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# *2017 Revenue Management Report*

Compiled from the 2017 Billing Rate & Associate Salary Survey<sup>plus</sup>  
Initial Release

Issued: June 2017



# Revenue Management Report

*AmLaw Second 100 xNYC - (56 members)*

**Issued: June 2017**

**Group Report**

**Confidential**

*This report is intended solely for the information of Partners and authorized employees of the firm.*

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### 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.

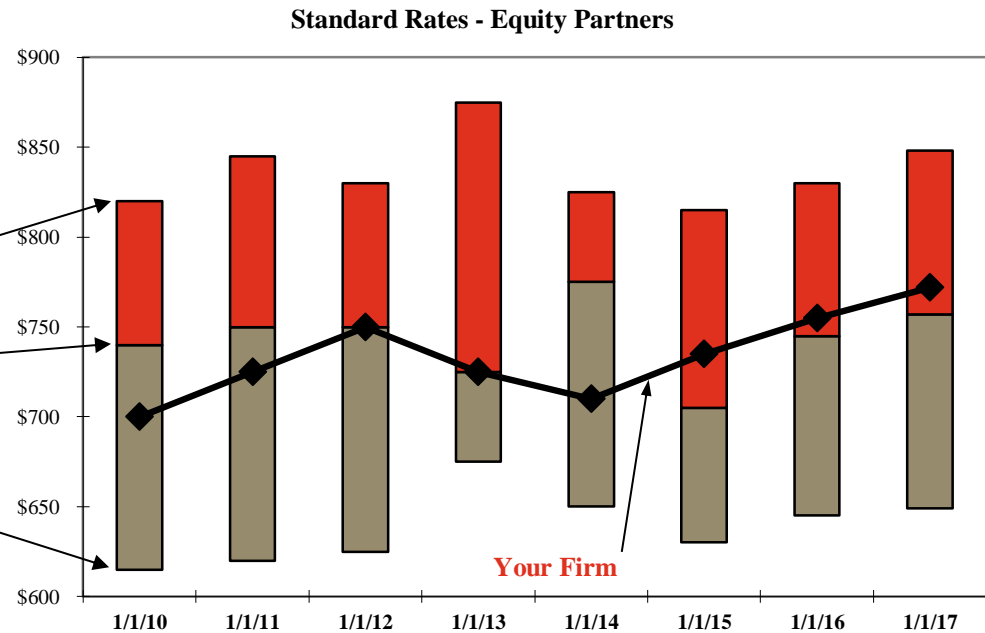
Each group's results for the current year are displayed as a "floating" stacked bar, which represents:

**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.



#### Example Interpretation of this Graph:

Your firm's value is at the Median Level for years 2012 and 2013, above the Median Level and below the First Quartile Level for years 2015, 2016 and 2017 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for years 2010, 2011 and 2014 (i.e., in the Third Quartile).

### *Guide to Interpreting the Statistics Presented in this Report*

The statistics reported in the PricewaterhouseCoopers 2017 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 Sample comparison group below 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	
	850		5	
	840		6	
	800		7	
	750		8	
	700		9	
	650		10	
	650		11	

\$863 - Represents the value at the first quartile; 3.5 represents the entry point to the top 25%
--

\$840 - Represents the value at the median; 6.0 represents the entry point to the top 50%
--

\$725 - Represents the value at the third quartile; 8.5 represents the entry point to the bottom 25%
---

*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.*

2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

**Comparison Group Information**

**AmLaw Second 100 xNYC -**

**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 Firm, Office or Practice Area Size (# of Attorneys)**

**Average Size of Group Members<sup>1</sup> (# of Attorneys in the Firm, Office or Practice Area)**

**Reporting Entities Included in the Group**

Number of Total Firms

Number of Principal Offices (including Single Office Firms)

Number of Non-Principal Offices

Group Information
56
No Maximum
No Minimum
316
56
0
0

**Billing Rate Adjustment Practices**

**Date of Last Partner Billing Rate Increase**

January 2, 2016 - March 31, 2016

April 1, 2016 - June 30, 2016

July 1, 2016 - September 30, 2016

October 1, 2016 - January 1, 2017

January 2, 2017 - March 1, 2017

**Date of Last Associate/Sr. Attorney**

**Lock-step/Class Year based Rate Increase**

January 2, 2016 - March 31, 2016

April 1, 2016 - June 30, 2016

July 1, 2016 - September 30, 2016

October 1, 2016 - January 1, 2017

January 2, 2017 - March 1, 2017

Your Firm	Number of Firms Reporting
	1
	0
	1
	46
	0
	0
	0
	1
	46
	0

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

January 2, 2016 - March 31, 2016

April 1, 2016 - June 30, 2016

July 1, 2016 - September 30, 2016

October 1, 2016 - January 1, 2017

January 2, 2017 - March 1, 2017

Your Firm	Number of Firms Reporting
	0
	0
	1
	46
	0

<sup>1</sup> Firm, Office or Practice Area size as of 1/1/2017. 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.

\*\* omitted due to insufficient data

SUMMARY CHARTS

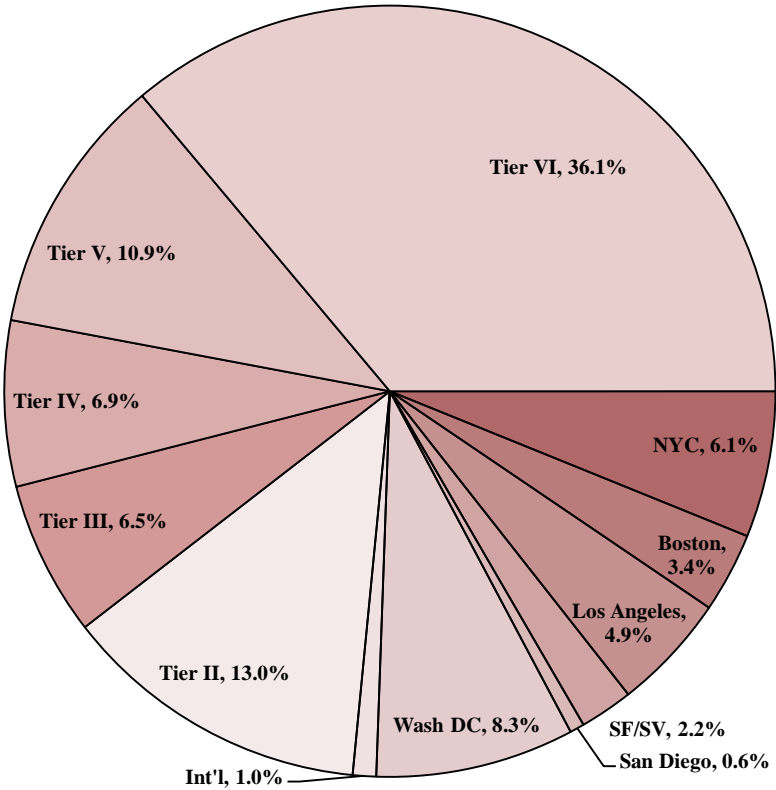
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AmLaw Second 100 xNYC - (56 members)

Geographic Footprint<sup>1</sup>

Your Firm

Total Group



Your Firm	NYC	Boston	Los Angeles	SF/SV	San Diego	Wash DC	Int'l	Tier II	Tier III	Tier IV	Tier V	Tier VI
Total Group	6.1%	3.4%	4.9%	2.2%	0.6%	8.3%	1.0%	13.0%	6.5%	6.9%	10.9%	36.1%

- Tier I: Boston, Los Angeles, San Francisco / Silicon Valley, San Diego, Washington, DC
- Tier II: Chicago, Houston, Dallas
- Tier III: Philadelphia, Miami, Pittsburgh, Austin, Seattle
- Tier IV: Denver, Atlanta, Minneapolis, Charlotte
- Tier V: Cleveland, Phoenix, Detroit, Kansas City, St. Louis
- Tier VI: All Other Cities
- NYC is excluded from all Tiers

<sup>1</sup> Values for both the Firm and the Total Group include only those offices submitted to the Survey.  
\*\* omitted due to insufficient data

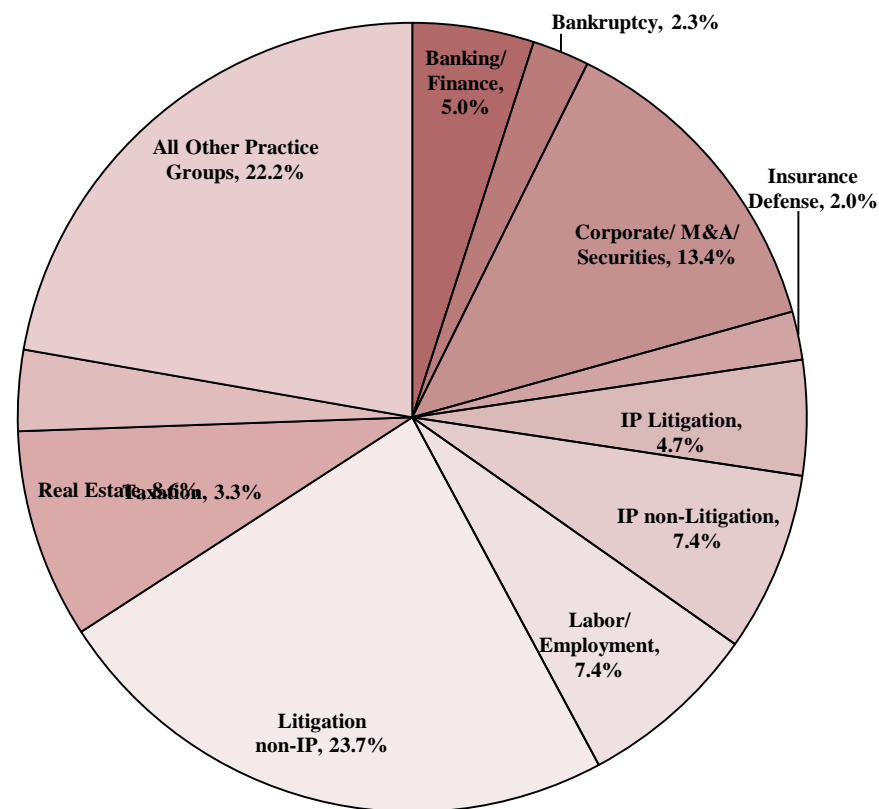
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### Practice Group Footprint<sup>1</sup>

**Your Firm**

**Total Group**



	Banking/ Finance	Bankruptcy	Corporate/ M&A/ Securities	Insurance Defense	IP Litigation	IP non- Litigation	Labor/ Employment	Litigation non-IP	Real Estate	Taxation	All Other Practice Groups
<b>Your Firm</b>											
<b>Total Group</b>	5.0%	2.3%	13.4%	2.0%	4.7%	7.4%	7.4%	23.7%	8.6%	3.3%	22.2%

<sup>1</sup> Values for both the Firm and the Total Group include only the US-based attorneys in each practice group.

\*\* omitted due to insufficient data

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## Summary of Key Statistics

	Period	Your Firm		Group			Your Firm		Group		
		Average	Rank / Of	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change - 1 Year	Rank / Of	% Change - 1 year		
				Quartile		Quartile			1 <sup>st</sup>	Median	3 <sup>rd</sup>
Standard Billing Rates	As of 1/1/17										
Equity Partners			/ 52	\$748	\$575	\$514		/ 46	3.7	2.7	1.9
Non-Equity Partners			/ 49	649	515	446		/ 43	4.7	3.0	0.3
Associates			/ 53	449	335	309		/ 46	5.3	3.0	0.6
Worked Rates	1/1/16 - 12/31/16										
Equity Partners			/ 52	\$690	\$533	\$465		/ 46	3.3	2.4	1.1
Non-Equity Partners			/ 49	602	443	401		/ 43	4.6	2.7	0.3
Associates			/ 53	421	304	282		/ 46	4.5	2.9	1.5
Billed Rates	1/1/16 - 12/31/16										
Equity Partners			/ 52	\$647	\$504	\$443		/ 46	3.8	2.9	0.2
Non-Equity Partners			/ 49	561	423	377		/ 43	4.8	2.9	0.3
Associates			/ 53	386	289	249		/ 46	5.1	2.9	1.4
Billable Hours	1/1/16 - 12/31/16										
Equity Partners			/ 54	1,630	1,496	1,449		/ 47	0.6	(1.2)	(3.2)
Non-Equity Partners			/ 51	1,535	1,434	1,333		/ 44	3.6	0.2	(2.0)
Associates			/ 54	1,795	1,710	1,618		/ 46	2.3	0.2	(1.7)
Leverage Ratios	1/1/16 - 12/31/16										
Ratio of Other Attorneys <sup>1</sup> to Equity Partners			/ 55	2.43	1.86	1.31					
Ratio of Non-Partner Attorneys <sup>2</sup> to Partners			/ 55	0.98	0.72	0.58					

<sup>1</sup> Other Attorneys include Non-Equity Partners, Associates, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

<sup>2</sup> Non-Partner Attorneys include Associates, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

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

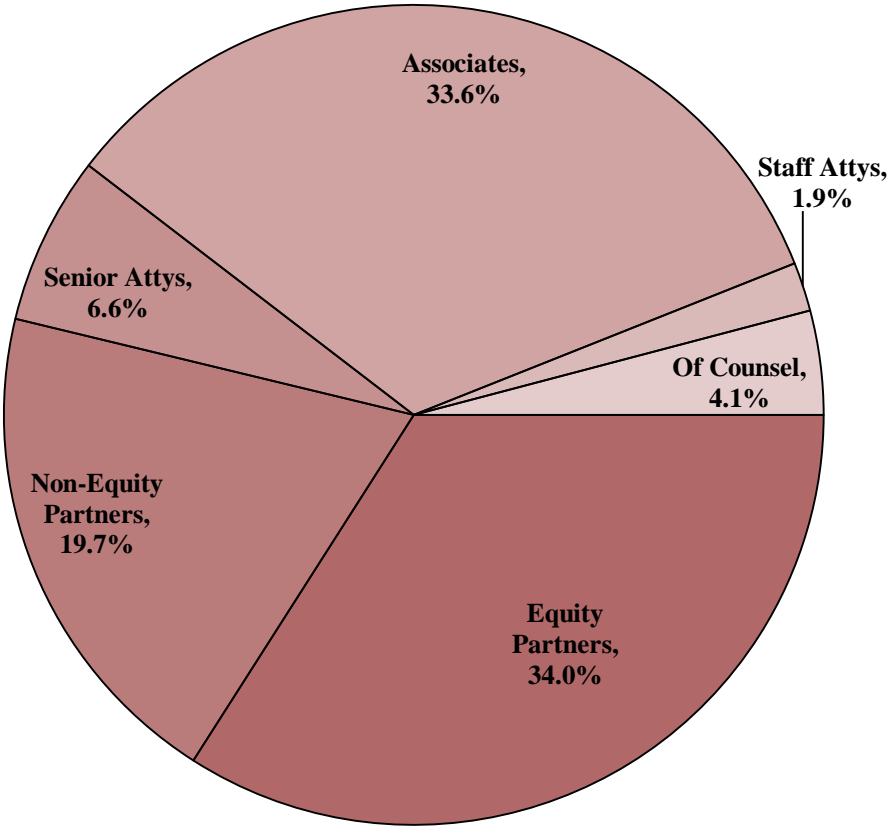
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Attorney Footprint

Your Firm

Total Group



	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm (%)						
Your Firm (FTE)						
Total Group (%)	34.0%	19.7%	6.6%	33.6%	1.9%	4.1%
Total Group (FTE)	6,003	3,480	1,172	5,917	340	723

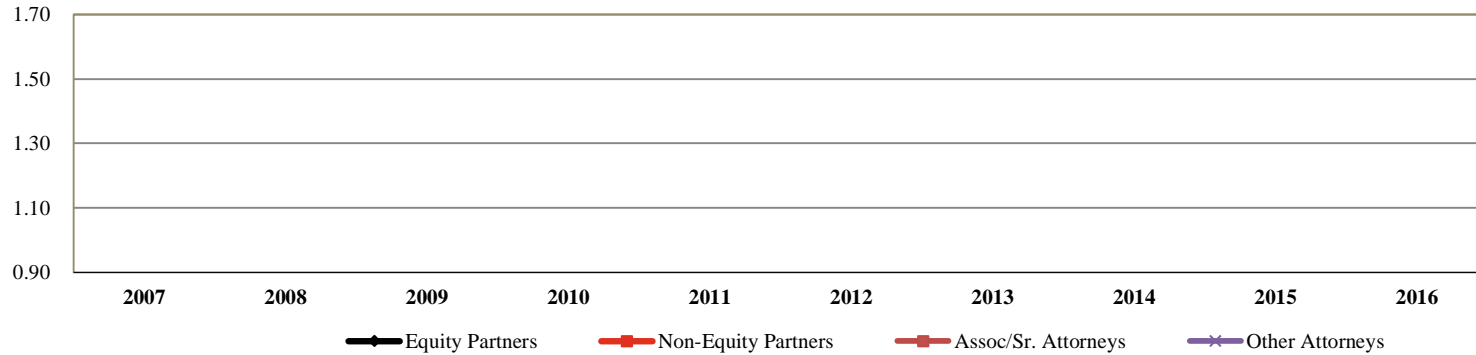
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### Historical Attorney Footprint<sup>1</sup>

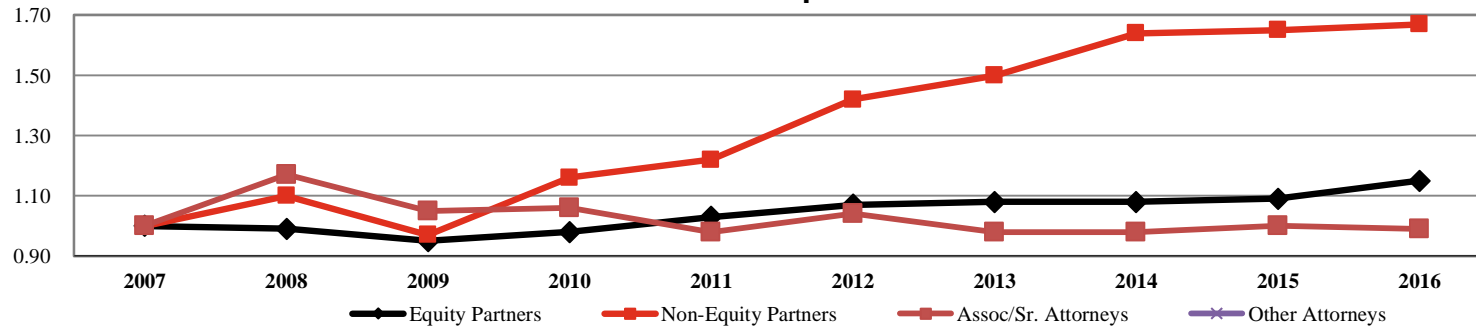
#### Your Firm



**Your Firm (FTE)**  
Equity Partner  
Non-Equity Partner  
Associates/Sr. Attorneys  
Other Attorneys<sup>2</sup>

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Chg: '07-'16
Equity Partner											
Non-Equity Partner											
Associates/Sr. Attorneys											
Other Attorneys <sup>2</sup>											

#### Total Group



**Total Group (FTE)**  
Equity Partner  
Non-Equity Partner  
Associates/Sr. Attorneys  
Other Attorneys<sup>2</sup>

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Chg: '07-'16
Equity Partner	4,056	4,016	3,871	3,984	4,159	4,326	4,390	4,391	4,404	4,646	14.6%
Non-Equity Partner	1,428	1,569	1,388	1,662	1,743	2,033	2,144	2,348	2,362	2,388	67.2%
Associates/Sr. Attorneys	3,296	3,854	3,446	3,502	3,217	3,422	3,233	3,229	3,294	3,278	(0.5%)
Other Attorneys <sup>2</sup>	**	214	**	257	**	**	199	**	**	**	

<sup>1</sup> Includes only those Firms that participated for the past 10 years; All values indexed to 2007.

<sup>2</sup> Other Attorneys include Of Counsel and Staff Attorneys.

\*\* omitted due to insufficient data

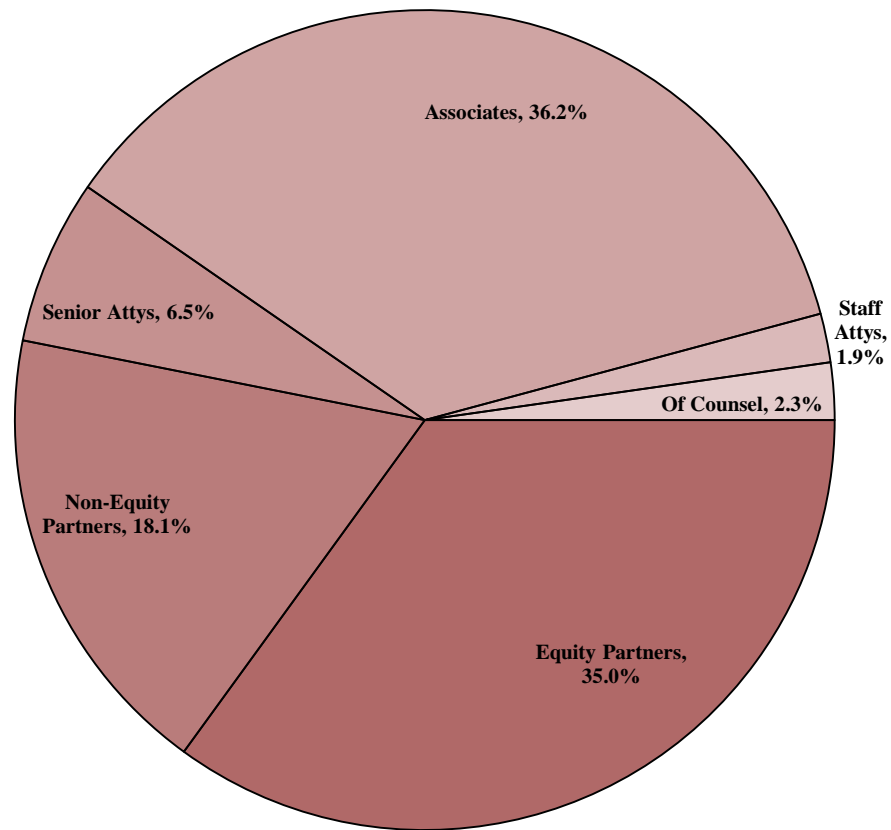
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*Attorney Billable Hours by Classification*

**Your Firm**

**Total Group**



	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
<b>Your Firm</b>						
<b>Total Group</b>	35.0%	18.1%	6.5%	36.2%	1.9%	2.3%

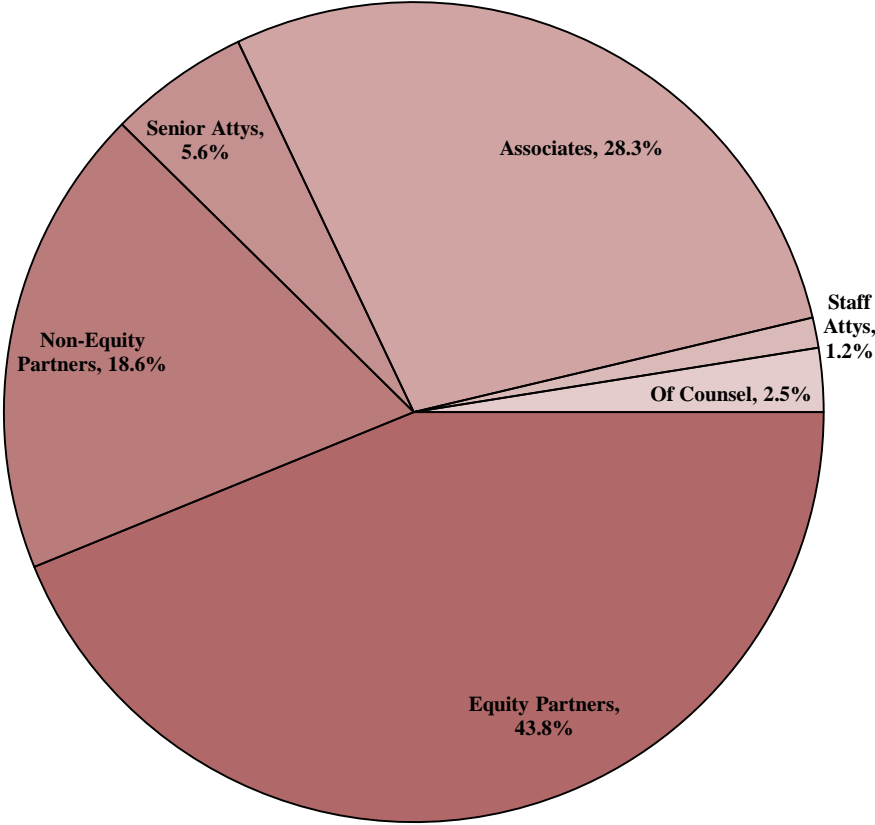
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*Attorney Fees Billed by Classification*

**Your Firm**

**Total Group**



	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm						
Total Group	43.8%	18.6%	5.6%	28.3%	1.2%	2.5%

