Effective Rate <i>for the 12-month period ending 6/30/2011</i>			
Equity Partners	‡	**	
Non-Equity Partners	‡	**	
Associates & Sr. Attorneys	‡	**	

Legend:

Target Quartile - The next highest group quartile value relative to your firm's value. The most favorable relative positions (equal to/greater than the 1st quartile) are labeled accordingly.

Variance - The difference between your firm's value and the target quartile.

\$ Impact per Equity Partner - The net effect, on a per equity partner basis, of achieving the target quartile level. Results of less than \$5,000 are denoted as such. Results are not applicable either when your firm's value is greater than the 1st quartile or when a data value required to calculate the impact is missing.

\$ Impact per Equity Partner Calculations:

Average Billable Hours: (Variance) * (Average Effective Rate) * (FTE) / (Number of Equity Partners)

Standard Billing Rate: (Variance) * (Average Billable Hours) * (FTE) / (Number of Equity Partners)

* Note: this calculation does not include any adjustment for write-offs from the standard rate at the time of billing.

Average Effective Rates: (Variance) * (Average Billable Hours) * (FTE) / (Number of Equity Partners)

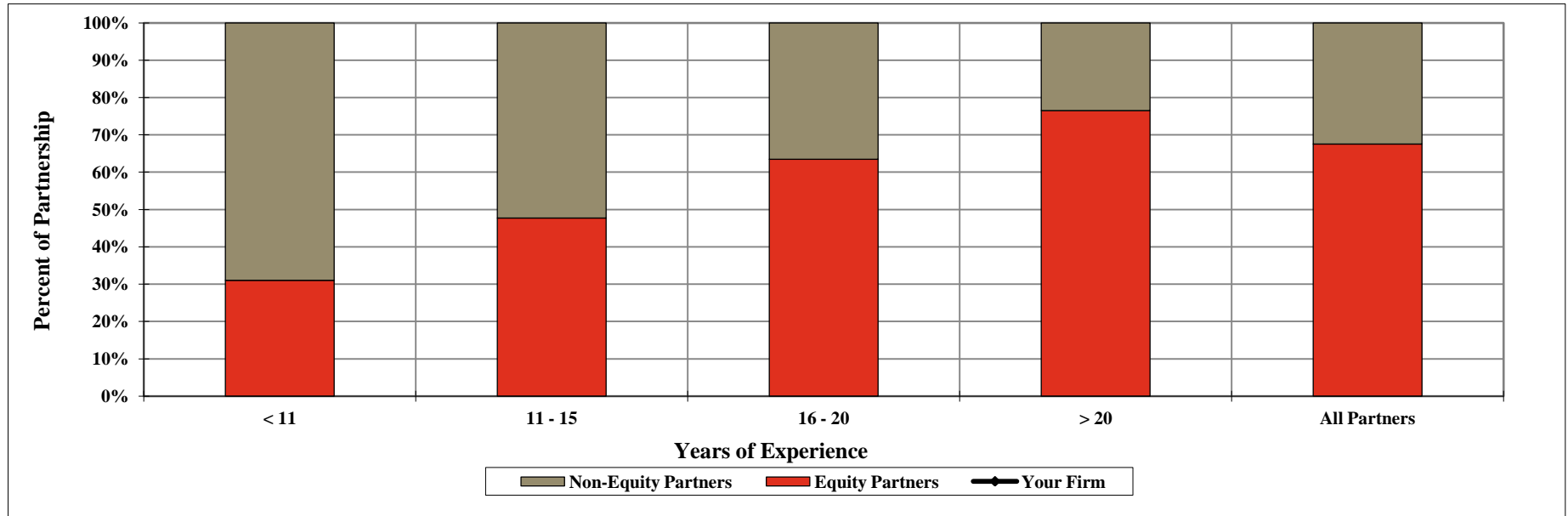
** omitted due to insufficient data

‡ less than 75% population response

APPENDIX

National Groups X-XIII Combined - Firms (103 members)

Distribution of Partners
By Classification and Years of Experience¹
For the 12-month period ending June 30, 2011



	<i>Your Firm</i>		<i>Group</i>	
	<i>Equity Partners</i>	<i>Non-Equity Partners</i>	<i>Equity Partners</i>	<i>Non-Equity Partners</i>
<u><i>By Years of Experience</i></u>				
< 11 Years	0.0%	0.0%	31.0%	69.0%
11 - 15 Years	0.0%	0.0%	47.7%	52.3%
16 - 20 Years	0.0%	0.0%	63.5%	36.5%
> 20 Years	0.0%	0.0%	76.5%	23.5%
All Partners	0.0%	0.0%	67.5%	32.5%

¹ Years of experience includes the length of time practicing law since passing the bar exam.

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:

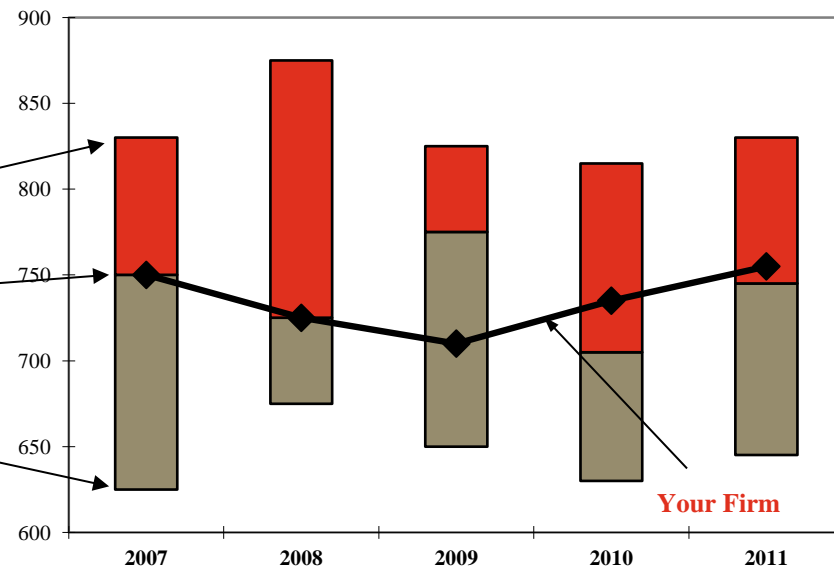
First Quartile Value

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.

Effective Rate - Equity Partners



Example Interpretation of this Graph:

For the current year, your firm's value is at the Median Level for years 2007 and 2008, above the Median Level and below the First Quartile Level for years 2010 and 2011 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for year 2009 (i.e., in the Third Quartile).