\*\* omitted due to insufficient data

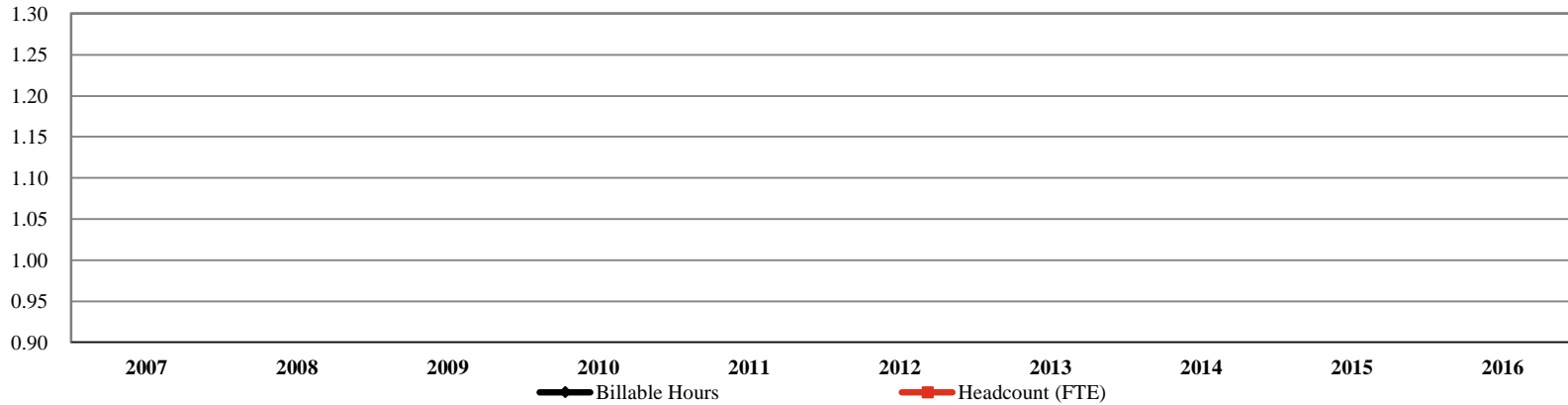
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AmLaw Second 100 xNYC - (56 members)

### Attorney Capacity<sup>1</sup>

For the 12-month period ending December 31 of the stated year

#### Your Firm



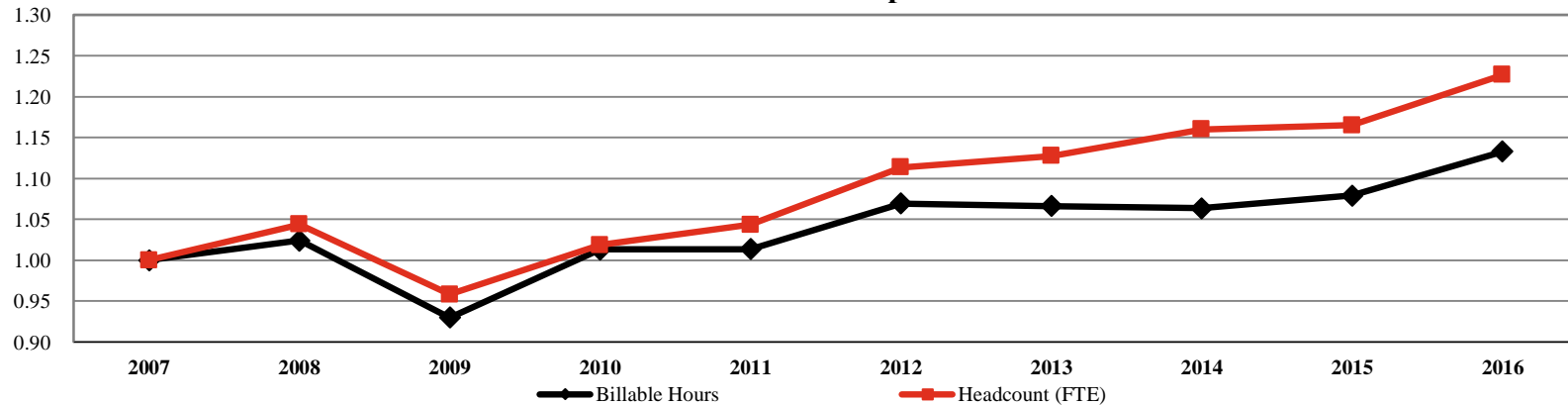
#### Your Firm

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Chg: '07-'16
Billable Hours											
Headcount (FTE)											

#### Total Group



#### Total Group

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Chg: '07-'16
Billable Hours	17,392,109	17,813,333	16,172,947	17,621,615	17,629,718	18,597,162	18,544,883	18,497,818	18,767,707	19,708,780	13.3%
Headcount (FTE)	10,421	10,878	9,985	10,615	10,874	11,605	11,750	12,090	12,144	12,783	22.7%

<sup>1</sup> Includes only those Firms that participated for the past 10 years; All values indexed to 2007.

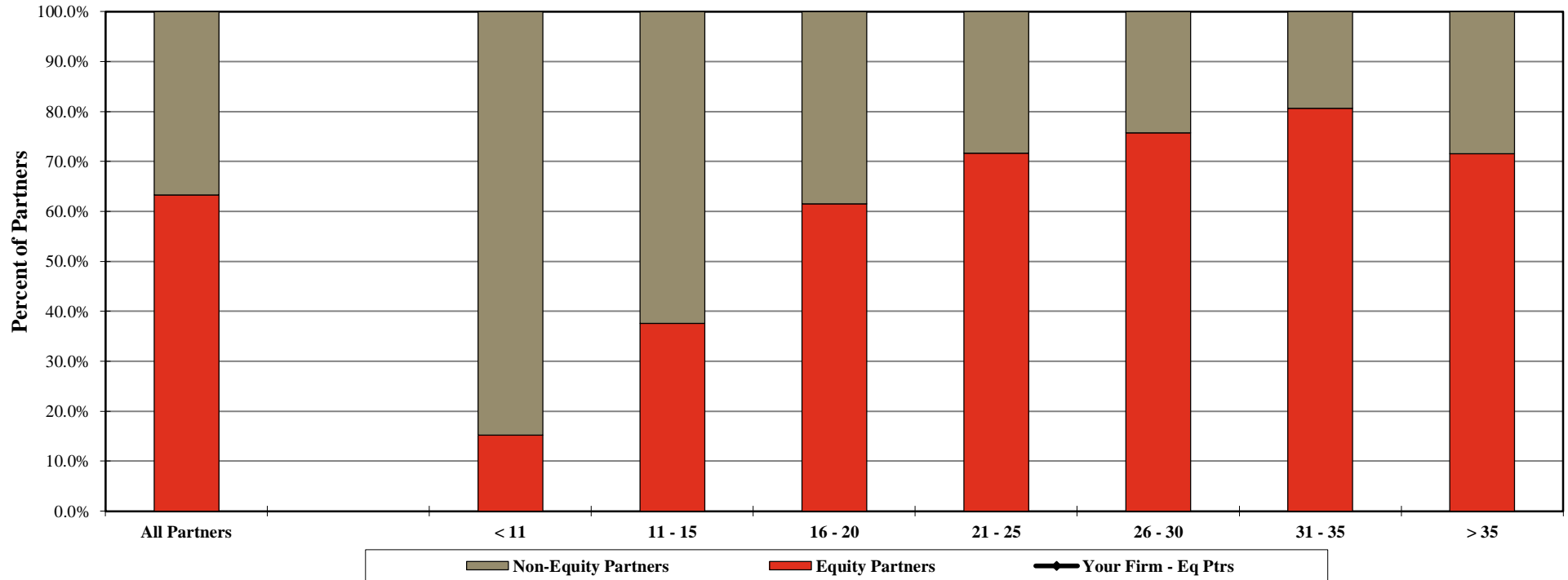
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### Partner Demographics<sup>1</sup>

For the 12-month period ending December 31, 2016



	Your Firm		Total Group	
By Years of Experience	Equity Partners	Non-Equity Partners	Equity Partners	Non-Equity Partners
< 11 Years			15.2%	84.8%
11 - 15 Years			37.6%	62.4%
16 - 20 Years			61.5%	38.5%
21 - 25 Years			71.7%	28.3%
26 - 30 Years			75.7%	24.3%
31 - 35 Years			80.7%	19.3%
> 35 Years			71.5%	28.5%
All Partners			63.3%	36.7%

<sup>1</sup> Years of experience includes the length of time practicing law since passing the bar exam.

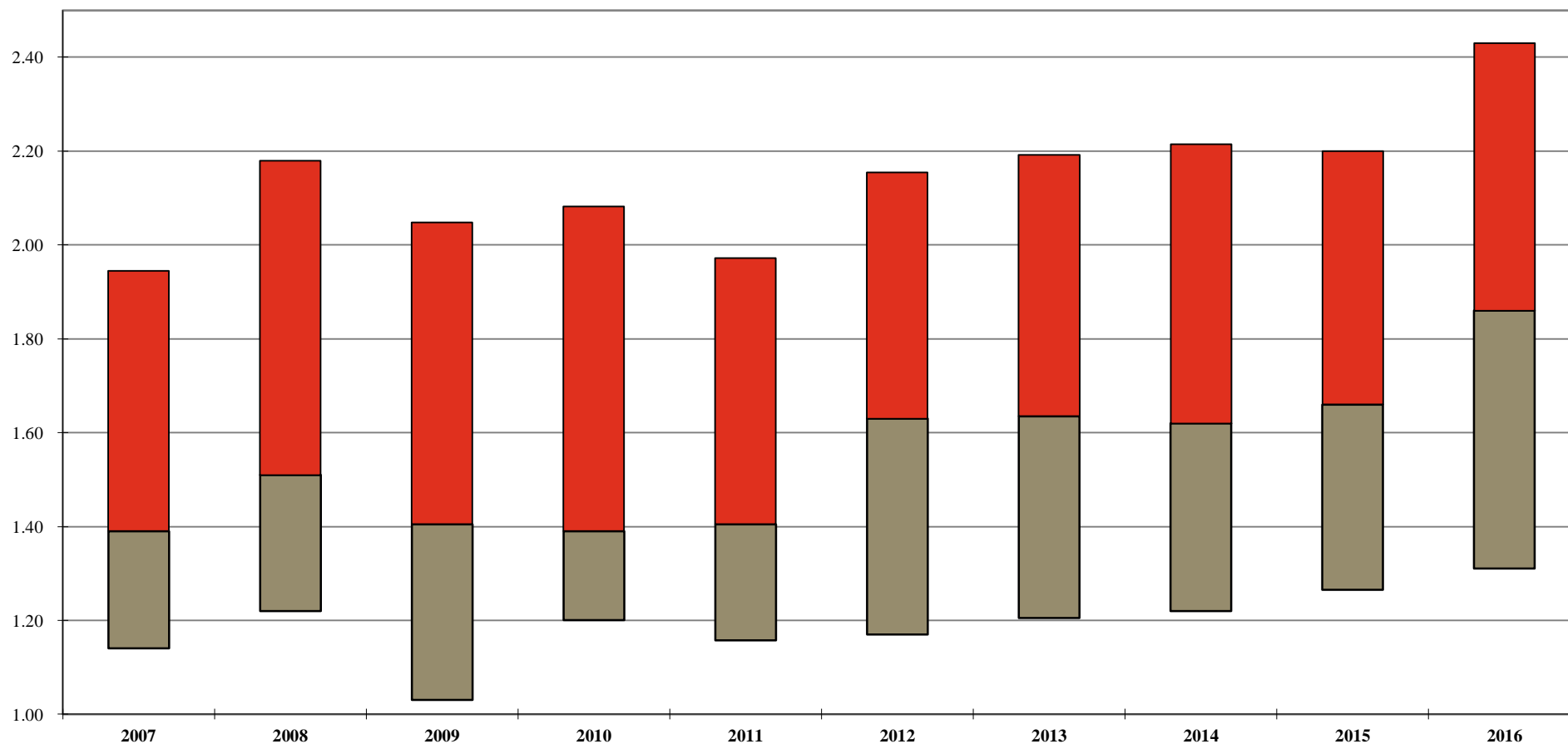
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### Equity Partner Leverage<sup>1</sup>

For the 12-month period ending December 31st of the stated year



**Your Firm**

**1st Qtile**

**Median**

**3rd Qtile**

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
1.95	2.18	2.05	2.08	1.97	2.16	2.19	2.22	2.20	2.43
1.39	1.51	1.41	1.39	1.41	1.63	1.64	1.62	1.66	1.86
1.14	1.22	1.03	1.20	1.16	1.17	1.21	1.22	1.27	1.31

<sup>1</sup> Ratio of Other Attorneys to Equity Partners. Other Attorneys include Non-Equity Partners, Associates, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

Additional detail can be found on Page 115.

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

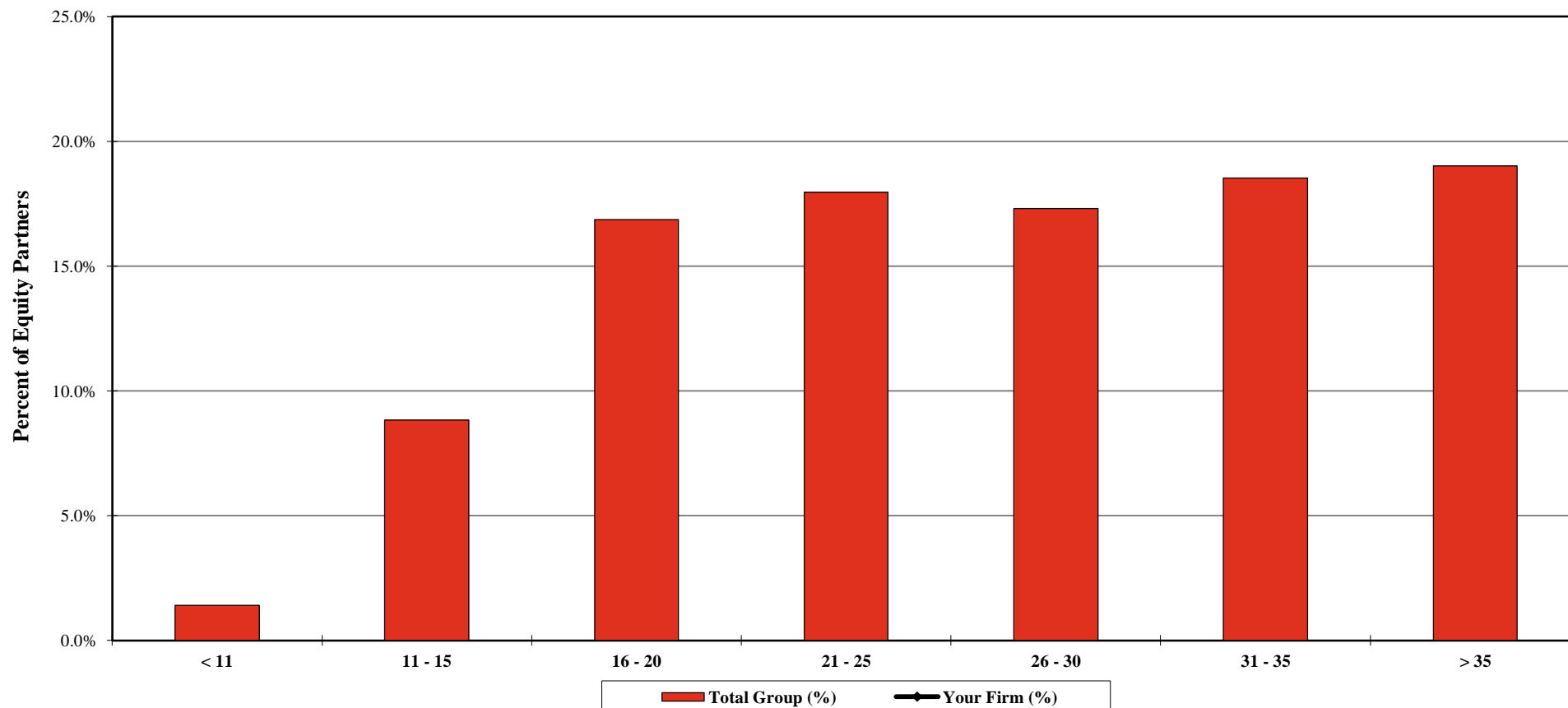
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### Distribution of Equity Partners by Years of Experience<sup>1</sup>

For the 12-month period ending December 31, 2016



Your Firm (%) Your Firm (FTE) Total Group (%) Total Group (FTE)	Equity Partners by Years of Experience						
	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
	1.4%	8.8%	16.9%	18.0%	17.3%	18.5%	19.0%
	85	530	1,012	1,079	1,039	1,112	1,141

<sup>1</sup> Years of experience includes the length of time practicing law since passing the bar exam.

\*\* omitted due to insufficient data

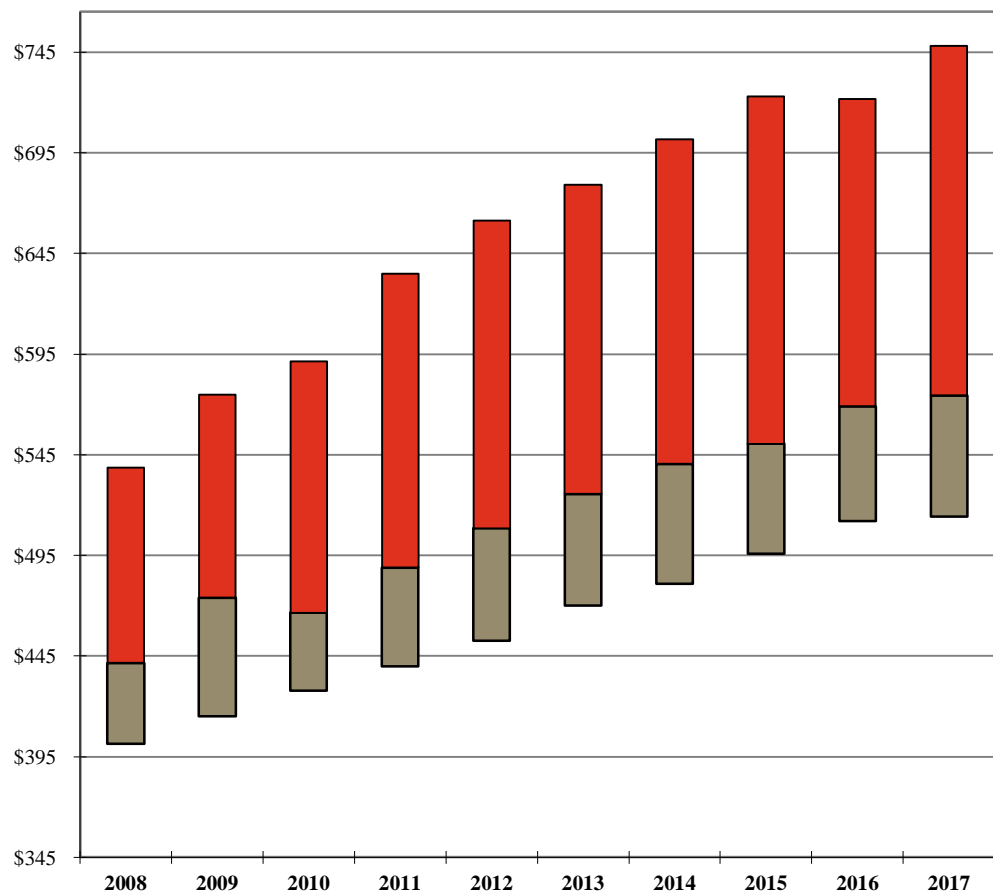
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### Equity Partner Rates

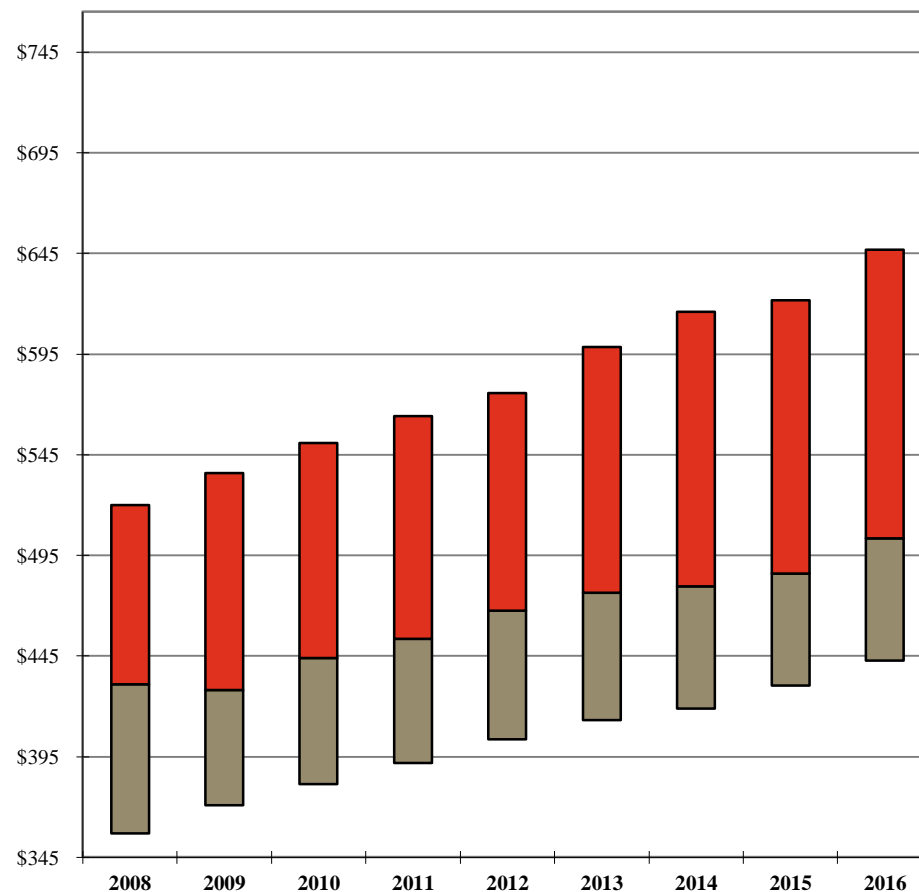
#### Standard Rates

As of January 1st of the stated year



#### Billed Rates

For the 12-month period ending December 31st of the stated year



Your Firm

1st Qtle

Median

3rd Qtle

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
1st Qtle	\$539	\$575	\$591	\$635	\$661	\$679	\$702	\$723	\$722	\$748
Median	442	474	467	489	509	526	541	551	569	575
3rd Qtle	401	415	428	440	453	470	481	496	512	514

Your Firm

1st Qtle

Median

3rd Qtle

	2008	2009	2010	2011	2012	2013	2014	2015	2016
1st Qtle	\$520	\$536	\$551	\$564	\$576	\$599	\$616	\$622	\$647
Median	431	428	444	454	468	477	480	486	504
3rd Qtle	357	371	381	392	404	413	419	430	443

Additional detail can be found on Pages 76 and 95.

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

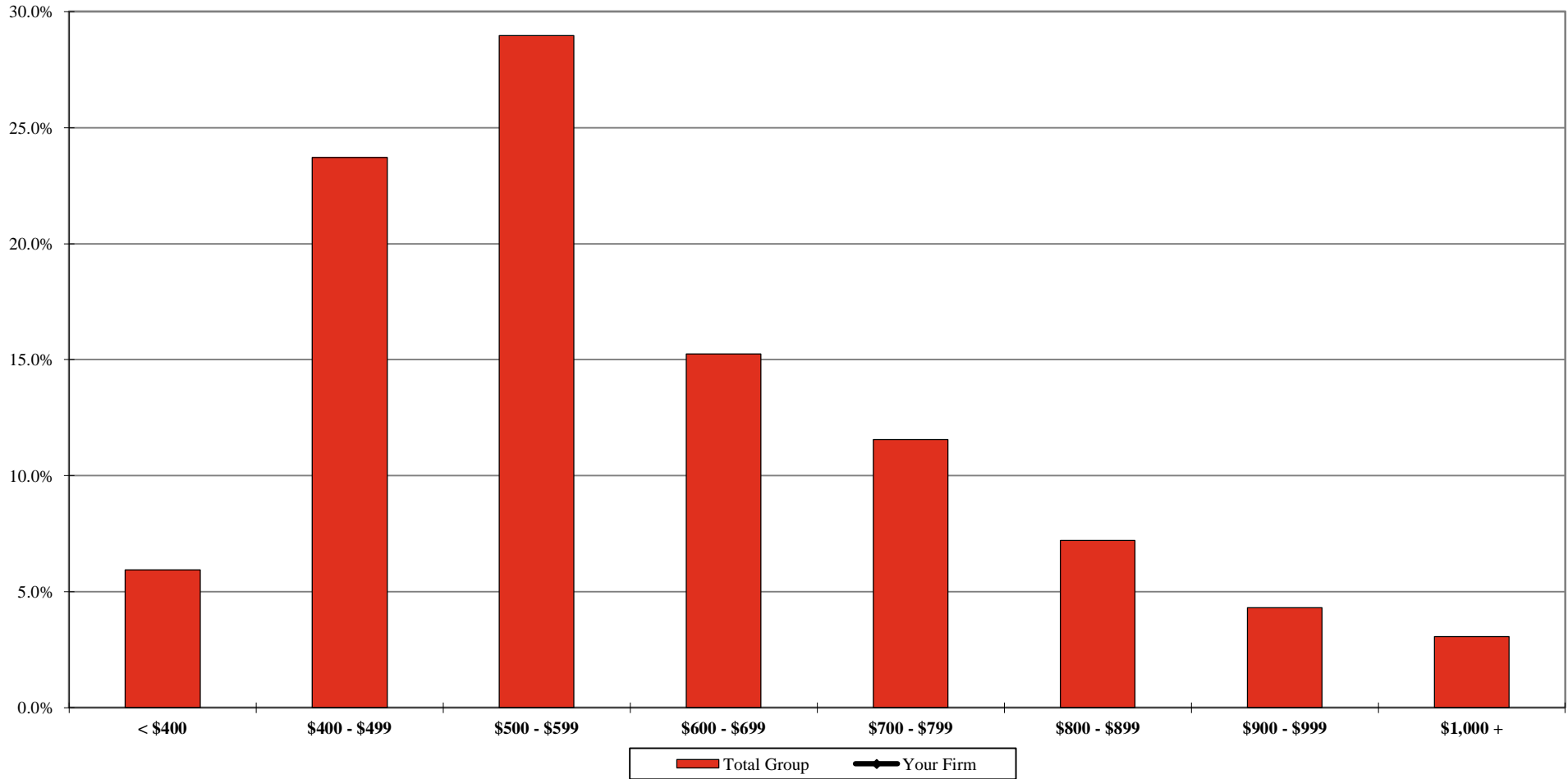
\*\* omitted due to insufficient data

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### Distribution of Equity Partner Standard Billing Rates

As of January 1, 2017



	< \$400	\$400 - \$499	\$500 - \$599	\$600 - \$699	\$700 - \$799	\$800 - \$899	\$900 - \$999	\$1,000 +
<b>Your Firm</b>								
<b>Total Group</b>	5.9%	23.7%	29.0%	15.3%	11.6%	7.2%	4.3%	3.1%

Additional detail can be found on Page 78.

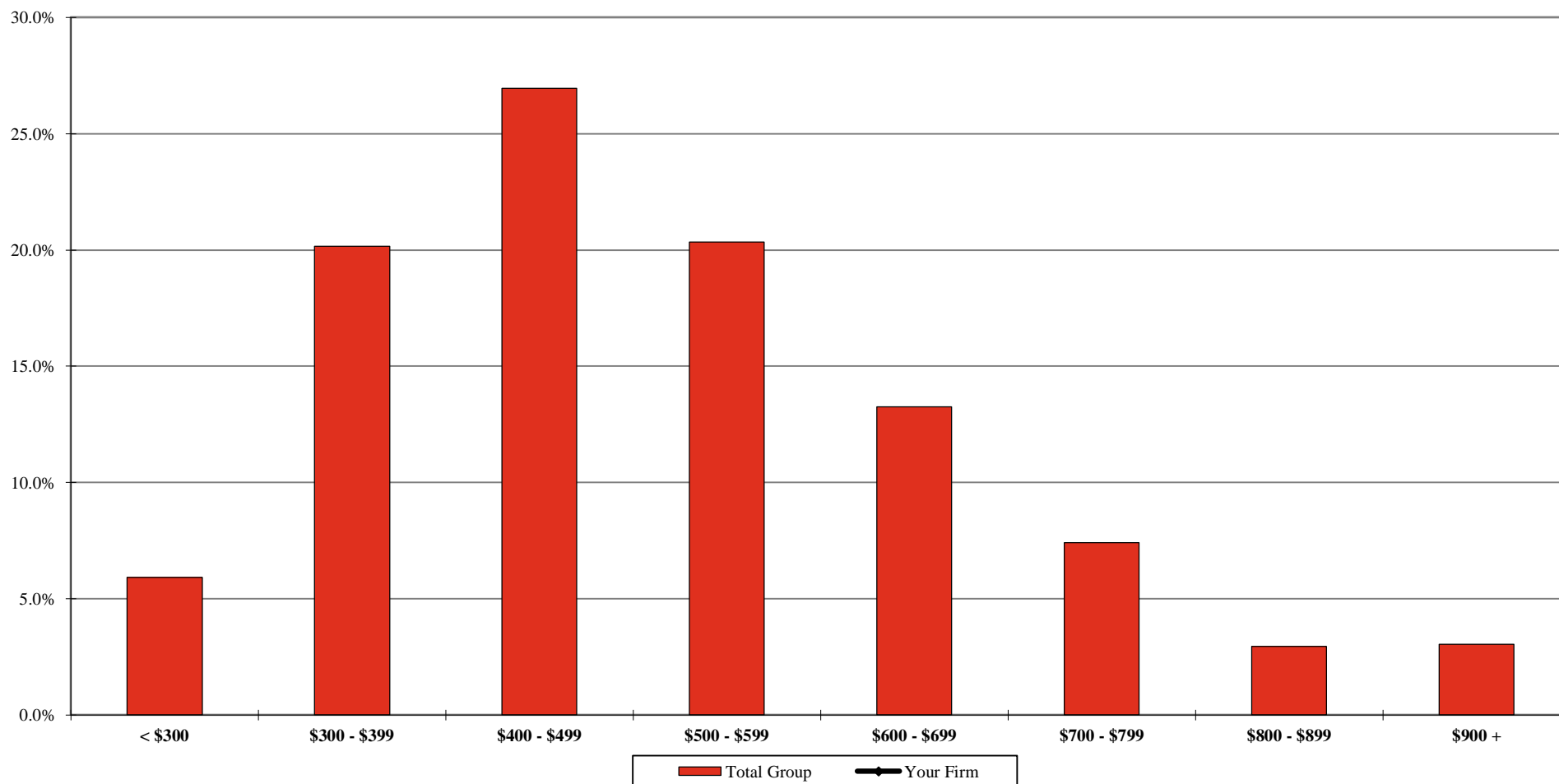
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Distribution of Equity Partner Billed Rates

For the 12-month period ending December 31, 2016



	< \$300	\$300 - \$399	\$400 - \$499	\$500 - \$599	\$600 - \$699	\$700 - \$799	\$800 - \$899	\$900 +
<b>Your Firm</b>								
<b>Total Group</b>	5.9%	20.2%	26.9%	20.3%	13.3%	7.4%	2.9%	3.0%

Additional detail can be found on Page 97.

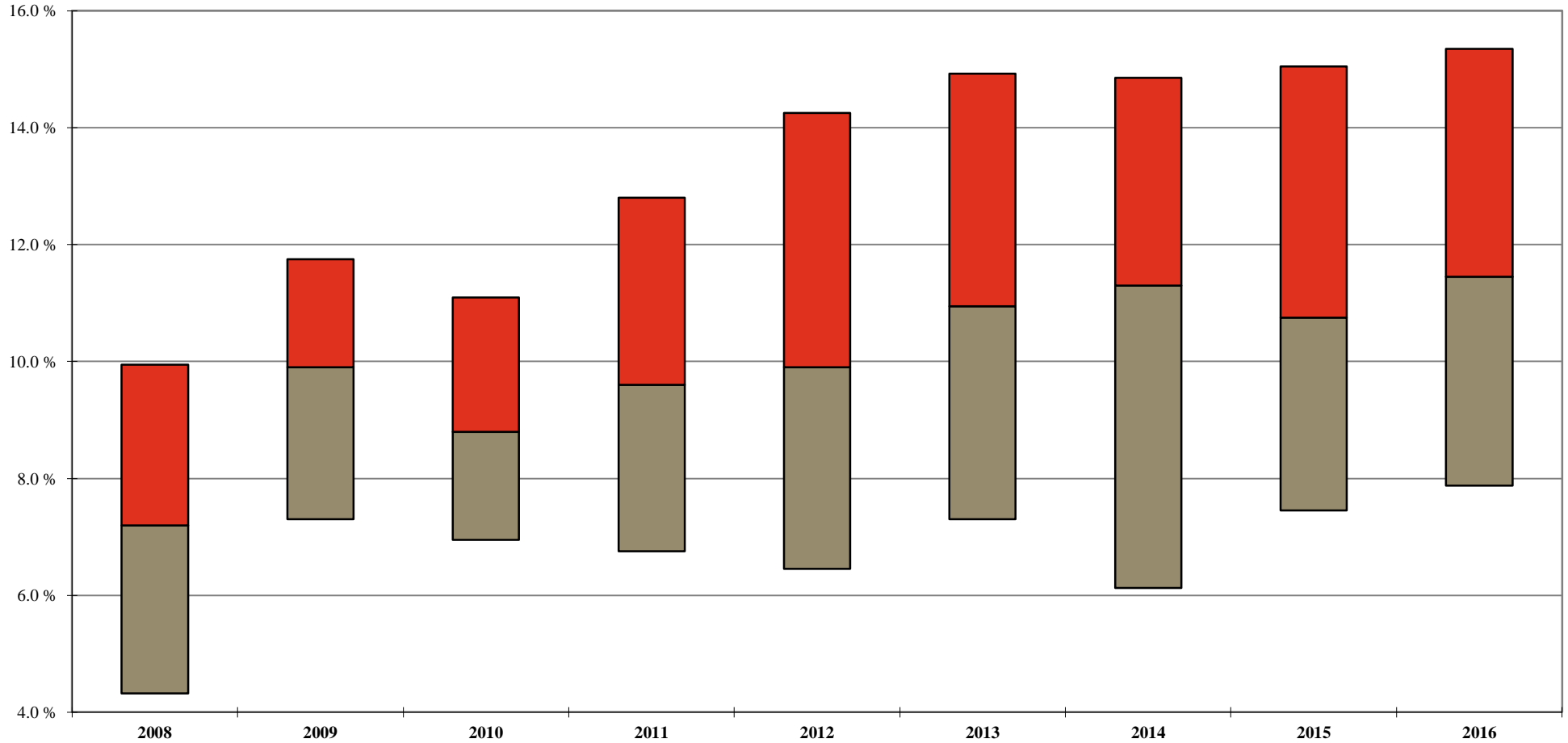
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Equity Partner Discounting<sup>1</sup>

For the 12-month period ending December 31st of the stated year



	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Your Firm</b>									
<b>1st Qtle</b>	10.0%	11.8%	11.1%	12.8%	14.3%	14.9%	14.9%	15.1%	15.4%
<b>Median</b>	7.2%	9.9%	8.8%	9.6%	9.9%	11.0%	11.3%	10.8%	11.5%
<b>3rd Qtle</b>	4.3%	7.3%	7.0%	6.8%	6.5%	7.3%	6.1%	7.5%	7.9%

<sup>1</sup> Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 105.

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

\*\* omitted due to insufficient data

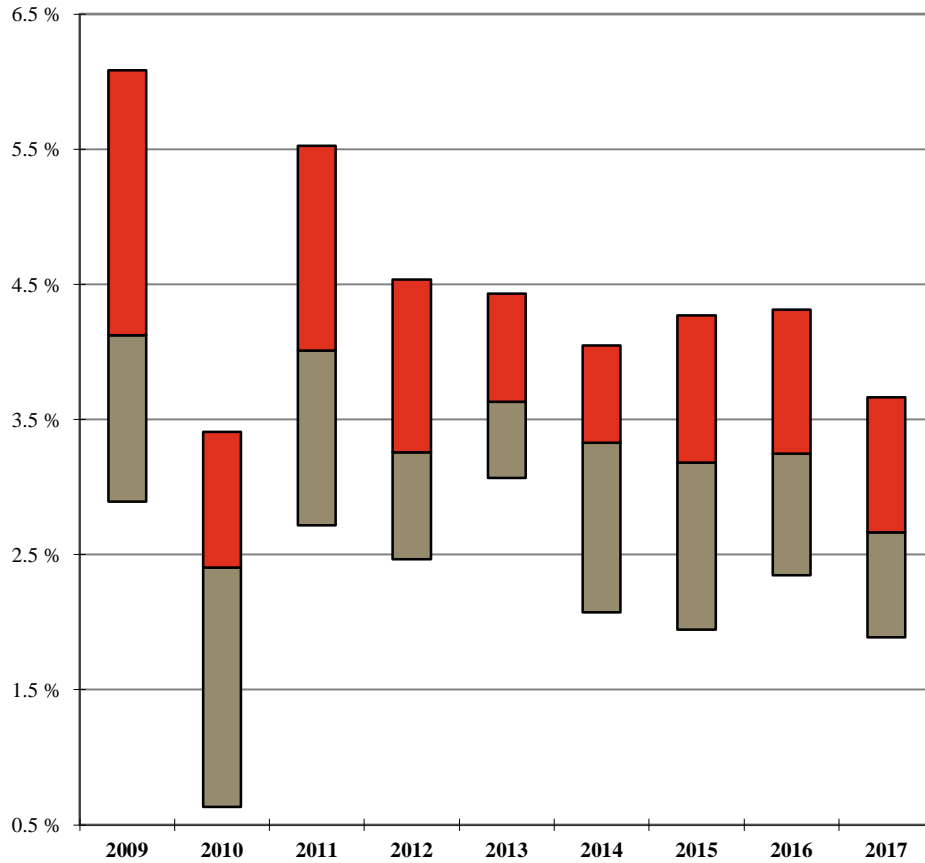
# 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

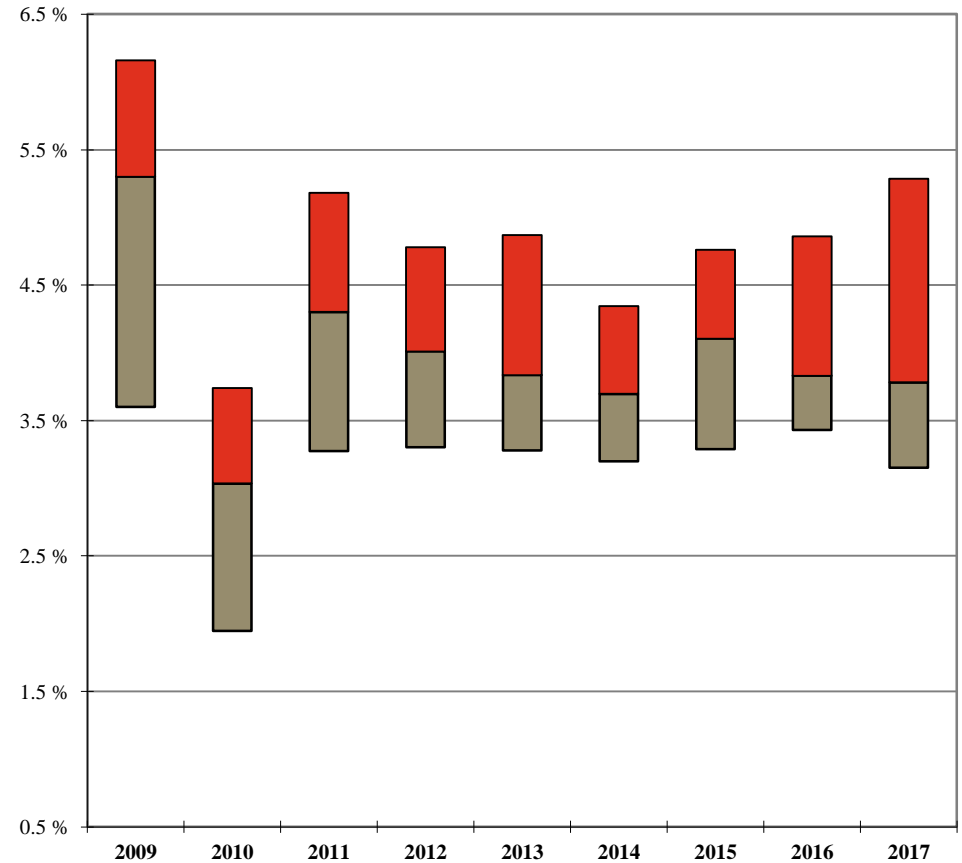
## Annual Change<sup>1</sup> : Equity Partner Standard Rates

As of January 1st of the stated year

'Net' Change



'Full Year' Change



	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>Your Firm</b>									
<b>1st Qtle</b>	6.1%	3.4%	5.5%	4.5%	4.4%	4.0%	4.3%	4.3%	3.7%
<b>Median</b>	4.1%	2.4%	4.0%	3.3%	3.6%	3.3%	3.2%	3.3%	2.7%
<b>3rd Qtle</b>	2.9%	0.6%	2.7%	2.5%	3.1%	2.1%	1.9%	2.4%	1.9%

	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>Your Firm</b>									
<b>1st Qtle</b>	6.2%	3.7%	5.2%	4.8%	4.9%	4.3%	4.8%	4.9%	5.3%
<b>Median</b>	5.3%	3.0%	4.3%	4.0%	3.8%	3.7%	4.1%	3.8%	3.8%
<b>3rd Qtle</b>	3.6%	1.9%	3.3%	3.3%	3.3%	3.2%	3.3%	3.4%	3.2%

<sup>1</sup> 'Net' Change is the overall change in the average Standard Billing Rate for the stated year; 'Full Year' Change is calculated only for those Equity Partners who were employed during the entire one year period, excluding Equity Partners who had a title change during the year.

Additional detail can be found on Pages 76 and 83.

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

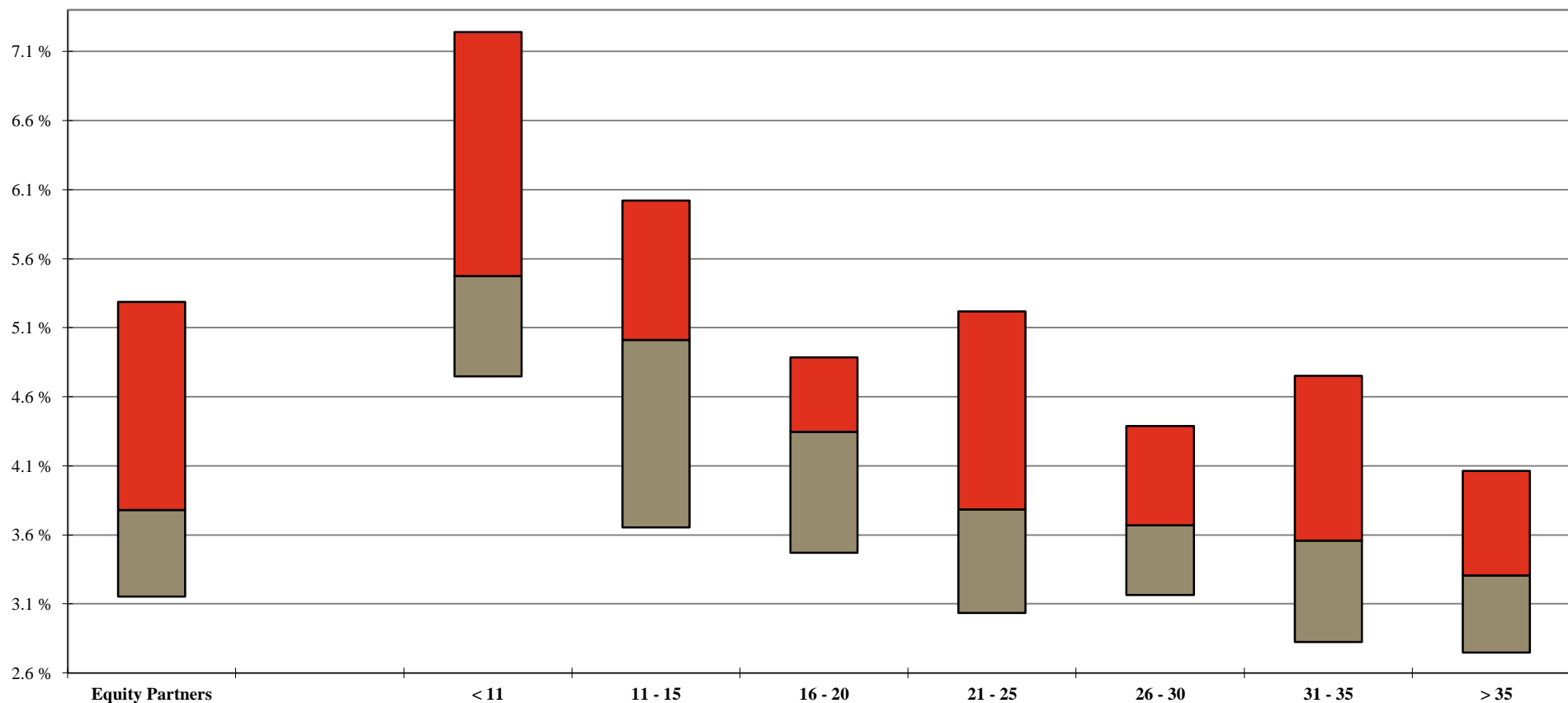
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### 'Full Year'<sup>1</sup> Equity Partner Standard Rate Change by Years of Experience

As of January 1, 2017



		Years of Experience							
		Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
Your Firm									
	1st Qtle	5.3%	7.2%	6.0%	4.9%	5.2%	4.4%	4.8%	4.1%
	Median	3.8%	5.5%	5.0%	4.3%	3.8%	3.7%	3.6%	3.3%
	3rd Qtle	3.2%	4.7%	3.7%	3.5%	3.0%	3.2%	2.8%	2.7%

<sup>1</sup> 'Full Year' Change is calculated only for those Equity Partners who were employed during the entire one year period, excluding Equity Partners who had a title change during the year.

Additional detail can be found on Page 83.

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

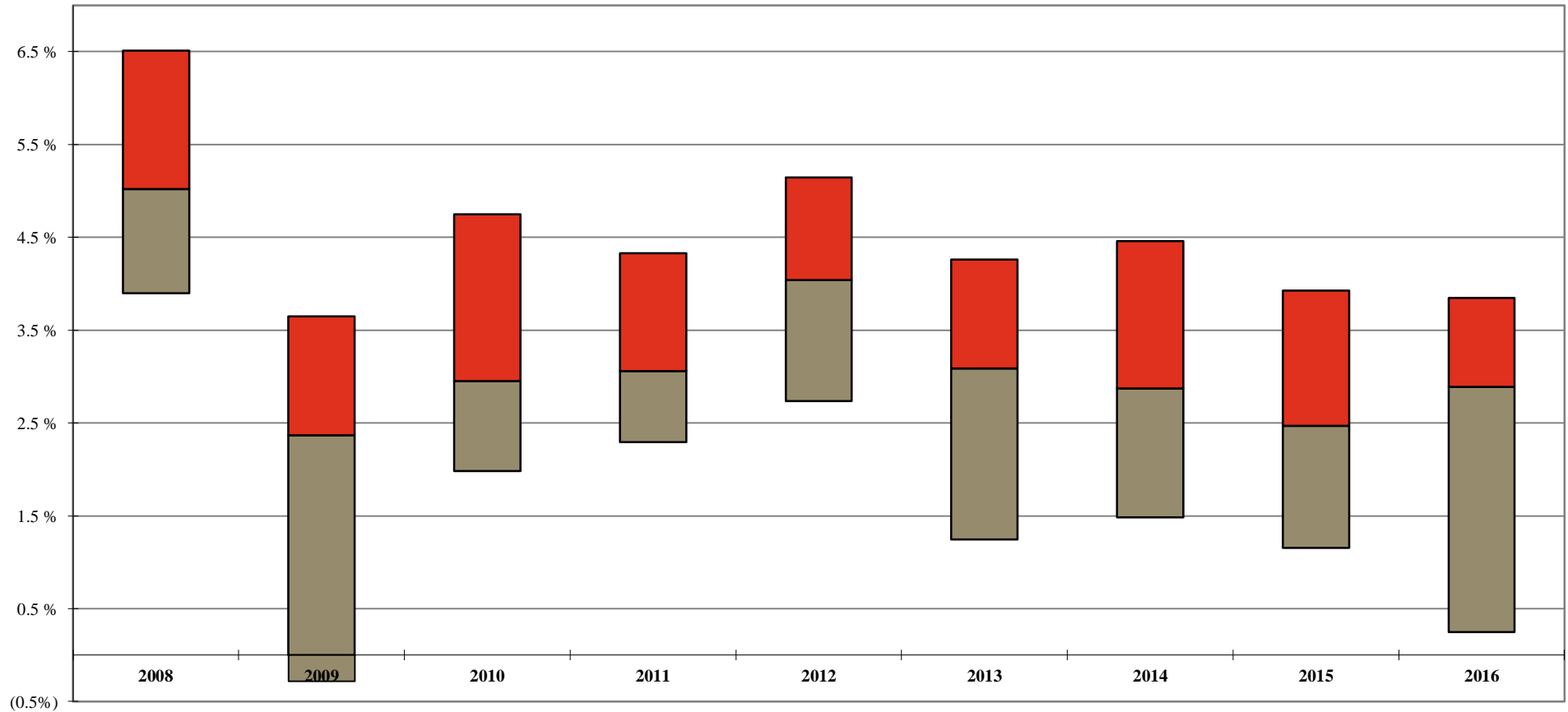
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Annual Change: Equity Partner Billed Rates

For the 12-month period ending December 31st of the stated year



Your Firm

1st Qtile

Median

3rd Qtile

2008	2009	2010	2011	2012	2013	2014	2015	2016
6.5%	3.6%	4.8%	4.3%	5.1%	4.3%	4.5%	3.9%	3.8%
5.0%	2.4%	3.0%	3.1%	4.0%	3.1%	2.9%	2.5%	2.9%
3.9%	(0.3%)	2.0%	2.3%	2.7%	1.2%	1.5%	1.2%	0.2%

Additional detail can be found on Page 95.

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

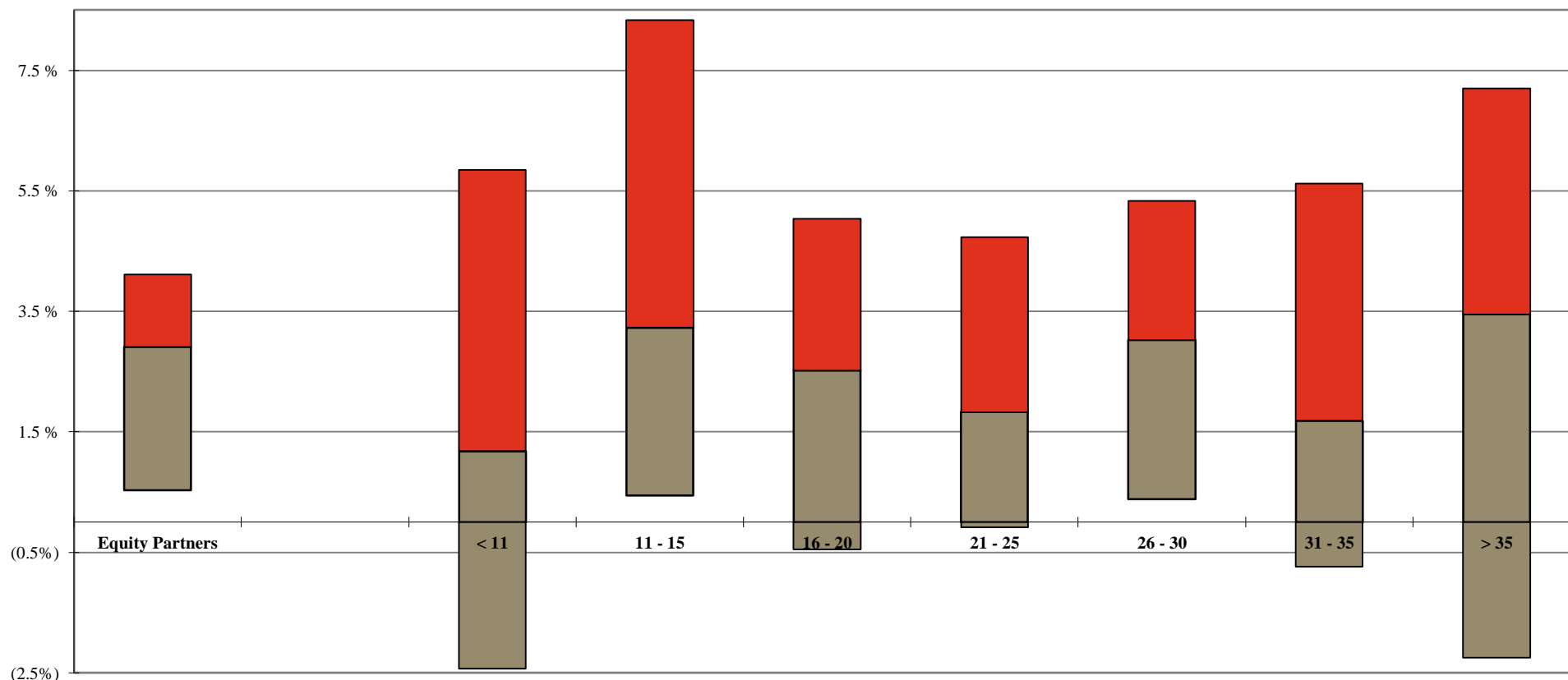
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# 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## 'Full Year'<sup>1</sup> Equity Partner Billed Rate Change by Years of Experience

As of January 1, 2017



		Years of Experience							
Your Firm	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	4.1%	5.9%	8.3%	5.0%	4.7%	5.3%	5.6%	7.2%
	Median	2.9%	1.2%	3.2%	2.5%	1.8%	3.0%	1.7%	3.5%
	3rd Qtle	0.5%	(2.4%)	0.4%	(0.4%)	(0.1%)	0.4%	(0.7%)	(2.2%)

<sup>1</sup> 'Full Year' Change is calculated only for those Equity Partners who were employed during the entire one year period, excluding Equity Partners who had a title change during the year.

Additional detail can be found on Page 102.

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

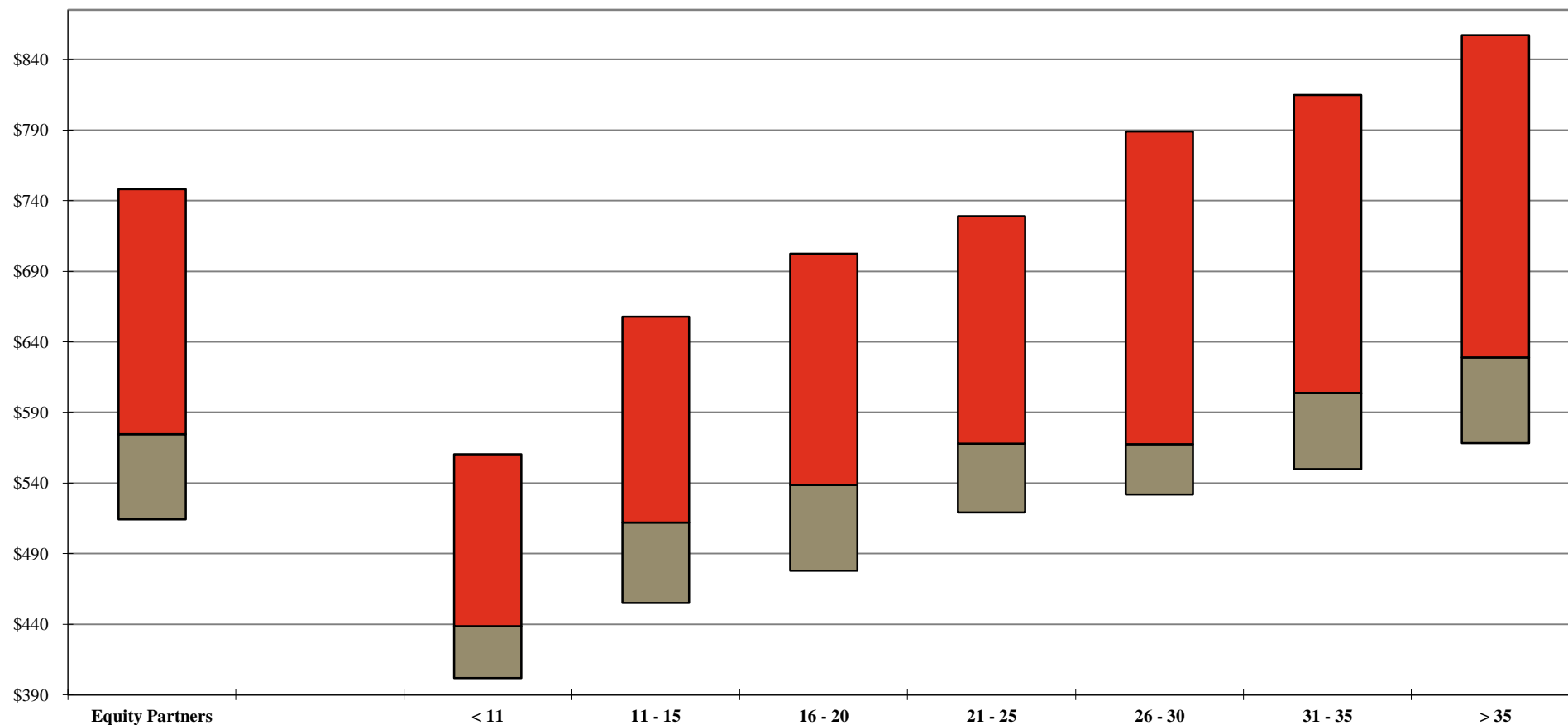
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Equity Partner Standard Rates by Years of Experience

As of January 1, 2017



Your Firm

1st Qtile

Median

3rd Qtile

Equity Partners	Years of Experience						
	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtile	\$560	\$658	\$703	\$729	\$789	\$815	\$857
Median	439	512	539	568	568	604	629
3rd Qtile	402	455	478	519	532	550	568

Additional detail can be found on Page 76.

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

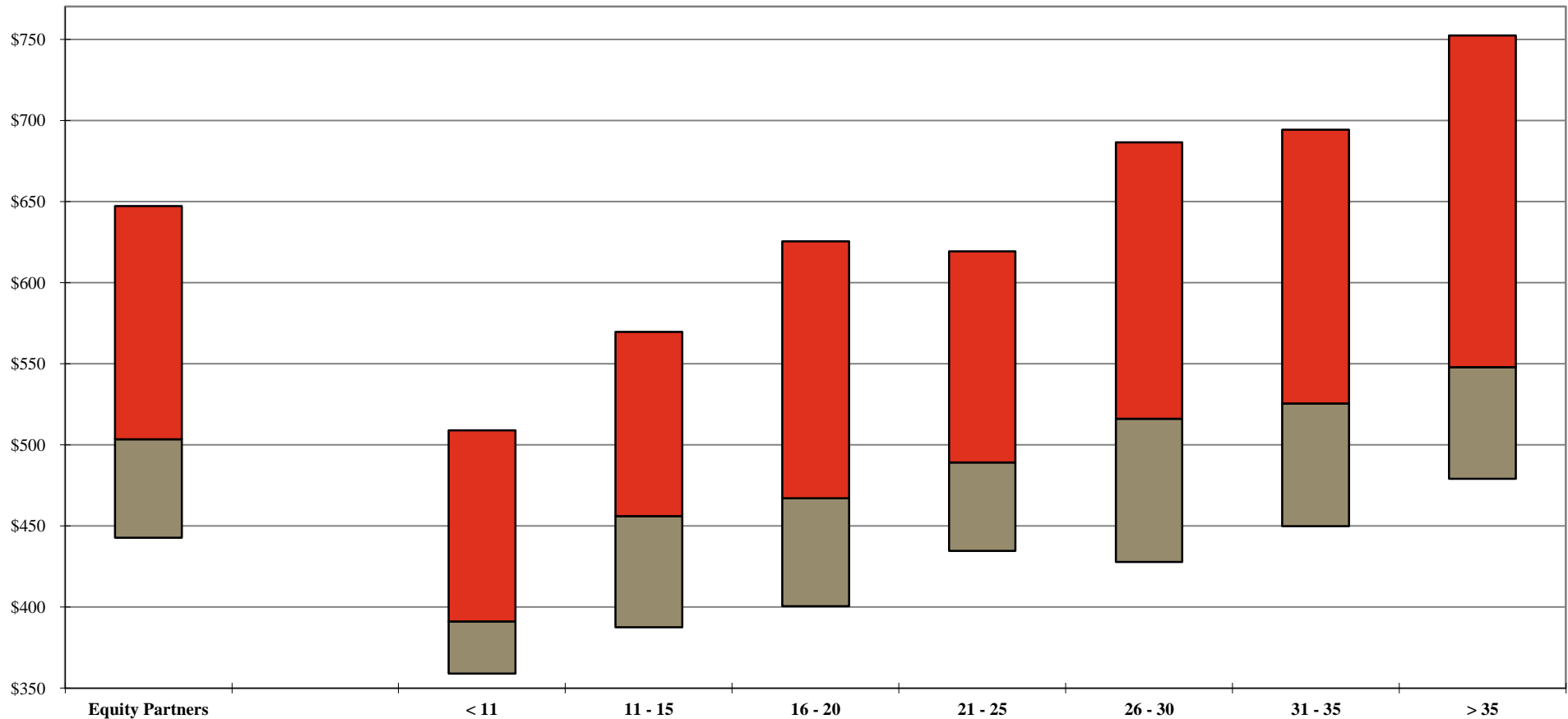
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Equity Partner Billed Rates by Years of Experience

For the 12-month period ending December 31, 2016



		Years of Experience						
		Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35
Your Firm								
1st Qtle	\$647	\$509	\$570	\$625	\$619	\$687	\$694	\$752
Median	504	391	456	467	489	516	526	548
3rd Qtle	443	359	388	401	435	428	450	479

Additional detail can be found on Page 95.

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

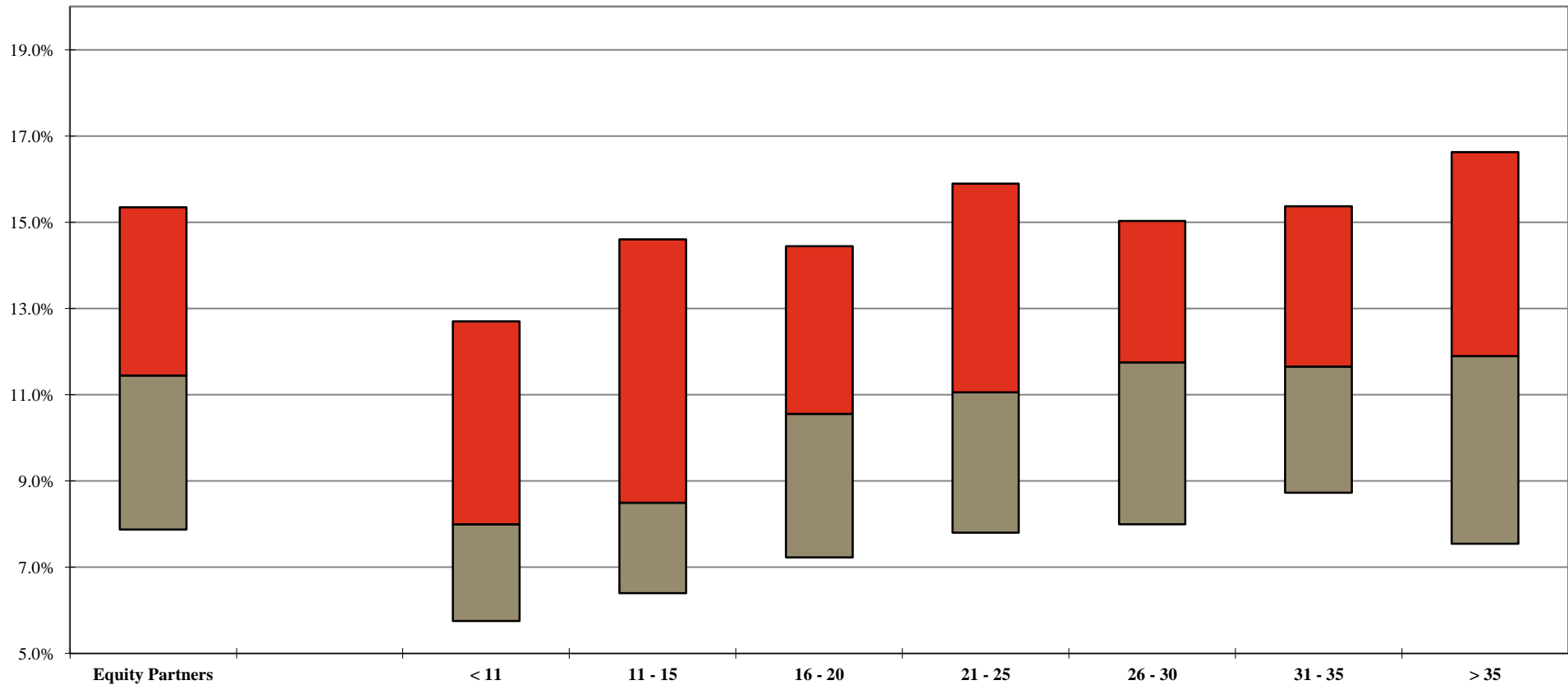
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Equity Partner Discounting<sup>1</sup> by Years of Experience

For the 12-month period ending December 31, 2016



		Years of Experience						
		Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35
Your Firm								
1st Qtle	15.4%	12.7%	14.6%	14.5%	15.9%	15.0%	15.4%	16.6%
Median	11.5%	8.0%	8.5%	10.6%	11.1%	11.8%	11.7%	11.9%
3rd Qtle	7.9%	5.8%	6.4%	7.2%	7.8%	8.0%	8.7%	7.6%

<sup>1</sup> Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 105.

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

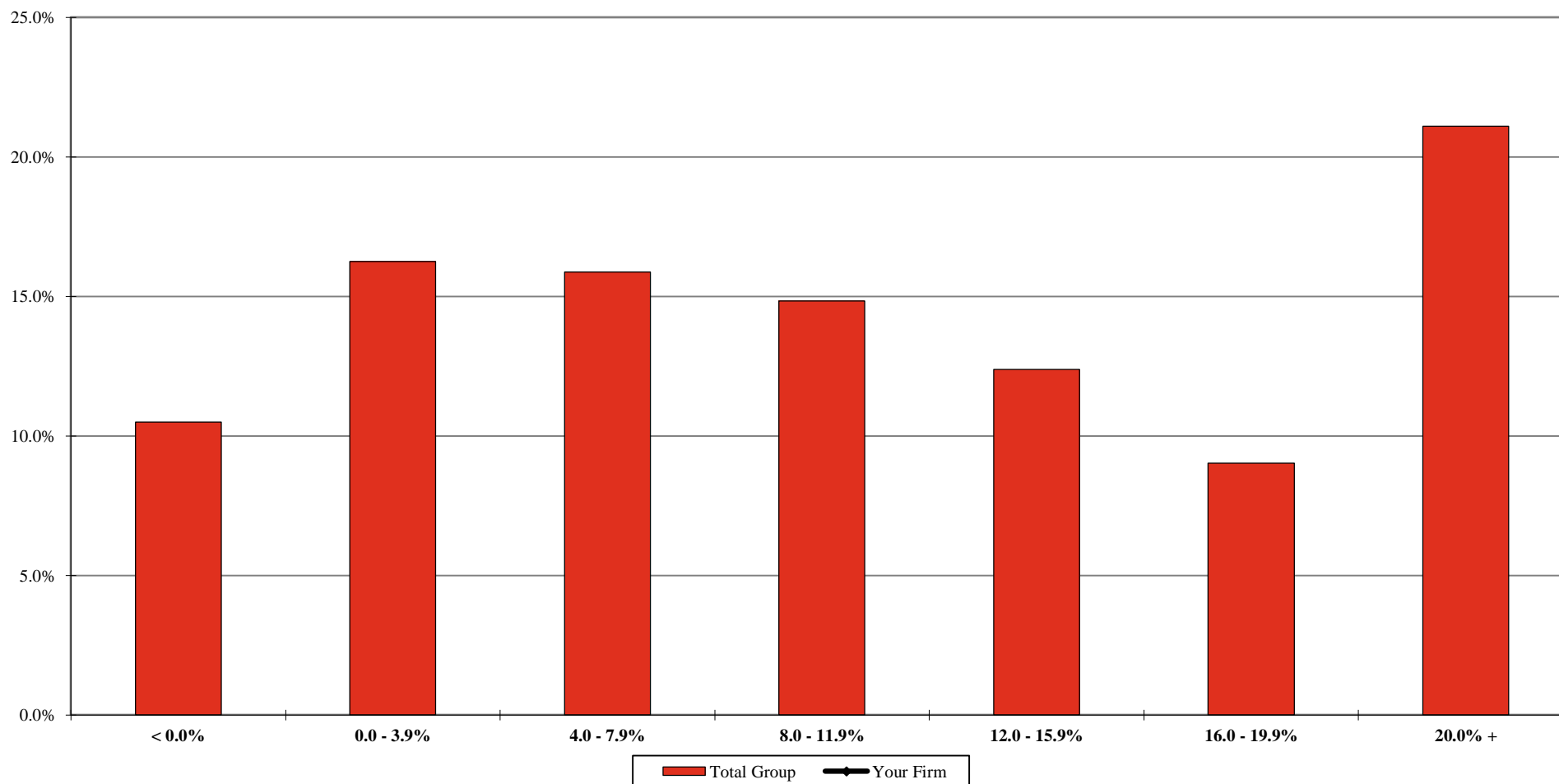
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### *Distribution of Equity Partners by Discount Levels<sup>1</sup>*

*For the 12-month period ending December 31, 2016*



	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
<b>Your Firm</b>							
<b>Total Group</b>	10.5%	16.3%	15.9%	14.8%	12.4%	9.0%	21.1%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 107.

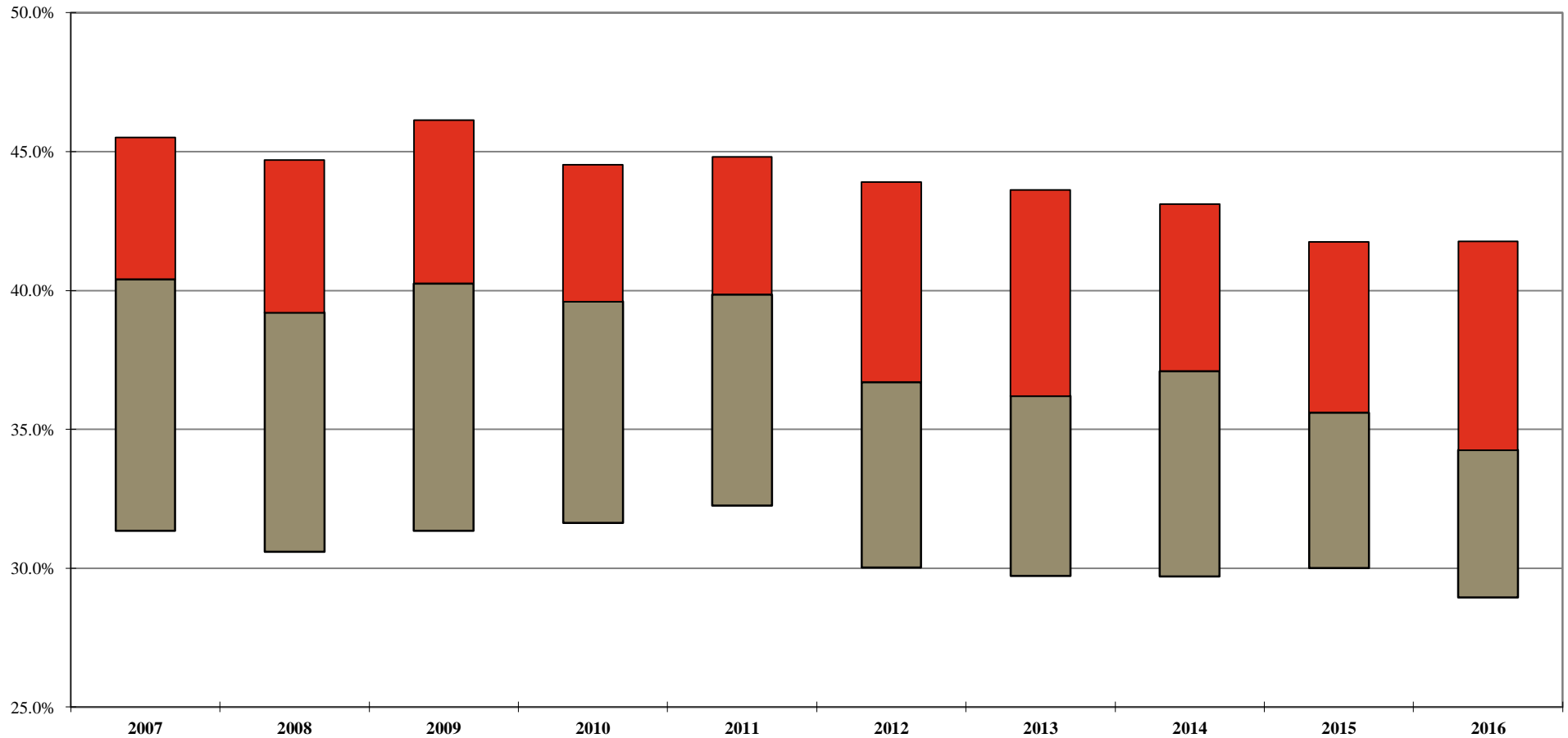
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Equity Partner Hours as a Percentage of All Attorney Hours

For the 12-month period ending December 31st of the stated year



Your Firm

1st Qtle

Median

3rd Qtle

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
45.5%	44.7%	46.1%	44.5%	44.8%	43.9%	43.6%	43.1%	41.8%	41.8%
40.4%	39.2%	40.3%	39.6%	39.9%	36.7%	36.2%	37.1%	35.6%	34.3%
31.4%	30.6%	31.4%	31.6%	32.3%	30.0%	29.7%	29.7%	30.0%	29.0%

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

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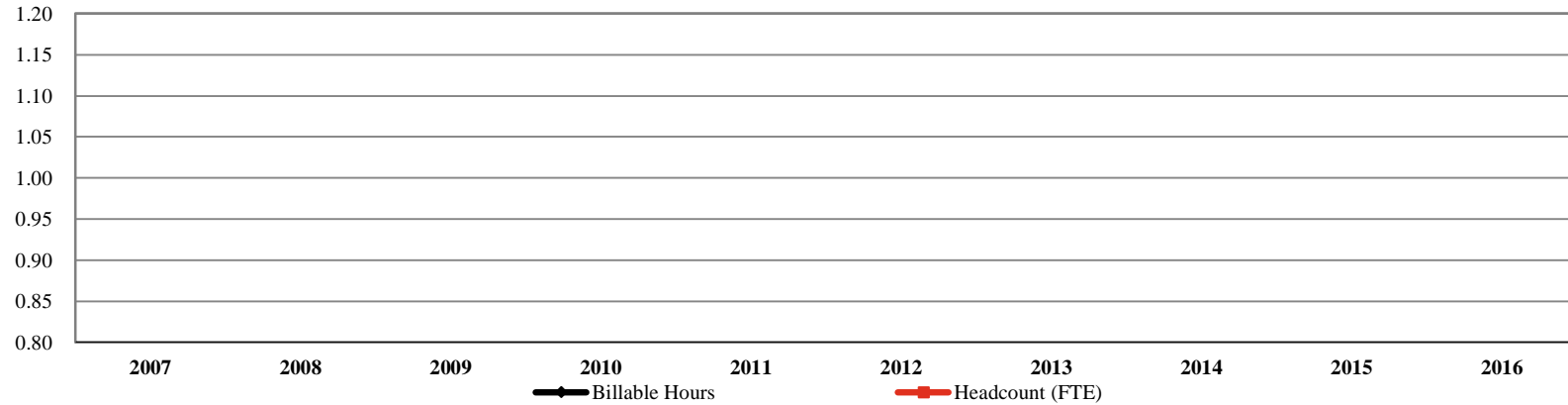
## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Equity Partner Capacity<sup>1</sup>

For the 12-month period ending December 31 of the stated year

#### Your Firm



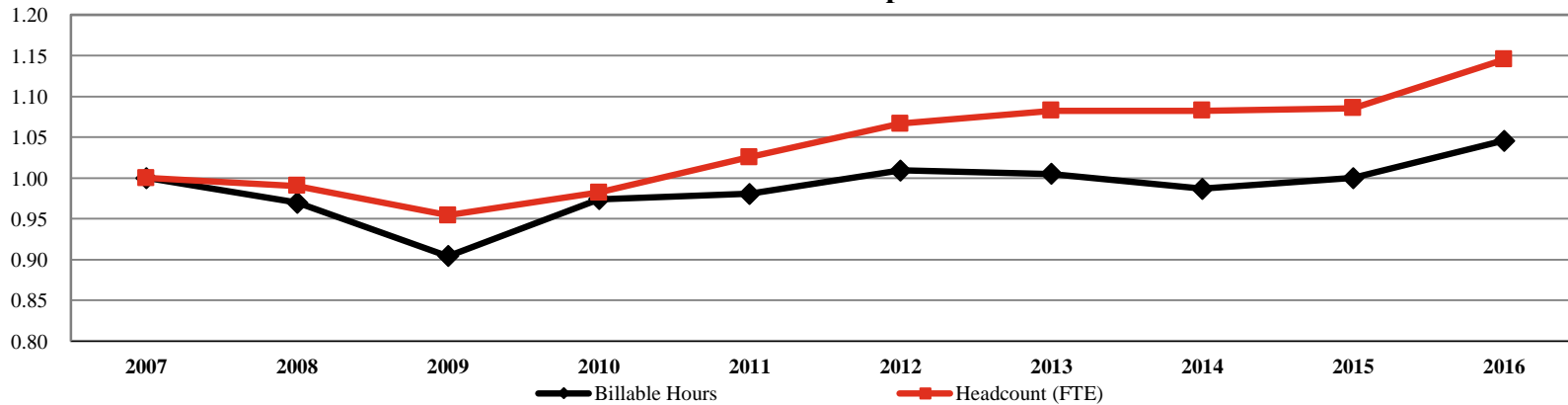
#### Your Firm

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Chg: '07-'16
Billable Hours											
Headcount (FTE)											

#### Total Group



#### Total Group

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Chg: '07-'16
Billable Hours	6,814,709	6,608,712	6,161,931	6,639,277	6,684,357	6,878,529	6,848,959	6,725,897	6,814,287	7,128,082	4.6%
Headcount (FTE)	4,056	4,016	3,871	3,984	4,159	4,326	4,390	4,391	4,404	4,646	14.6%

<sup>1</sup> Includes only those Firms that participated for the past 10 years; All values indexed to 2007.

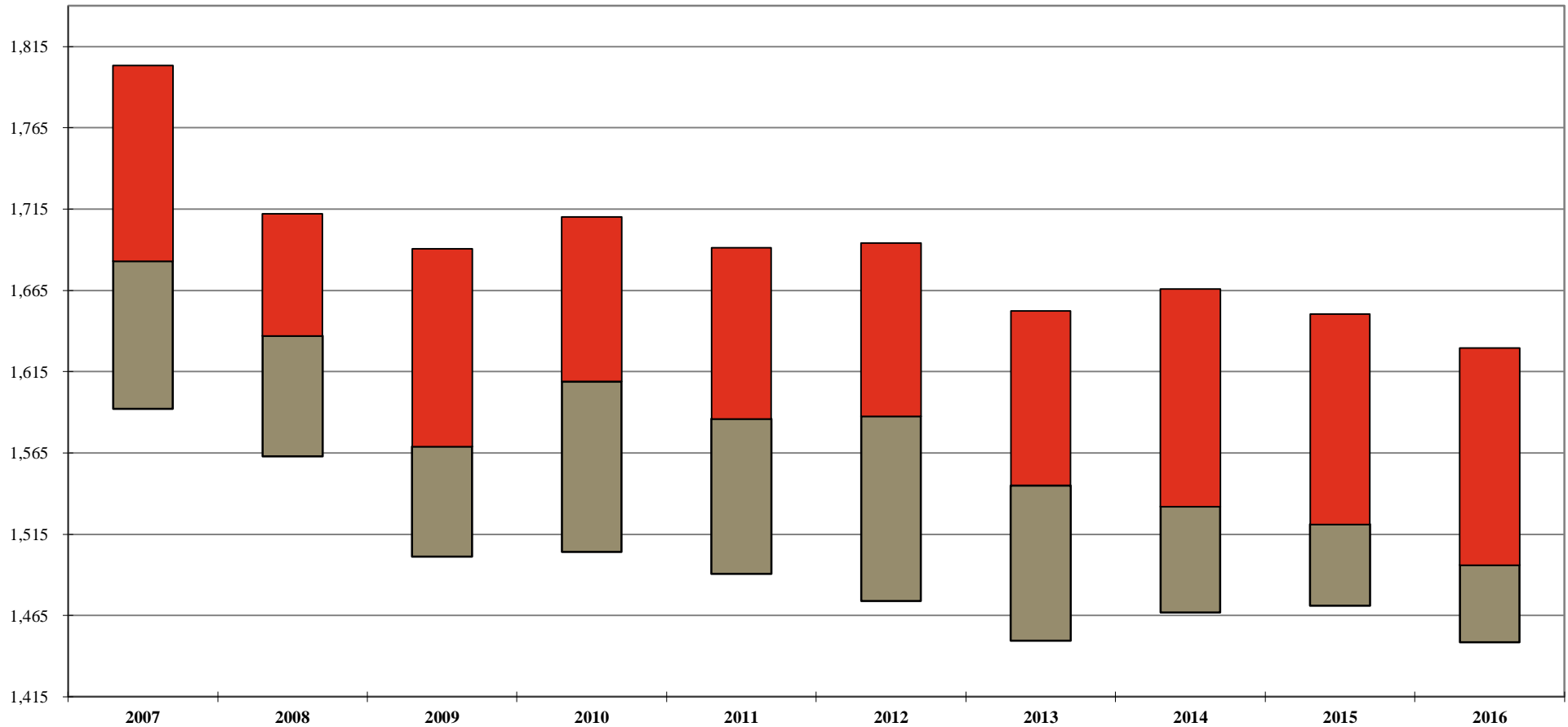
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Equity Partner Utilization

For the 12-month period ending December 31st of the stated year



Your Firm

1st Qtile

Median

3rd Qtile

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Change: '07-'16
1,804	1,712	1,691	1,710	1,691	1,694	1,653	1,666	1,651	1,630	(174)
1,683	1,637	1,569	1,609	1,586	1,588	1,545	1,532	1,521	1,496	(187)
1,592	1,563	1,501	1,504	1,491	1,474	1,450	1,467	1,471	1,449	(144)

Additional detail can be found on Page 110.

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

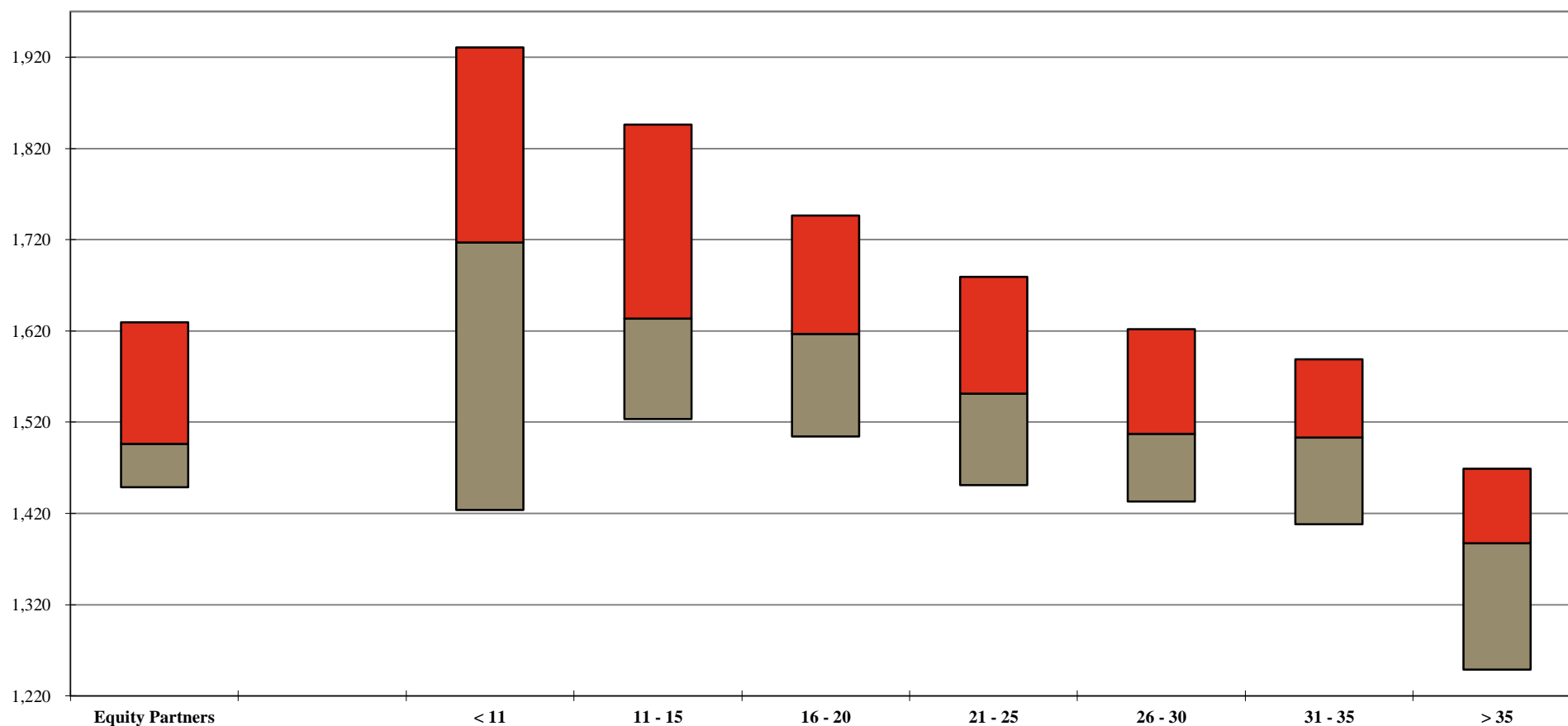
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Equity Partner Utilization by Years of Experience

For the 12-month period ending December 31, 2016



Your Firm		Years of Experience							
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	1,630	1,931	1,846	1,747	1,679	1,622	1,589	1,469
	Median	1,496	1,717	1,634	1,617	1,551	1,507	1,503	1,388
	3rd Qtle	1,449	1,424	1,524	1,505	1,451	1,433	1,408	1,249

Additional detail can be found on Page 110.

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

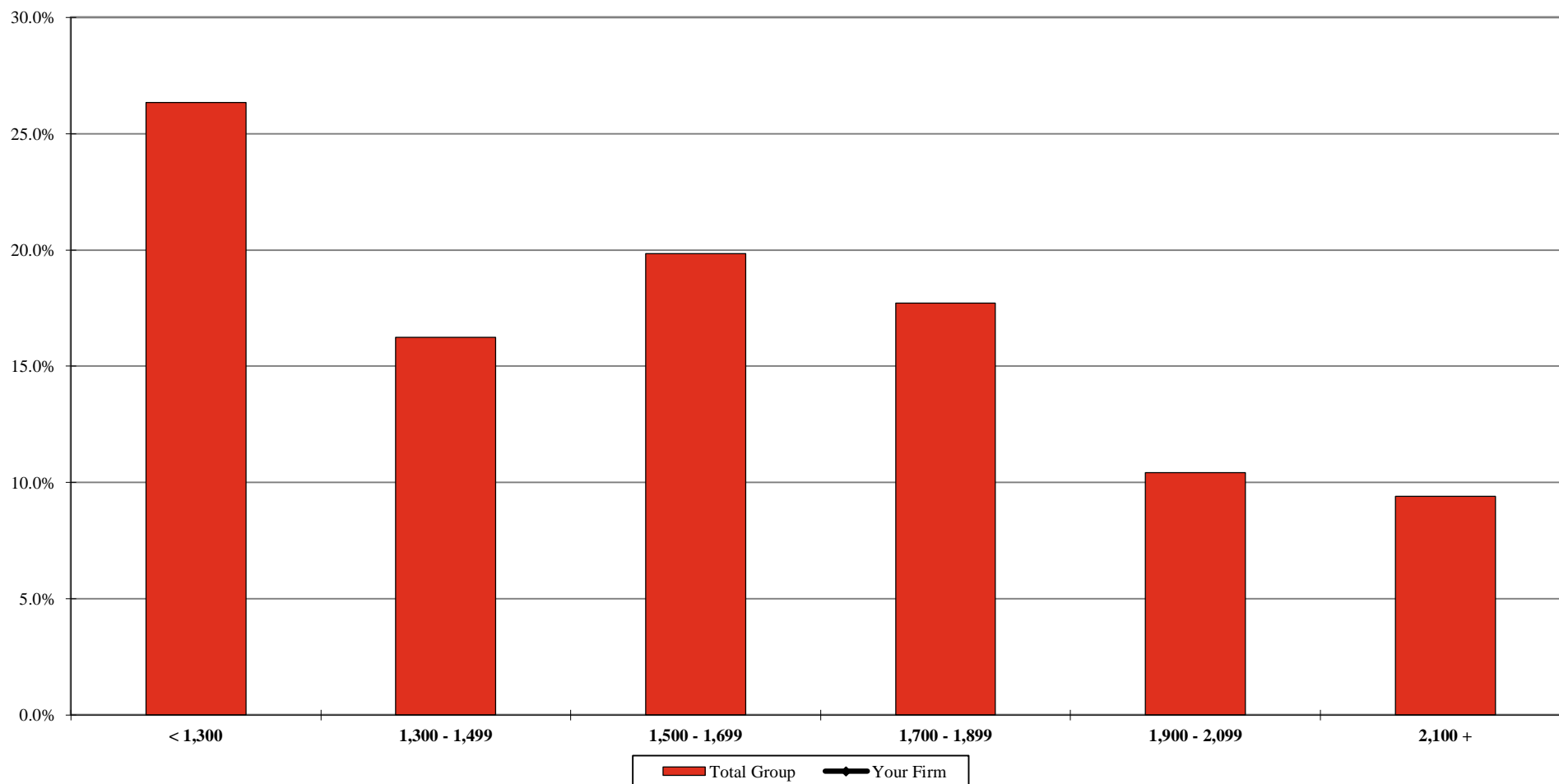
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### *Distribution of Equity Partners by Utilization Levels<sup>1</sup>*

*For the 12-month period ending December 31, 2016*



**Your Firm**  
**Total Group**

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
26.3%	16.2%	19.9%	17.7%	10.4%	9.4%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each utilization level.  
Additional detail can be found on Page 111.

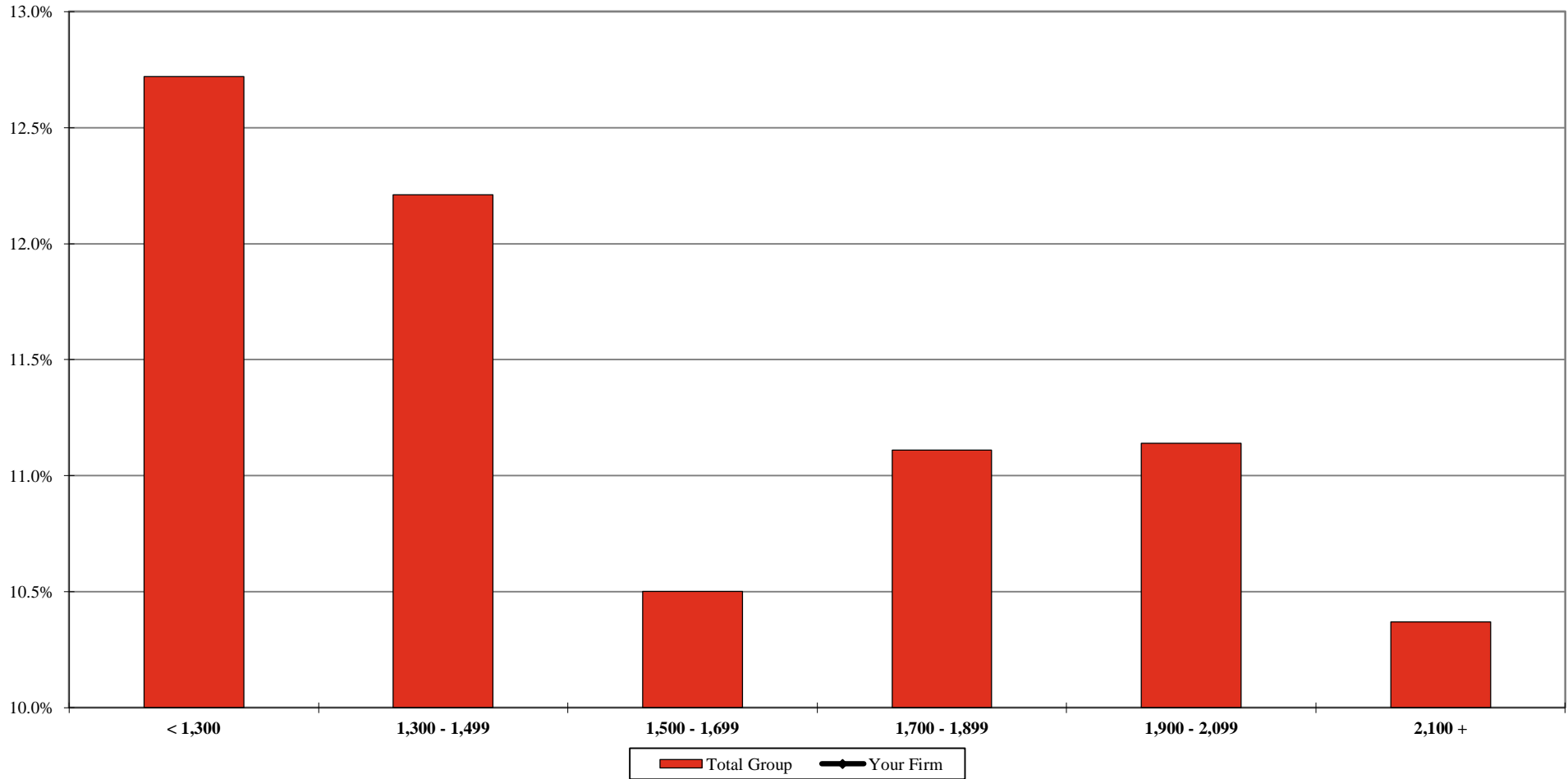
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Equity Partner Discounting<sup>1</sup> by Utilization Levels

For the 12-month period ending December 31, 2016



**Your Firm**  
**Total Group**

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
12.7%	12.2%	10.5%	11.1%	11.1%	10.4%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each utilization level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

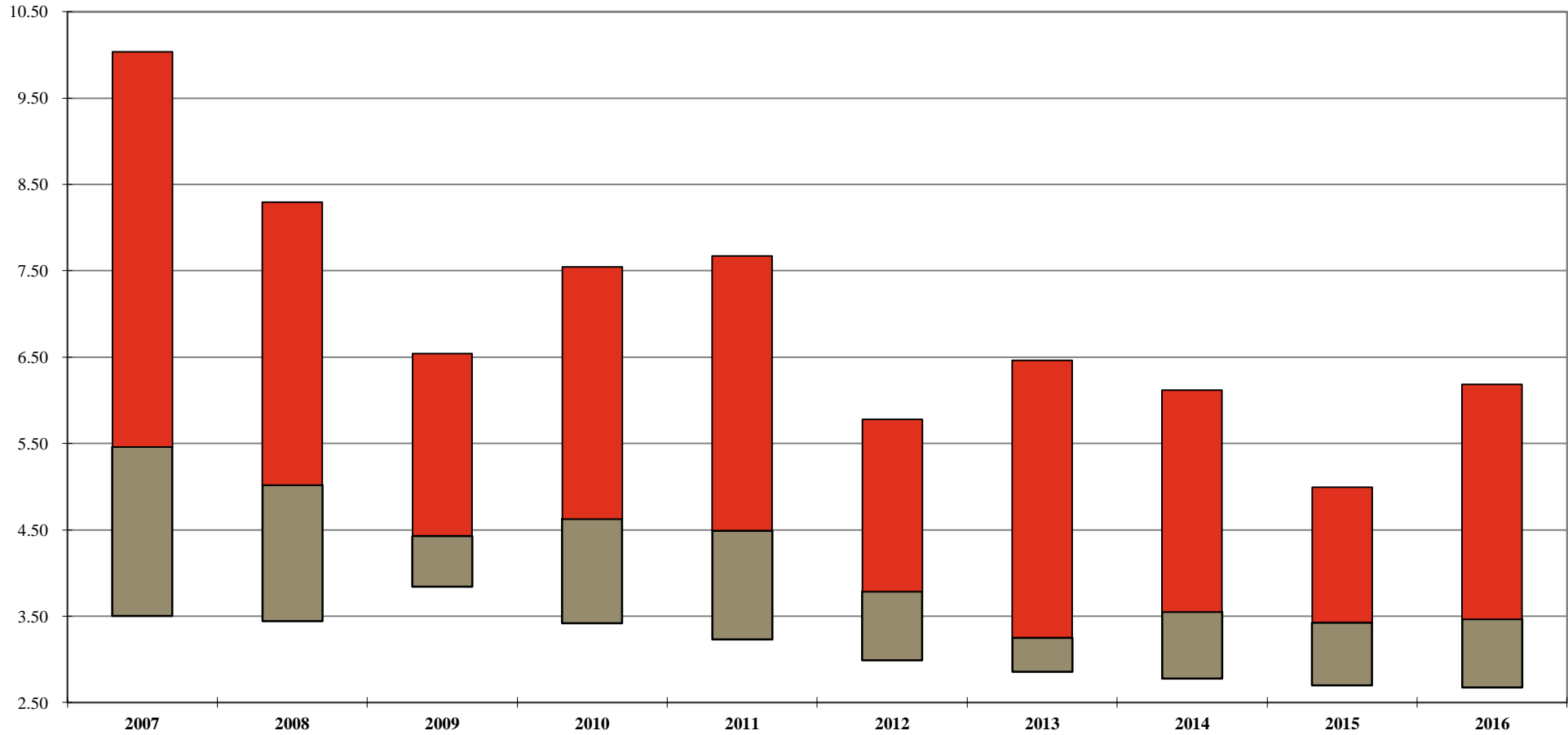
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Non-Equity Partner Leverage<sup>1</sup>

For the 12-month period ending December 31st of the stated year



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Your Firm</b>										
<b>1st Qtile</b>	10.04	8.29	6.54	7.55	7.67	5.78	6.46	6.12	4.99	6.19
<b>Median</b>	5.46	5.02	4.43	4.63	4.49	3.79	3.25	3.55	3.43	3.47
<b>3rd Qtile</b>	3.51	3.45	3.84	3.42	3.23	2.99	2.86	2.78	2.70	2.68

<sup>1</sup> Ratio of Other Attorneys to Non-Equity Partners. Other Attorneys include Equity Partners, Associates, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

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

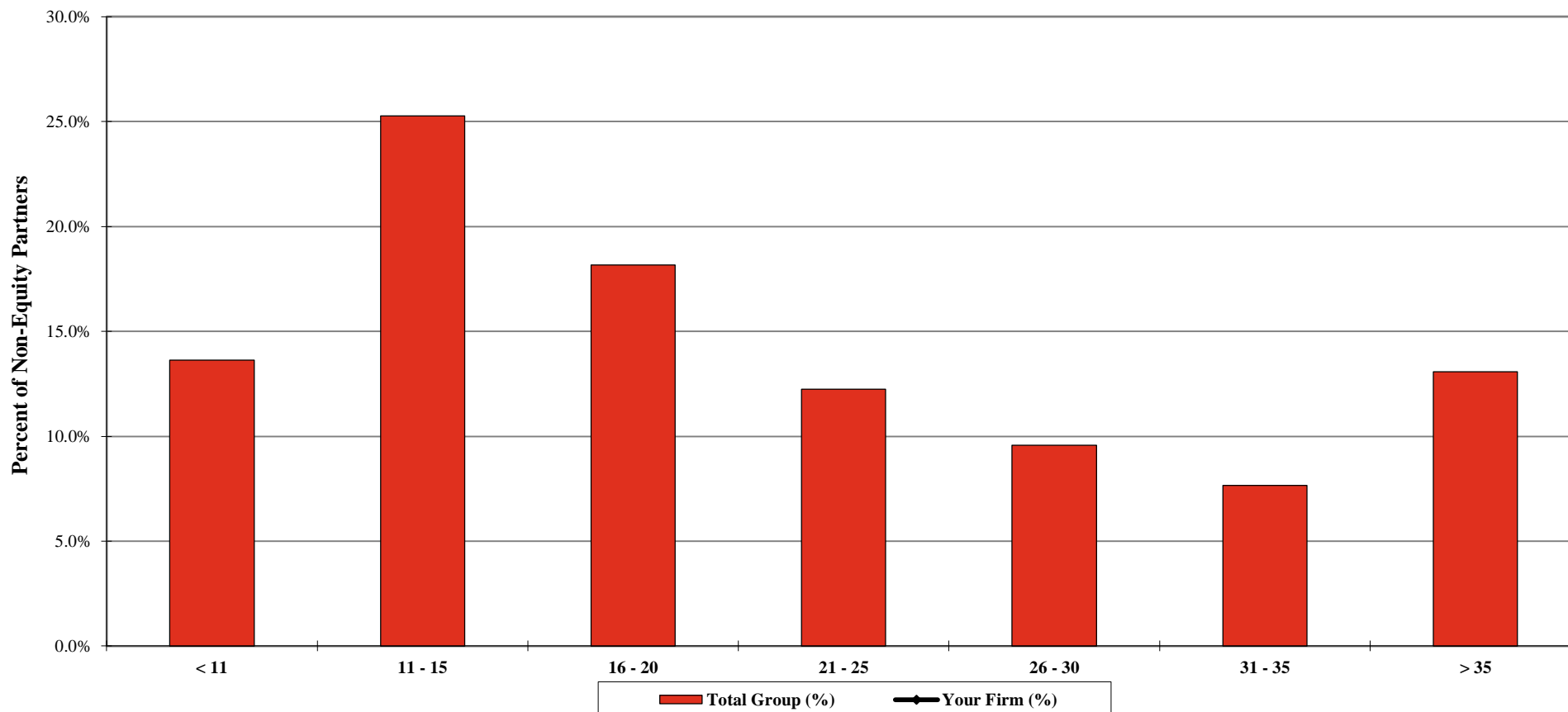
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### *Distribution of Non-Equity Partners by Years of Experience<sup>1</sup>*

*For the 12-month period ending December 31, 2016*



	Non-Equity Partners by Years of Experience						
	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
Your Firm (%)							
Your Firm (FTE)							
Total Group (%)	13.6%	25.3%	18.2%	12.3%	9.6%	7.7%	13.1%
Total Group (FTE)	474	880	633	426	334	267	455

<sup>1</sup> Years of experience includes the length of time practicing law since passing the bar exam.

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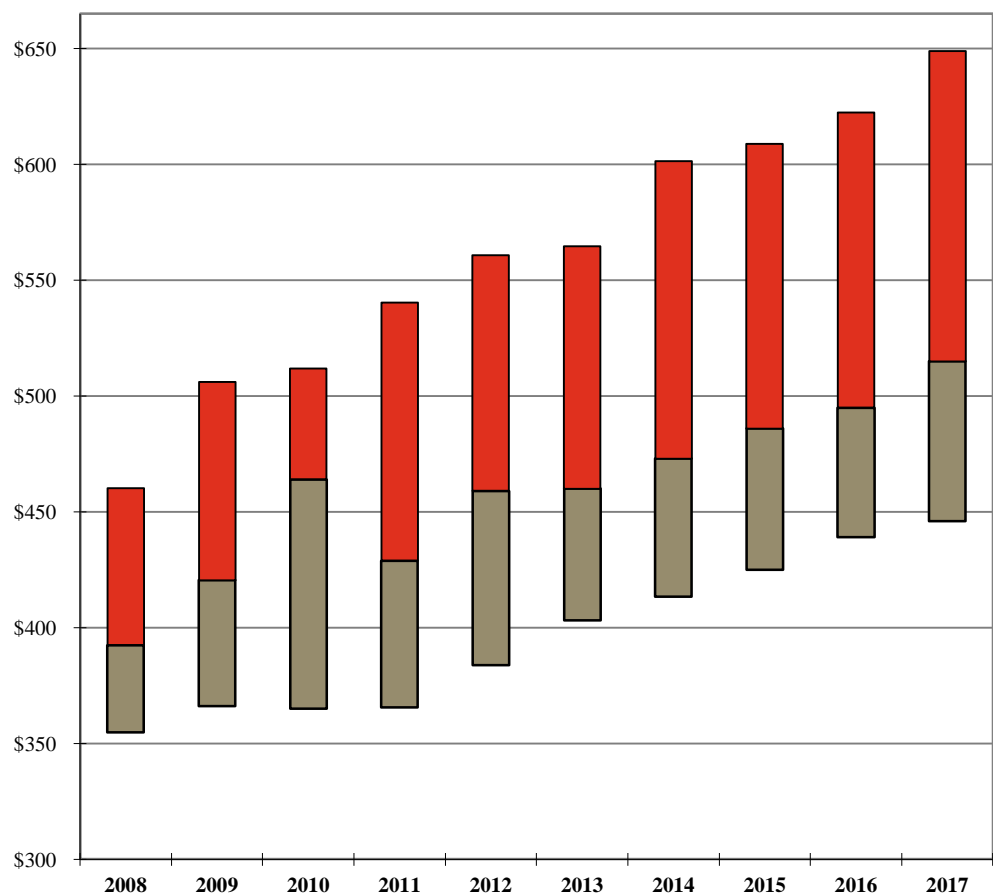
## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Non-Equity Partner Rates

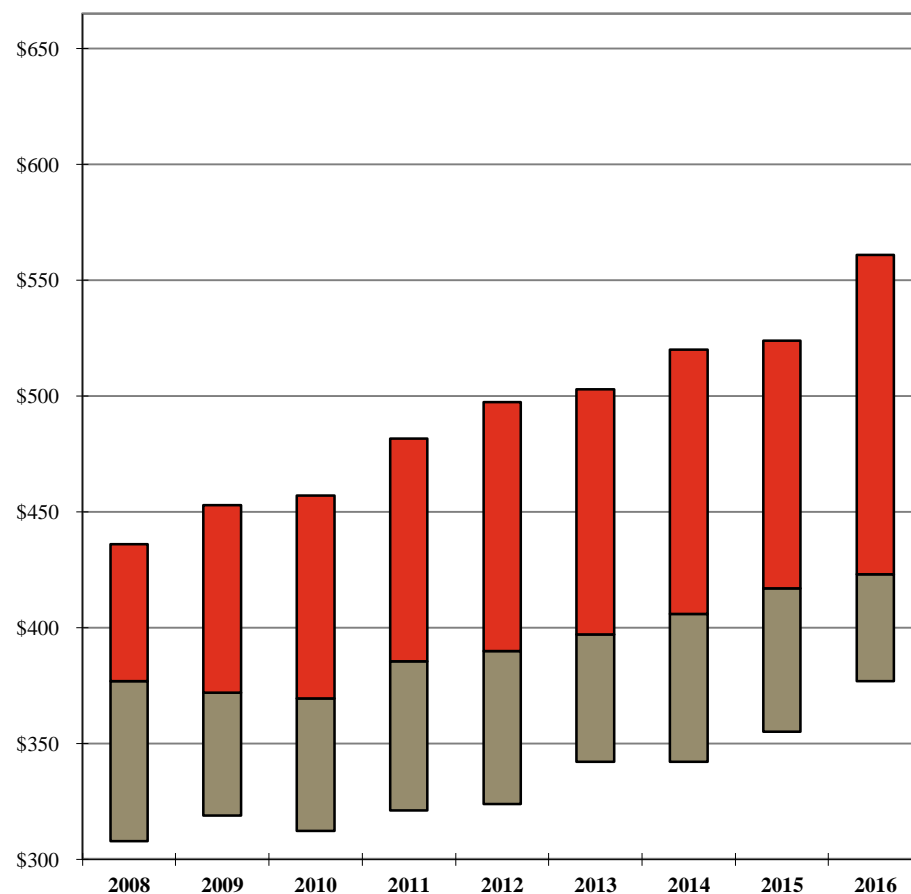
#### Standard Rates

As of January 1st of the stated year



#### Billed Rates

For the 12-month period ending December 31st of the stated year



Your Firm

1st Qtle

Median

3rd Qtle

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
1st Qtle	\$460	\$506	\$512	\$541	\$561	\$565	\$602	\$609	\$623	\$649
Median	393	421	464	429	459	460	473	486	495	515
3rd Qtle	355	366	365	366	384	403	414	425	439	446

Your Firm

1st Qtle

Median

3rd Qtle

	2008	2009	2010	2011	2012	2013	2014	2015	2016
1st Qtle	\$436	\$453	\$457	\$482	\$498	\$503	\$520	\$524	\$561
Median	377	372	370	386	390	397	406	417	423
3rd Qtle	308	319	312	321	324	342	342	355	377

Additional detail can be found on Pages 76 and 95.

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

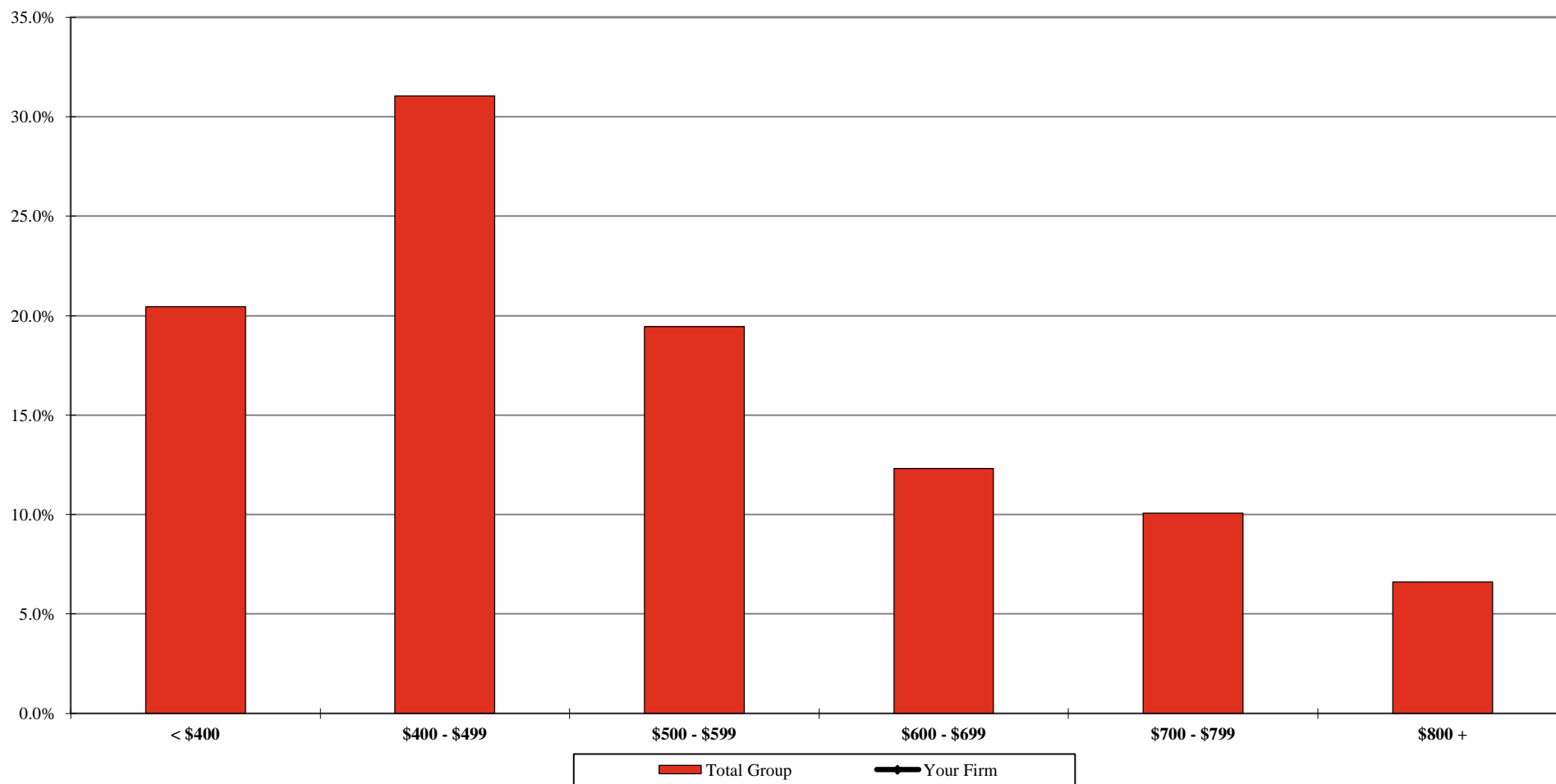
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Distribution of Non-Equity Partner Standard Billing Rates

As of January 1, 2017



**Your Firm**  
**Total Group**

< \$400	\$400 - \$499	\$500 - \$599	\$600 - \$699	\$700 - \$799	\$800 +
20.5%	31.1%	19.4%	12.3%	10.1%	6.6%

Additional detail can be found on Page 78.

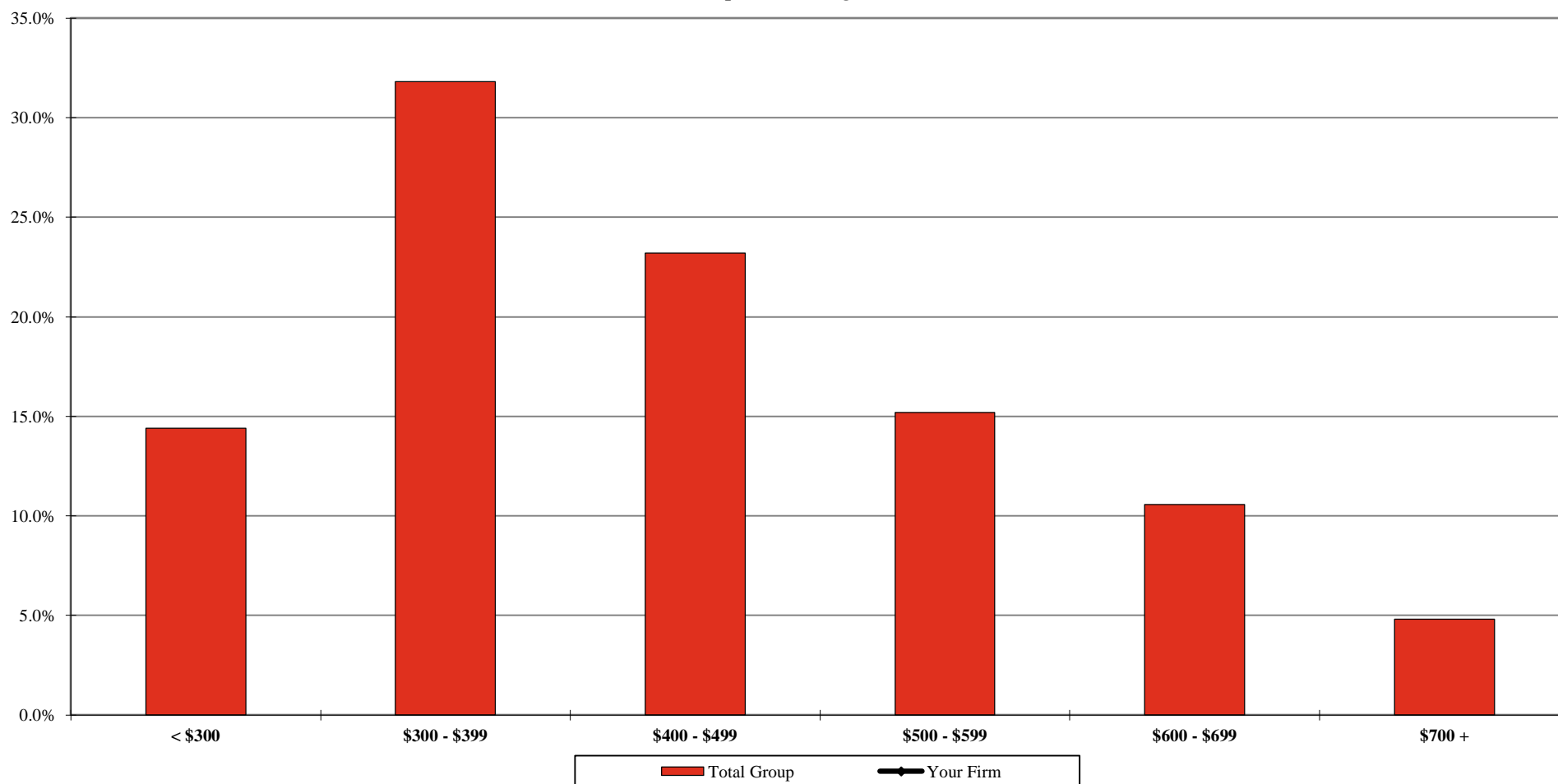
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Distribution of Non-Equity Partner Billed Rates<sup>1</sup>

For the 12-month period ending December 31, 2016



**Your Firm**  
**Total Group**

< \$300	\$300 - \$399	\$400 - \$499	\$500 - \$599	\$600 - \$699	\$700 +
14.4%	31.8%	23.2%	15.2%	10.6%	4.8%

<sup>1</sup>Calculated by taking the actual value of amount billed during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

Additional detail can be found on Page 97.

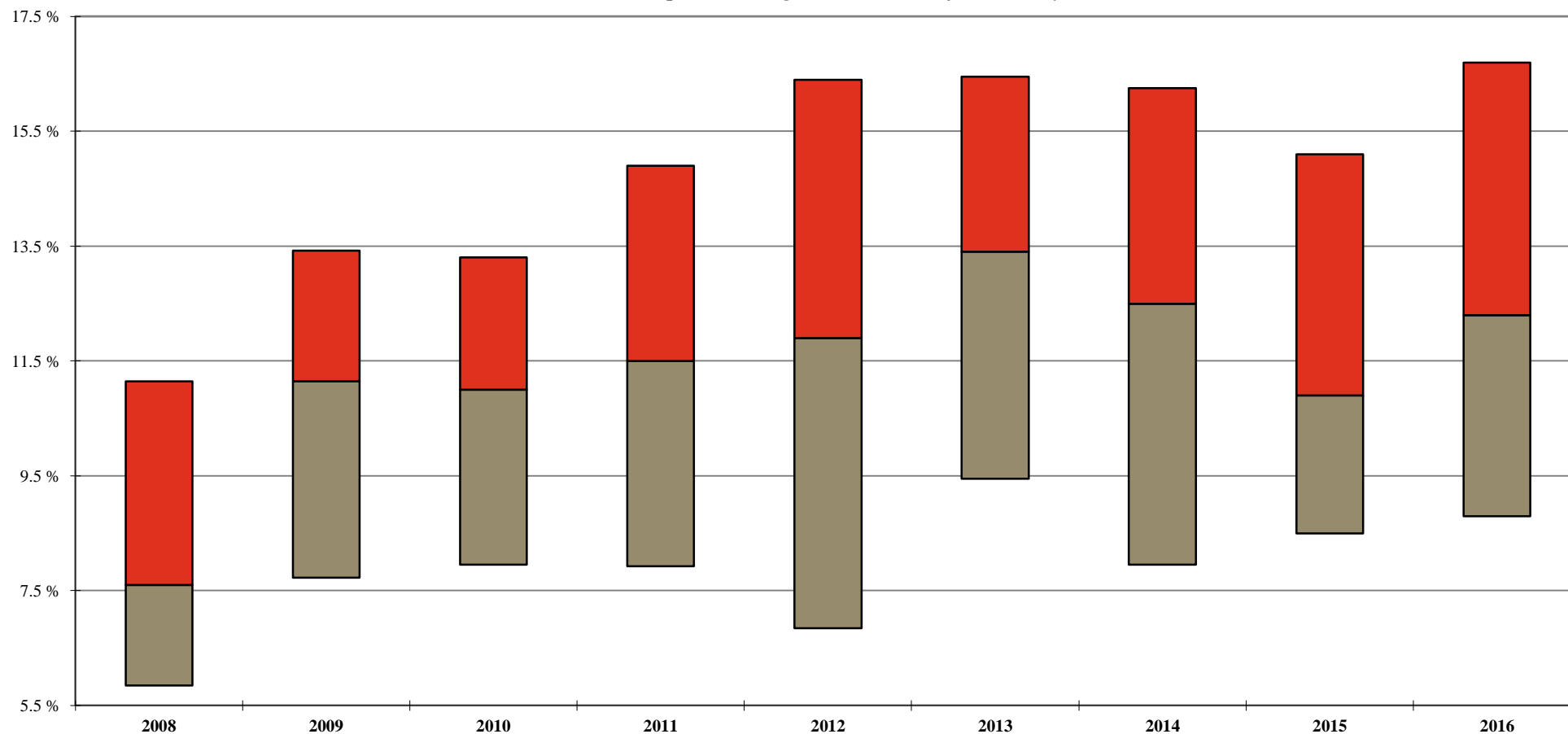
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Non-Equity Partner Discounting<sup>1</sup>

For the 12-month period ending December 31st of the stated year



	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Your Firm</b>									
<b>1st Qtle</b>	11.2%	13.4%	13.3%	14.9%	16.4%	16.5%	16.3%	15.1%	16.7%
<b>Median</b>	7.6%	11.2%	11.0%	11.5%	11.9%	13.4%	12.5%	10.9%	12.3%
<b>3rd Qtle</b>	5.9%	7.7%	8.0%	7.9%	6.9%	9.5%	8.0%	8.5%	8.8%

<sup>1</sup> Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 105.

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

\*\* omitted due to insufficient data

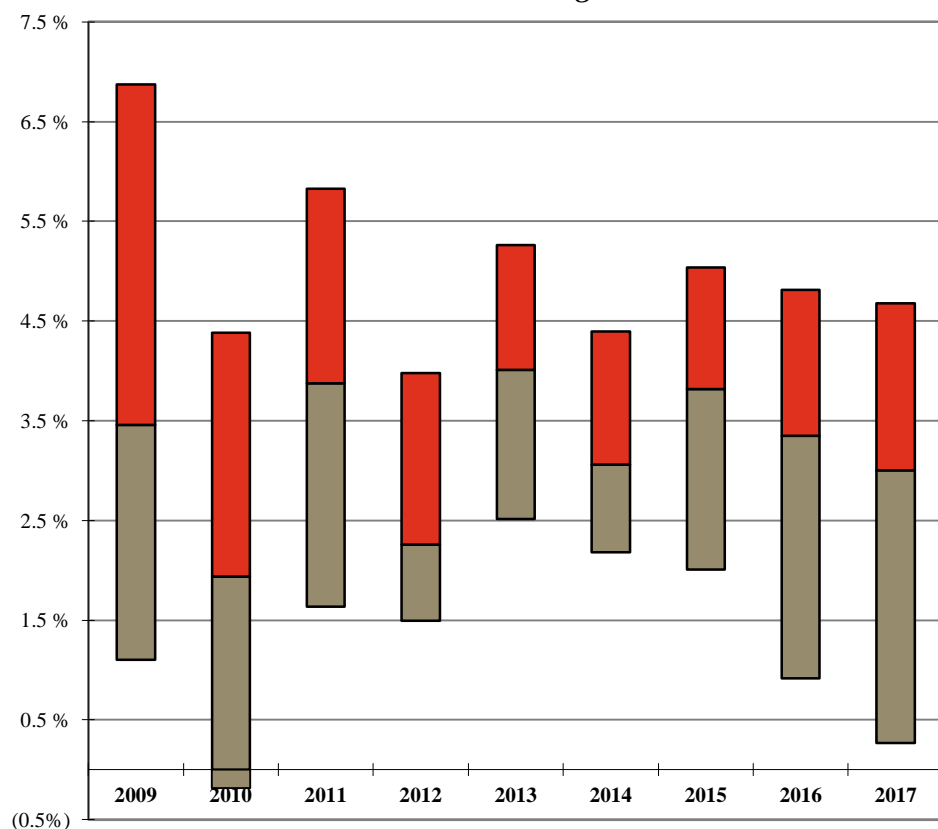
# 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

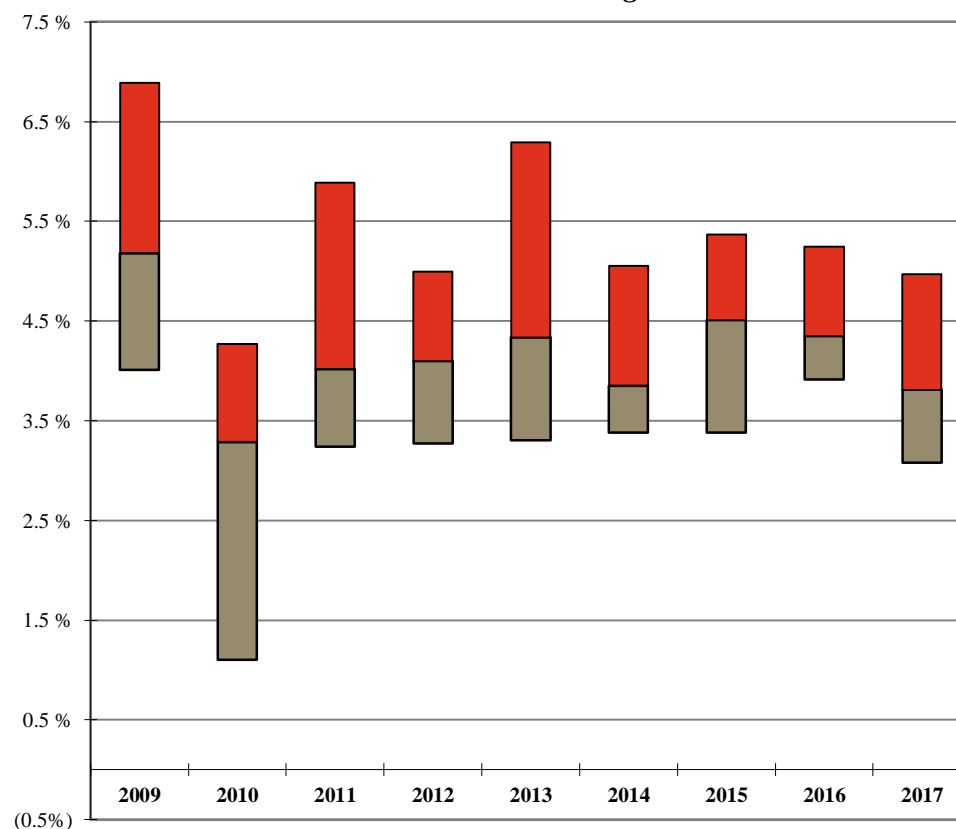
## Annual Change<sup>1</sup>: Non-Equity Partner Standard Rates

As of January 1st of the stated year

'Net' Change



'Full Year' Change



Your Firm

1st Qtle

Median

3rd Qtle

	2009	2010	2011	2012	2013	2014	2015	2016	2017
1st Qtle	6.9%	4.4%	5.8%	4.0%	5.3%	4.4%	5.0%	4.8%	4.7%
Median	3.5%	1.9%	3.9%	2.3%	4.0%	3.1%	3.8%	3.4%	3.0%
3rd Qtle	1.1%	(0.2%)	1.6%	1.5%	2.5%	2.2%	2.0%	0.9%	0.3%

Your Firm

1st Qtle

Median

3rd Qtle

	2009	2010	2011	2012	2013	2014	2015	2016	2017
1st Qtle	6.9%	4.3%	5.9%	5.0%	6.3%	5.1%	5.4%	5.2%	5.0%
Median	5.2%	3.3%	4.0%	4.1%	4.3%	3.9%	4.5%	4.4%	3.8%
3rd Qtle	4.0%	1.1%	3.2%	3.3%	3.3%	3.4%	3.4%	3.9%	3.1%

<sup>1</sup> 'Net' Change is the overall change in the average Standard Billing Rate for the stated year; 'Full Year' Change is calculated only for those Non-Equity Partners who were employed during the entire one year period, excluding Non-Equity Partners who had a title change during the year.

Additional detail can be found on Pages 76 and 83.

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

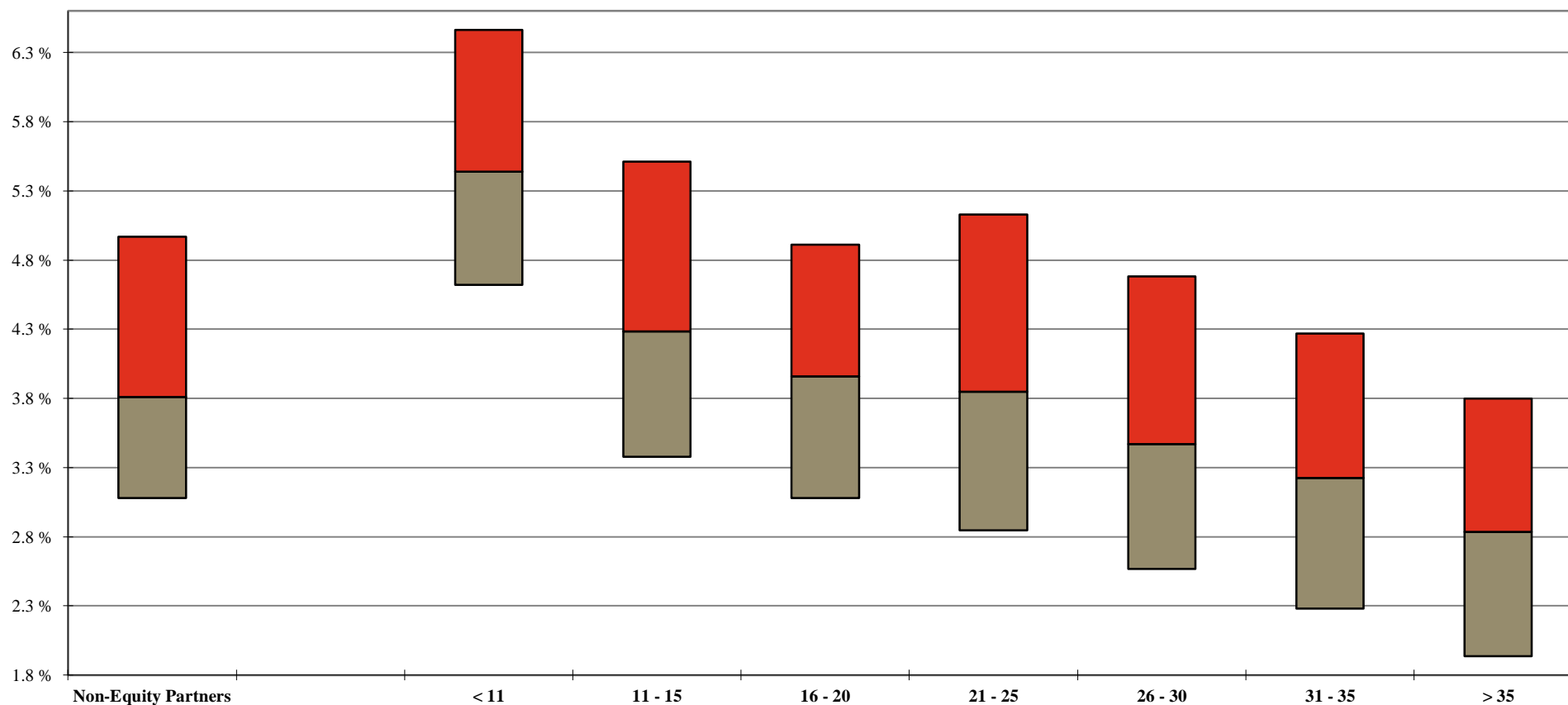
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### 'Full Year'<sup>1</sup> Non-Equity Partner Standard Rate Change by Years of Experience

As of January 1, 2017



Your Firm		Years of Experience							
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	5.0%	6.5%	5.5%	4.9%	5.1%	4.7%	4.3%	3.8%
	Median	3.8%	5.4%	4.3%	4.0%	3.9%	3.5%	3.2%	2.8%
	3rd Qtle	3.1%	4.6%	3.4%	3.1%	2.8%	2.6%	2.3%	1.9%

<sup>1</sup> 'Full Year' Change is calculated only for those Non-Equity Partners who were employed during the entire one year period, excluding Non-Equity Partners who had a title change during the year.

Additional detail can be found on Page 83.

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

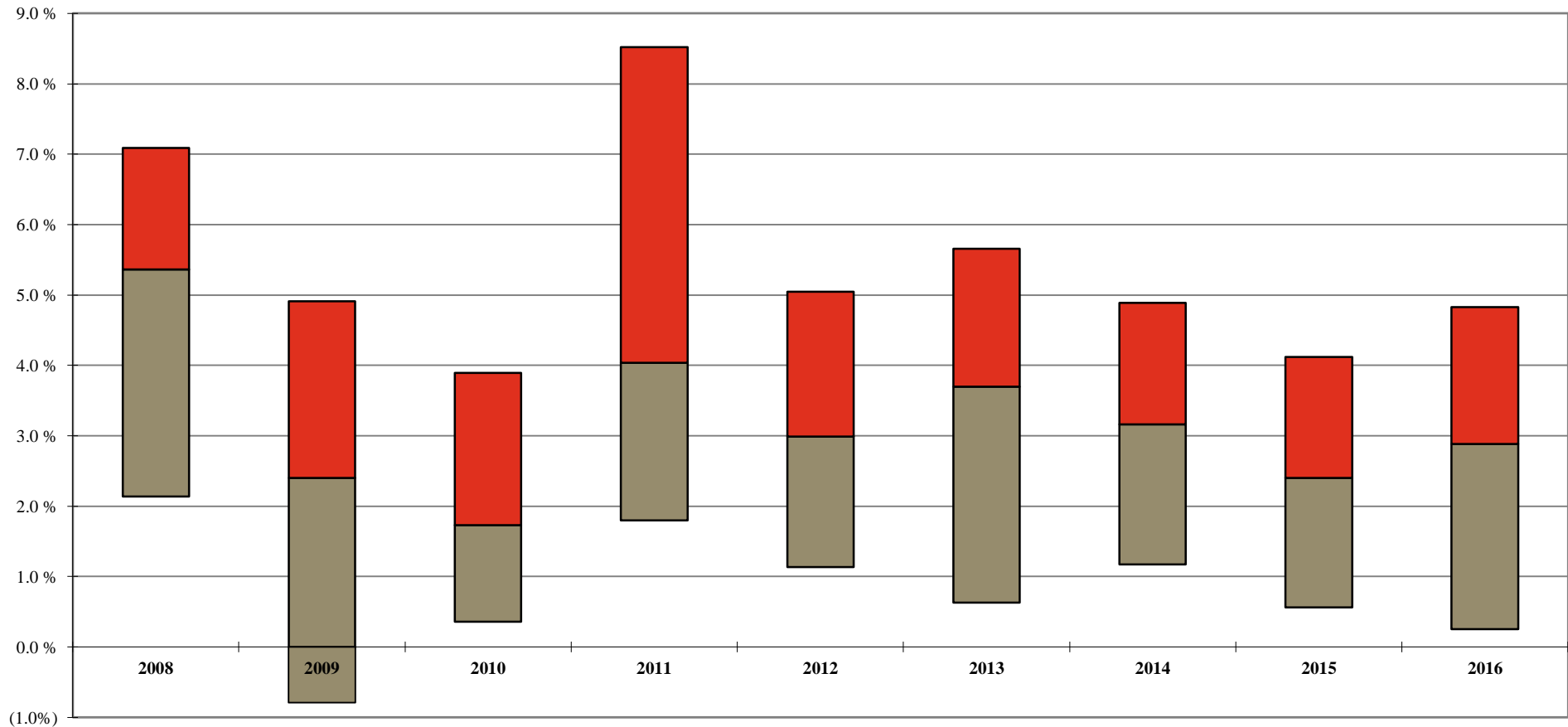
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Annual Change: Non-Equity Partner Billed Rates

For the 12-month period ending December 31st of the stated year



	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Your Firm</b>									
<b>1st Qtile</b>	7.1%	4.9%	3.9%	8.5%	5.1%	5.7%	4.9%	4.1%	4.8%
<b>Median</b>	5.4%	2.4%	1.7%	4.0%	3.0%	3.7%	3.2%	2.4%	2.9%
<b>3rd Qtile</b>	2.1%	(0.8%)	0.4%	1.8%	1.1%	0.6%	1.2%	0.6%	0.3%

Additional detail can be found on Page 95.

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

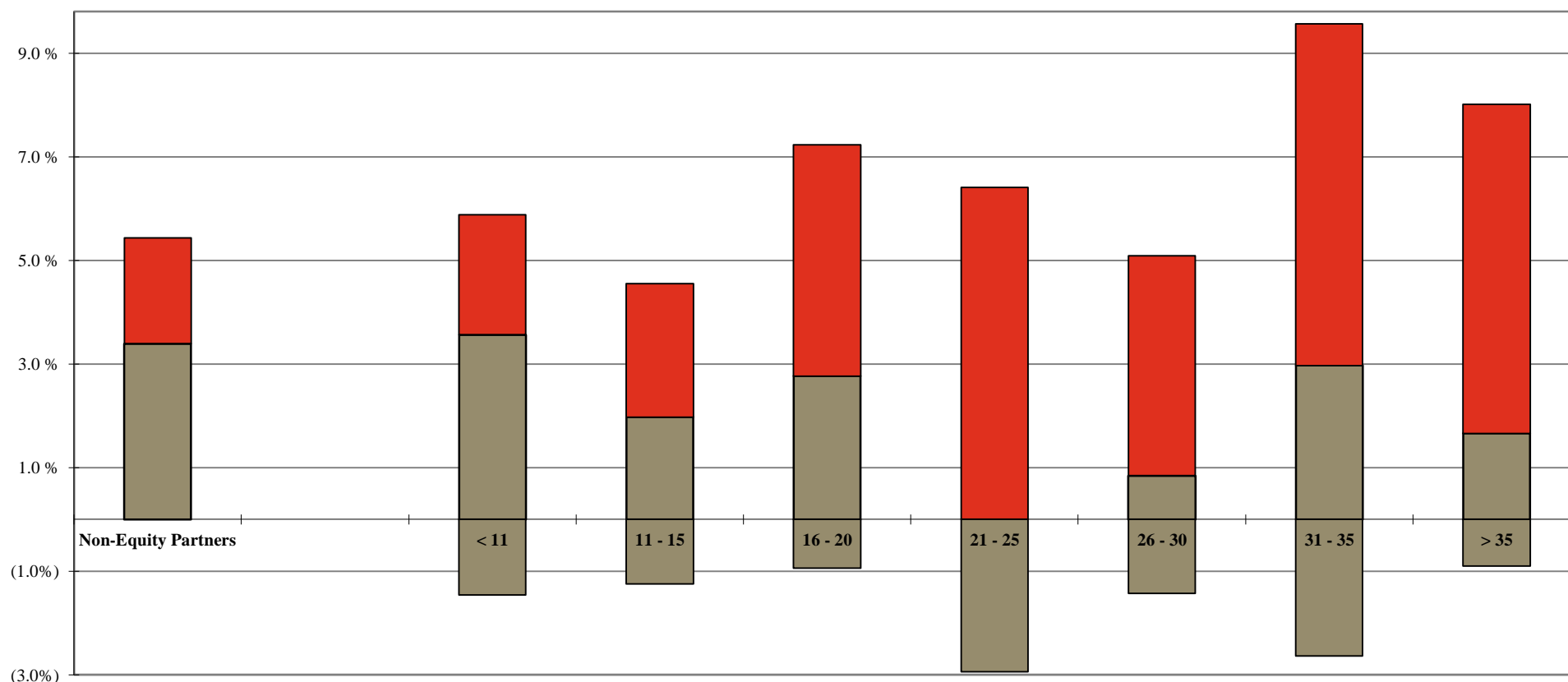
\*\* omitted due to insufficient data

# 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## 'Full Year'<sup>1</sup> Non-Equity Partner Billed Rate Change by Years of Experience

As of January 1, 2017



Your Firm		Years of Experience							
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	5.4%	5.9%	4.5%	7.2%	6.4%	5.1%	9.6%	8.0%
	Median	3.4%	3.6%	2.0%	2.8%	0.0%	0.8%	3.0%	1.7%
	3rd Qtle	0.0%	(1.5%)	(1.2%)	(0.9%)	(2.9%)	(1.4%)	(2.6%)	(0.9%)

<sup>1</sup> 'Full Year' Change is calculated only for those Non-Equity Partners who were employed during the entire one year period, excluding Non-Equity Partners who had a title change during the year.

Additional detail can be found on Page 102.

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

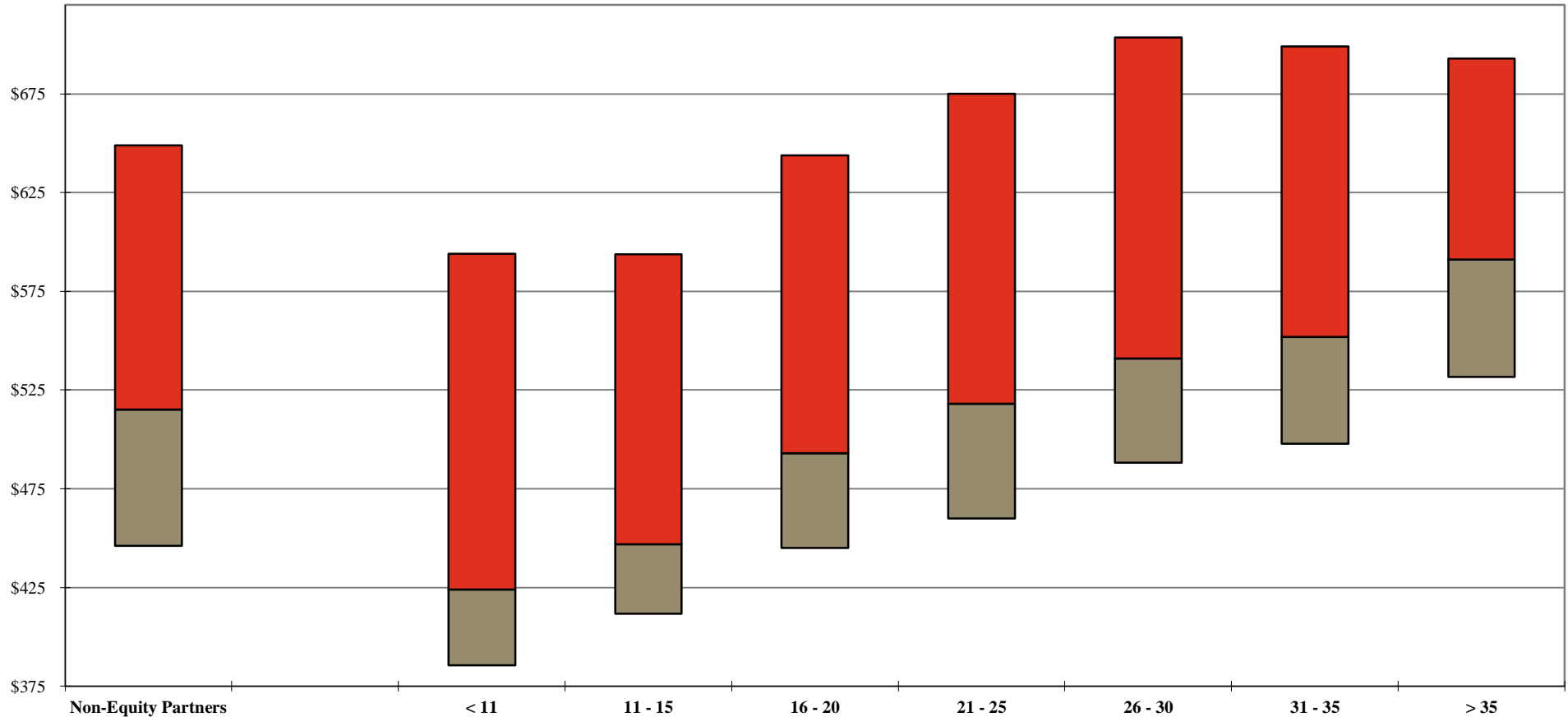
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Non-Equity Partner Standard Rates by Years of Experience

As of January 1, 2017



Your Firm		Years of Experience							
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	\$649	\$594	\$594	\$644	\$675	\$704	\$699	\$693
	Median	515	424	447	493	518	541	552	591
	3rd Qtle	446	386	412	445	460	488	498	532

Additional detail can be found on Page 76.

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

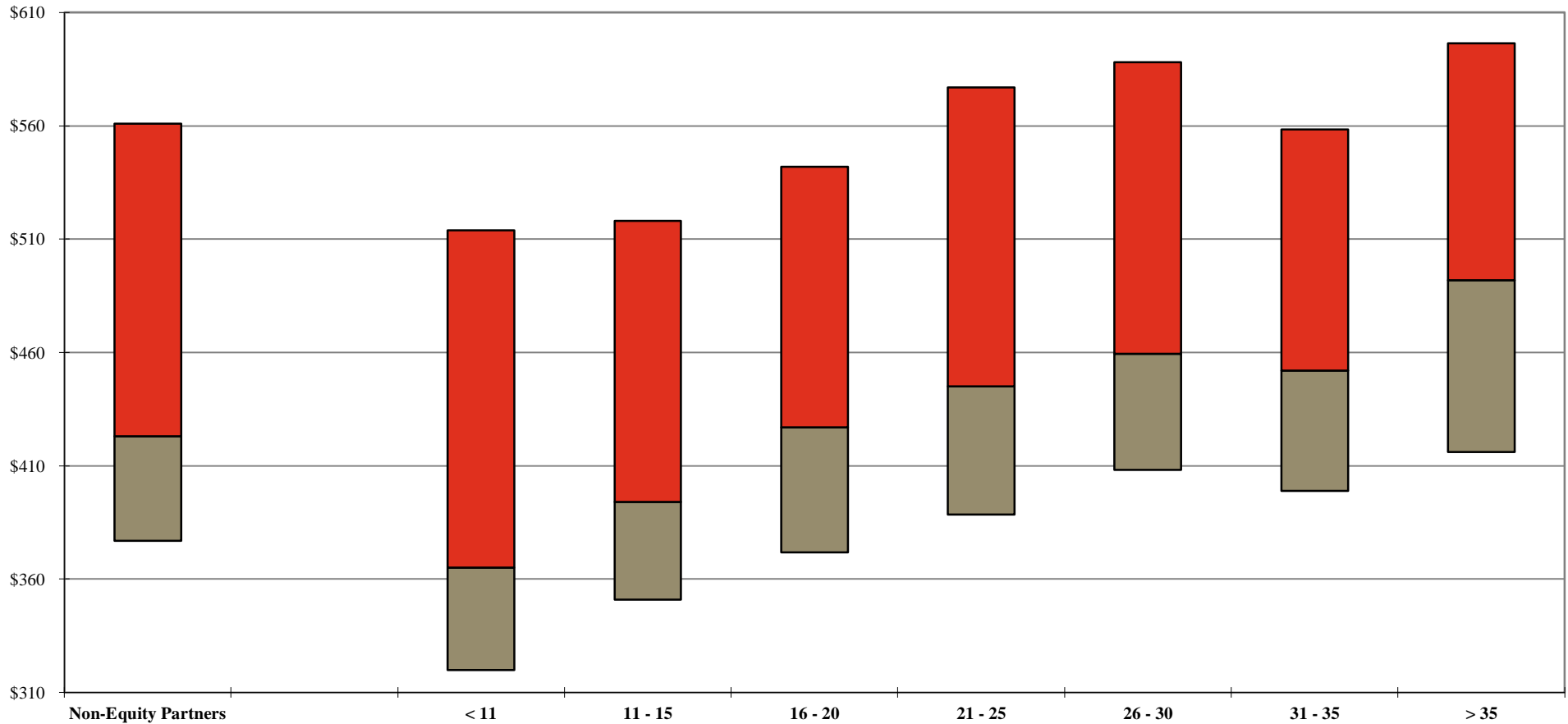
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Non-Equity Partner Billed Rates by Years of Experience

For the 12-month period ending December 31, 2016



		Years of Experience						
		Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35
Your Firm								
1st Qtle	\$561	\$514	\$518	\$542	\$577	\$588	\$559	\$597
Median	423	365	394	427	445	460	452	492
3rd Qtle	377	320	351	372	389	408	399	416

Additional detail can be found on Page 95.

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

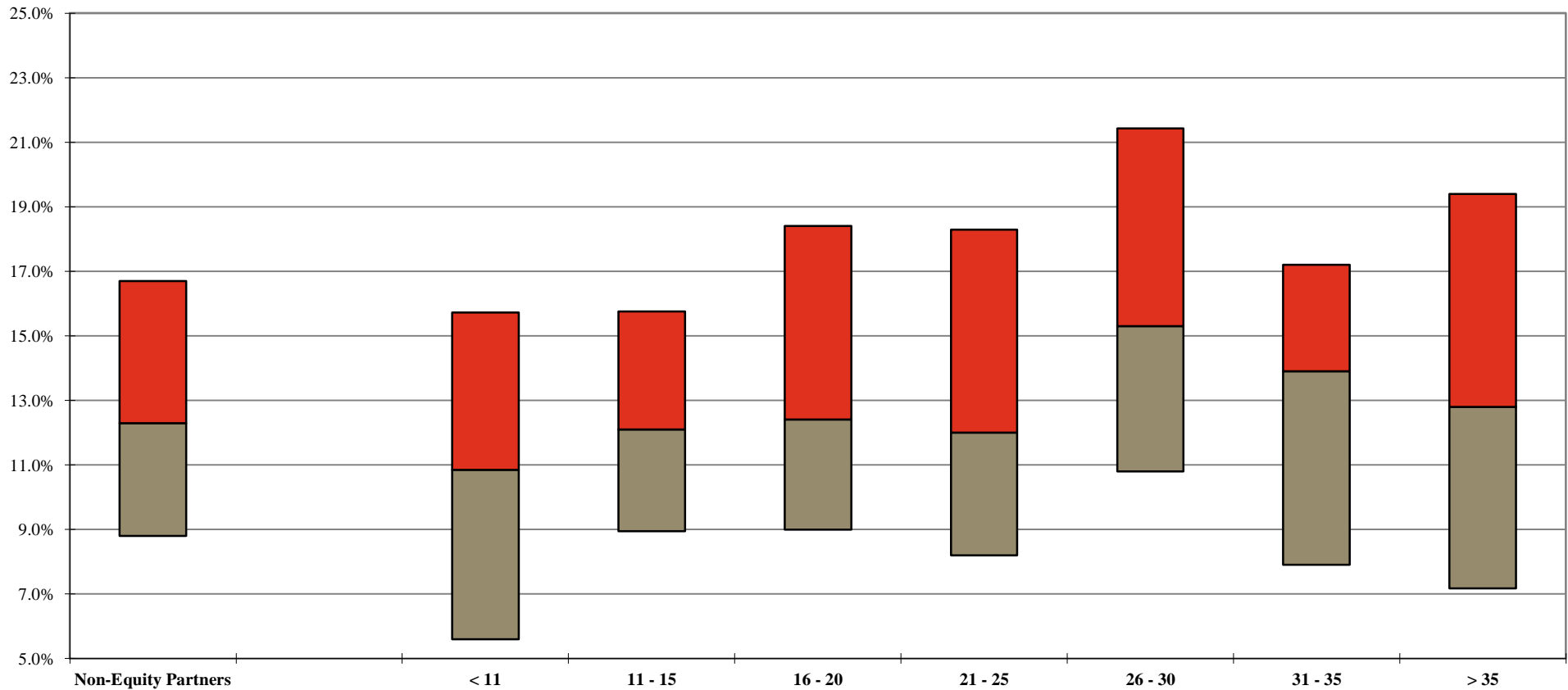
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Non-Equity Partner Discounting<sup>1</sup> by Years of Experience

For the 12-month period ending December 31, 2016



		Years of Experience						
		Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35
Your Firm								
1st Qtle	16.7%	15.7%	15.8%	18.4%	18.3%	21.4%	17.2%	19.4%
Median	12.3%	10.9%	12.1%	12.4%	12.0%	15.3%	13.9%	12.8%
3rd Qtle	8.8%	5.6%	9.0%	9.0%	8.2%	10.8%	7.9%	7.2%

<sup>1</sup> Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 105.

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

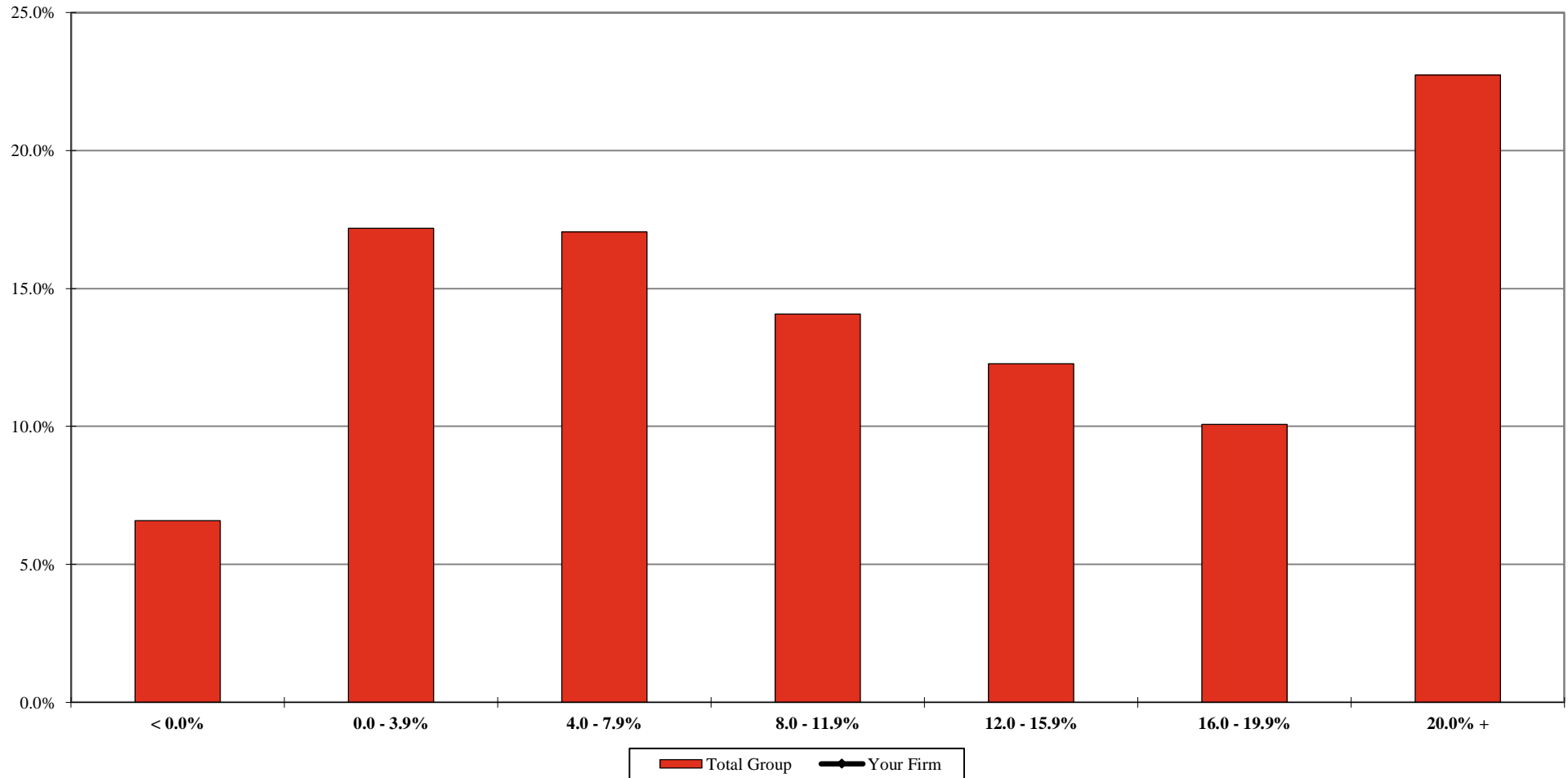
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### *Distribution of Non-Equity Partners by Discount Levels<sup>1</sup>*

*For the 12-month period ending December 31, 2016*



**Your Firm**  
**Total Group**

< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
6.6%	17.2%	17.1%	14.1%	12.3%	10.1%	22.7%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period. Additional detail can be found on Page 107.

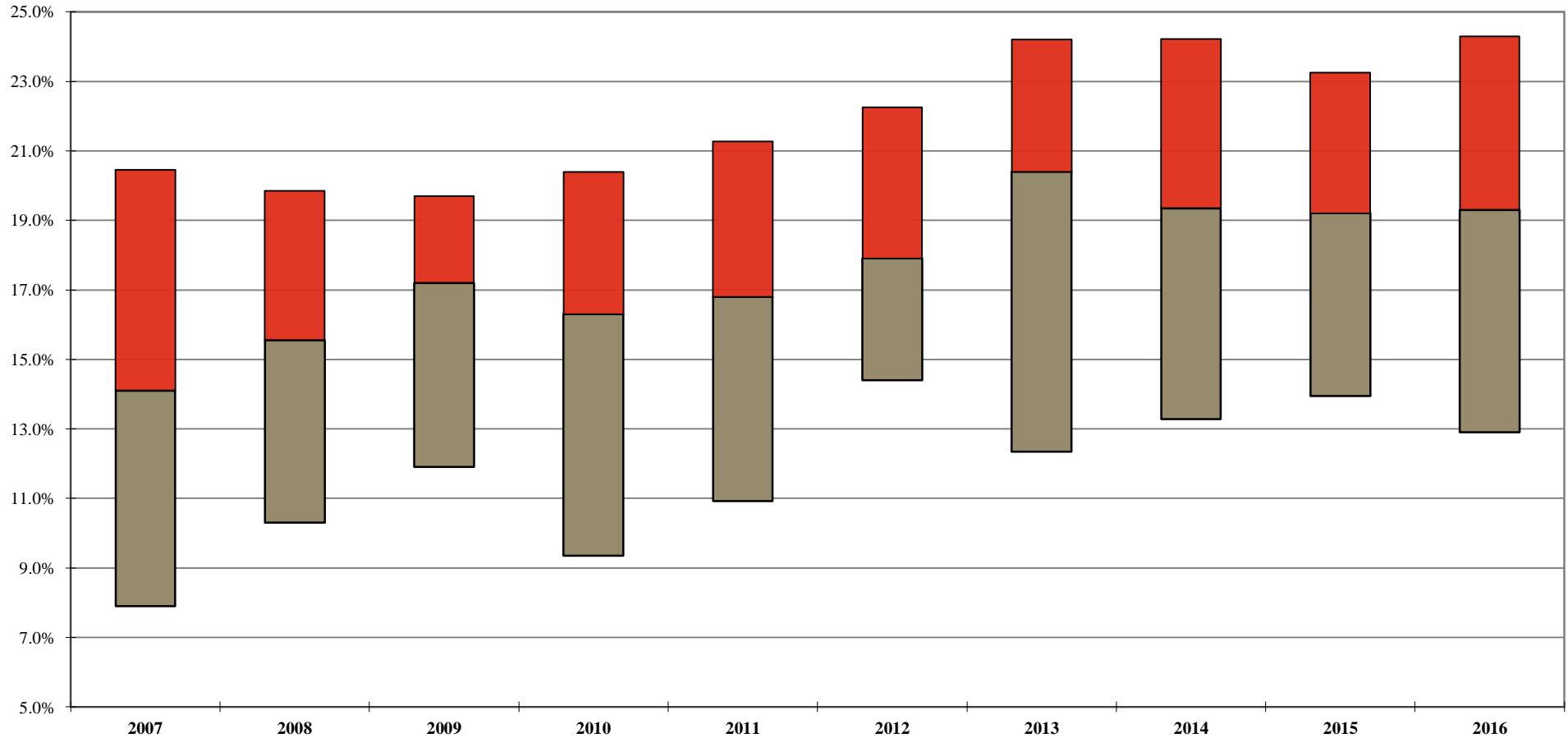
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Non-Equity Partner Hours as a Percentage of All Attorney Hours

For the 12-month period ending December 31st of the stated year



Your Firm

1st Qtle

Median

3rd Qtle

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
20.5%	19.9%	19.7%	20.4%	21.3%	22.3%	24.2%	24.2%	23.3%	24.3%
14.1%	15.6%	17.2%	16.3%	16.8%	17.9%	20.4%	19.4%	19.2%	19.3%
7.9%	10.3%	11.9%	9.4%	10.9%	14.4%	12.4%	13.3%	14.0%	12.9%

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

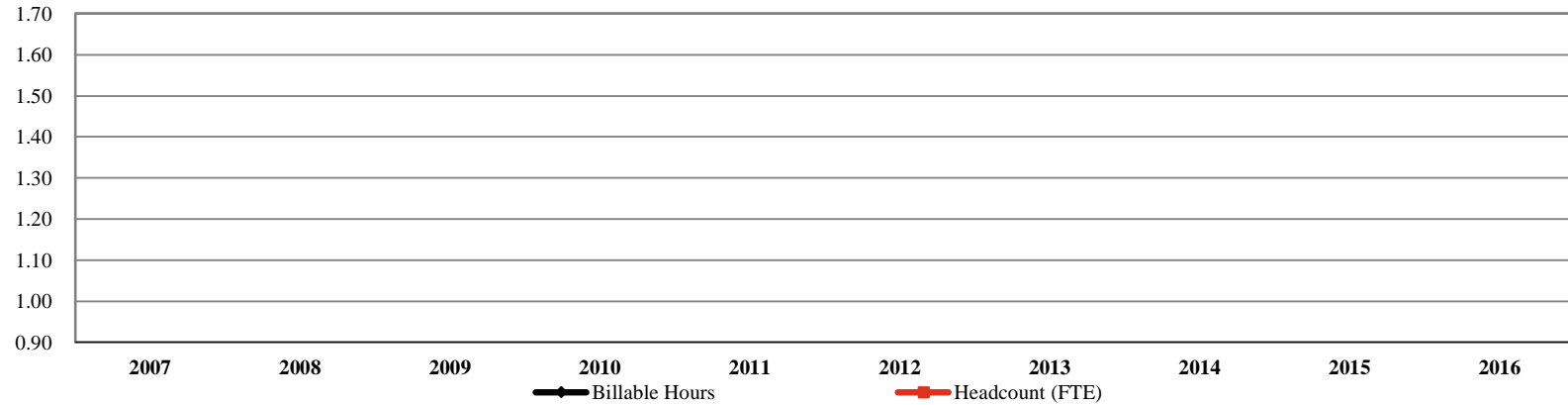
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Non-Equity Partner Capacity<sup>1</sup> For the 12-month period ending December 31 of the stated year

#### Your Firm



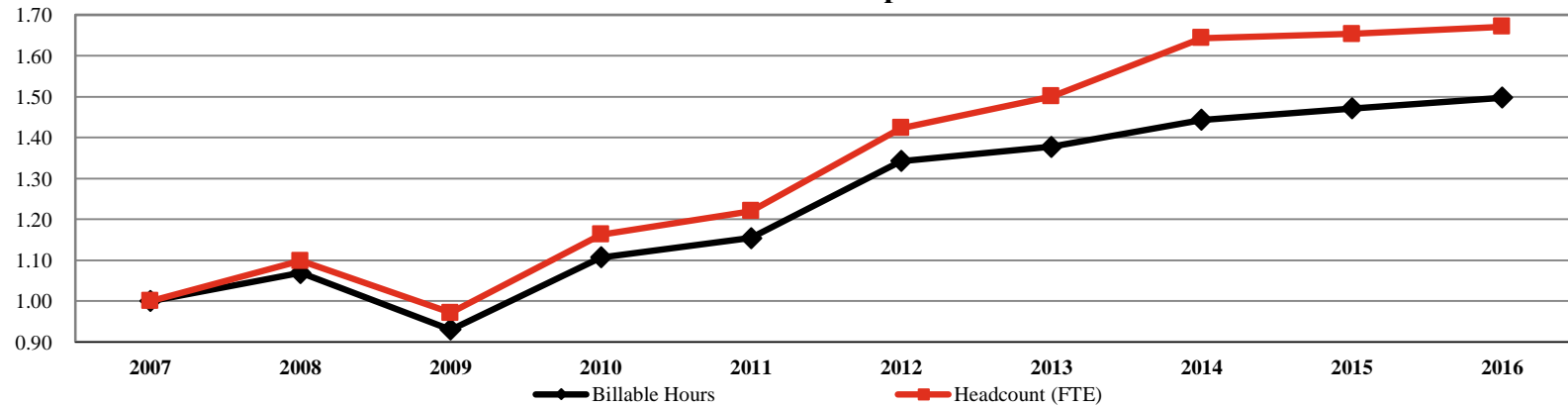
#### Your Firm

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Chg: '07-'16
Billable Hours											
Headcount (FTE)											

#### Total Group



#### Total Group

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Chg: '07-'16
Billable Hours	2,243,095	2,398,810	2,086,201	2,483,751	2,589,261	3,012,259	3,090,677	3,239,059	3,300,700	3,359,636	49.8%
Headcount (FTE)	1,428	1,569	1,388	1,662	1,743	2,033	2,144	2,348	2,362	2,388	67.2%

<sup>1</sup> Includes only those Firms that participated for the past 10 years; All values indexed to 2007.

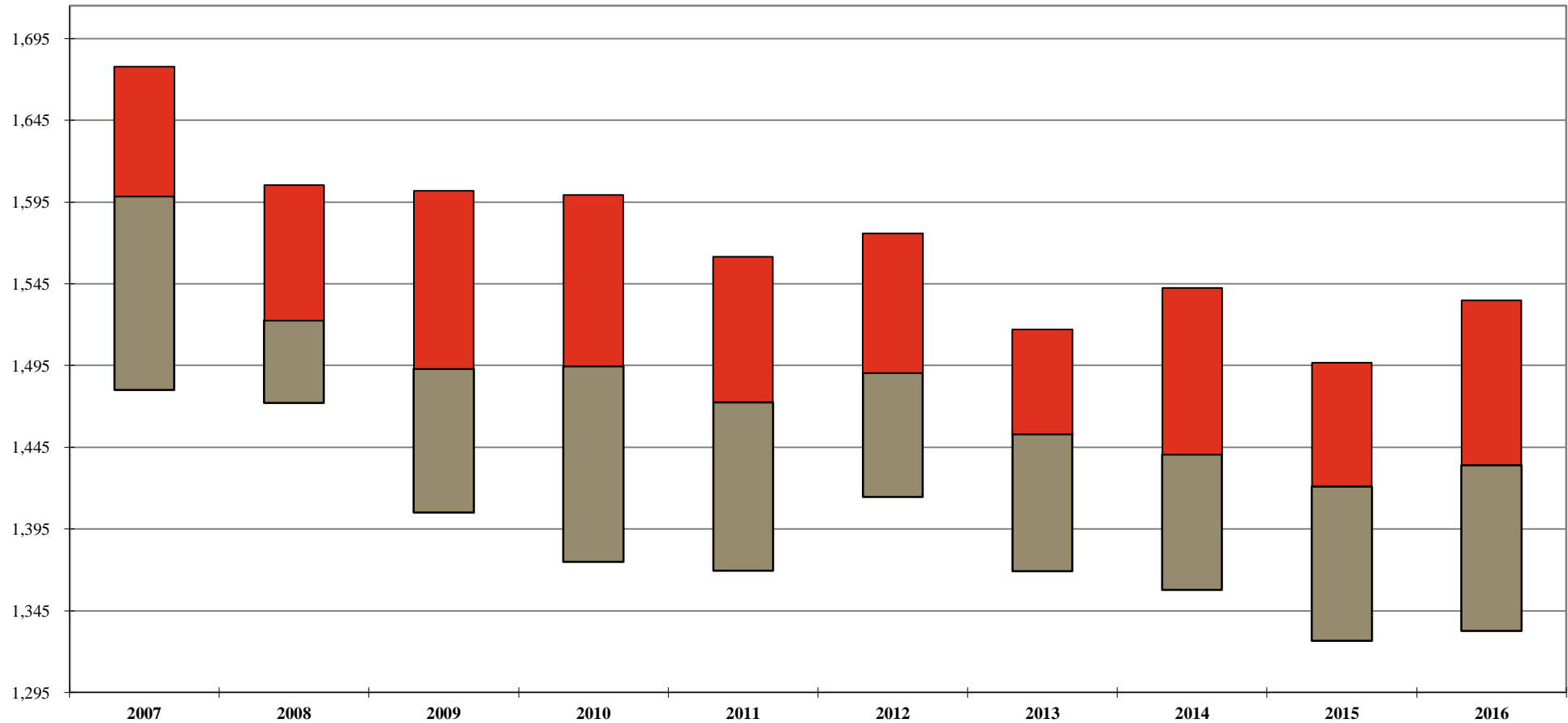
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Non-Equity Partner Utilization

For the 12-month period ending December 31st of the stated year



Your Firm

1st Qtile

Median

3rd Qtile

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Change: '07-'16
1,678	1,605	1,602	1,599	1,562	1,576	1,517	1,543	1,497	1,535	(143)
1,599	1,523	1,493	1,495	1,473	1,491	1,453	1,441	1,421	1,434	(165)
1,480	1,472	1,405	1,375	1,370	1,415	1,369	1,358	1,327	1,333	(148)

Additional detail can be found on Page 110.

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

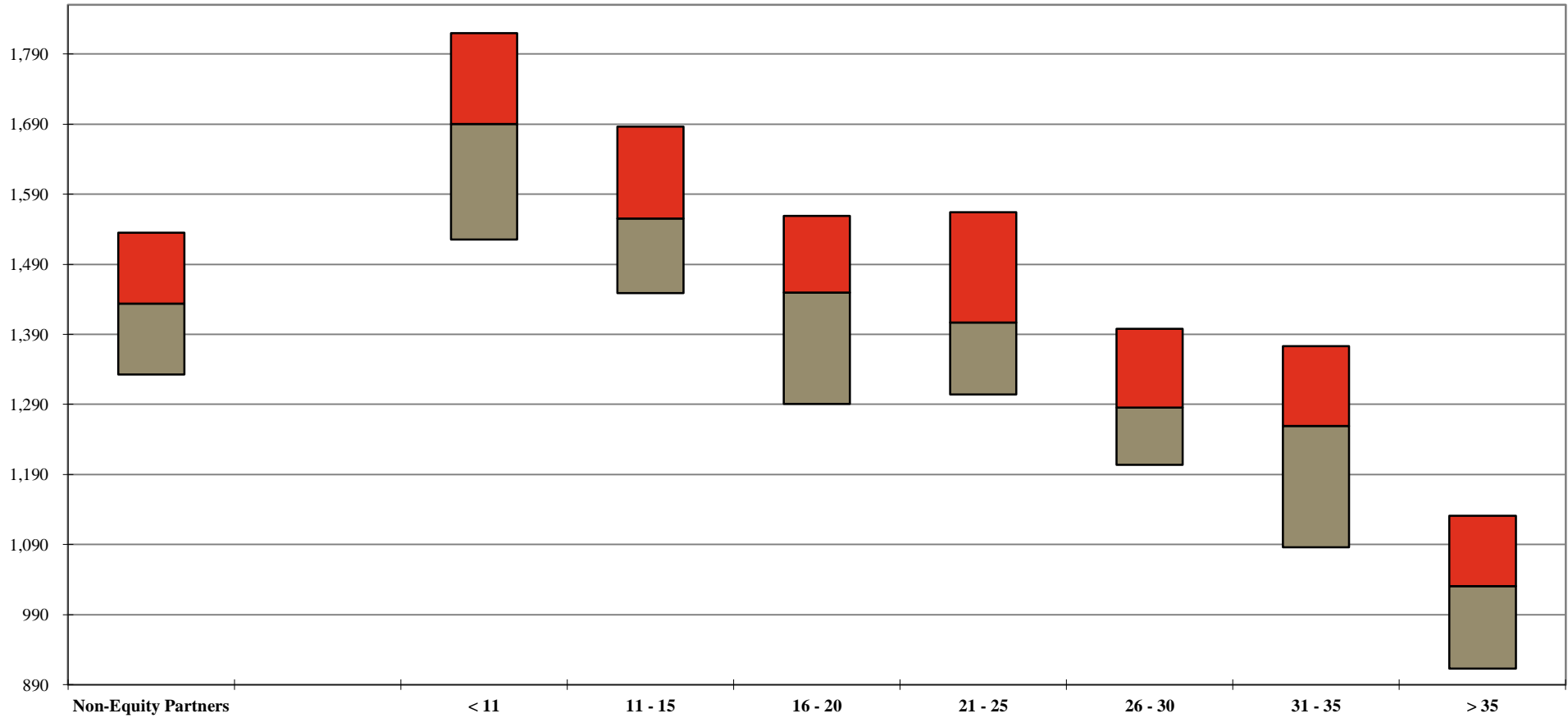
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Non-Equity Partner Utilization by Years of Experience

For the 12-month period ending December 31, 2016



		Years of Experience						
		Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35
Your Firm								
1st Qtle	1,535	1,820	1,687	1,559	1,564	1,398	1,373	1,131
Median	1,434	1,690	1,555	1,450	1,407	1,286	1,259	1,031
3rd Qtle	1,333	1,526	1,449	1,291	1,304	1,204	1,086	913

Additional detail can be found on Page 110.

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

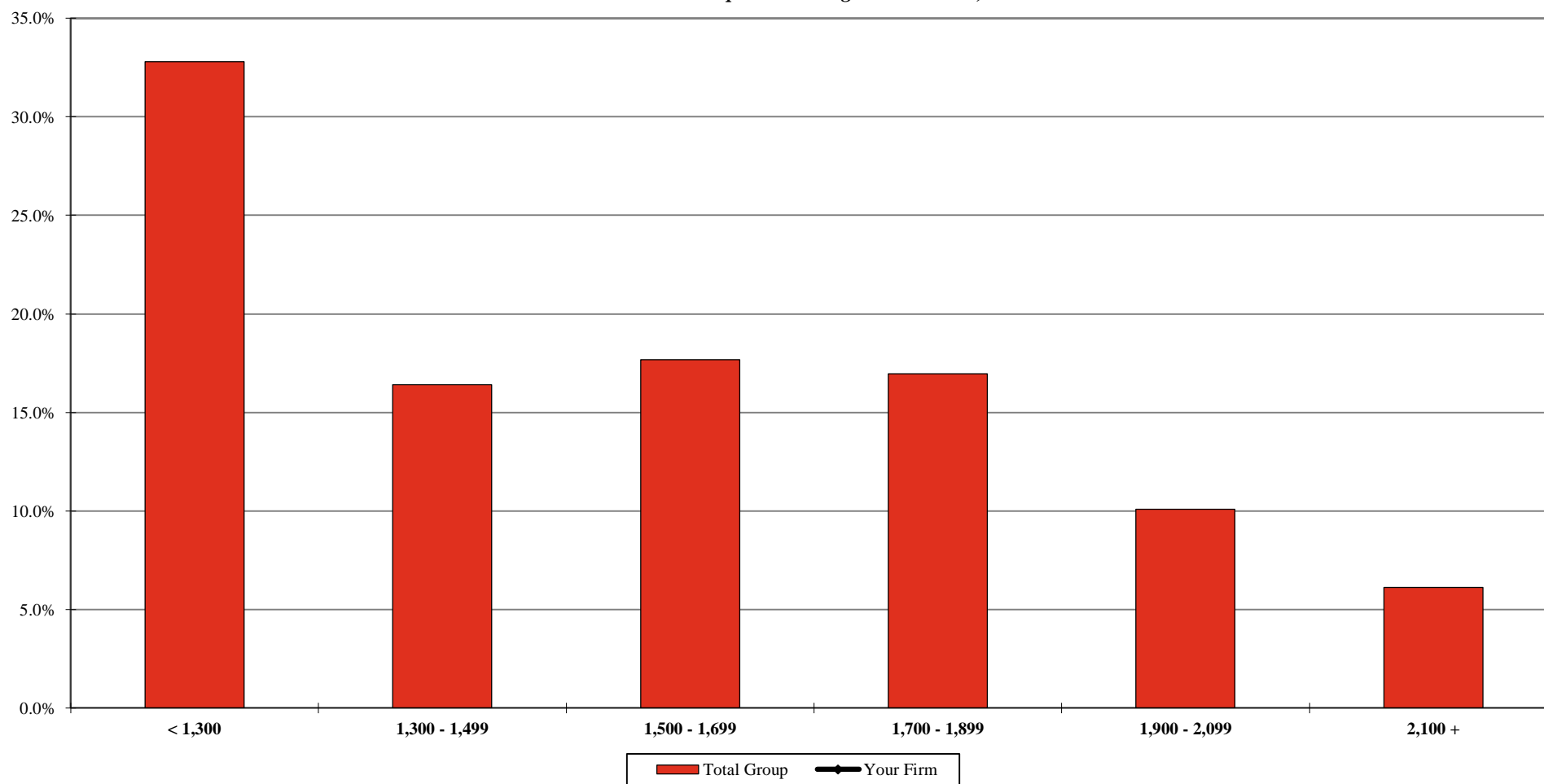
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### *Distribution of Non-Equity Partners by Utilization Levels<sup>1</sup>*

*For the 12-month period ending December 31, 2016*



**Your Firm**  
**Total Group**

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
32.8%	16.4%	17.7%	17.0%	10.1%	6.1%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each utilization level.  
Additional detail can be found on Page 111.

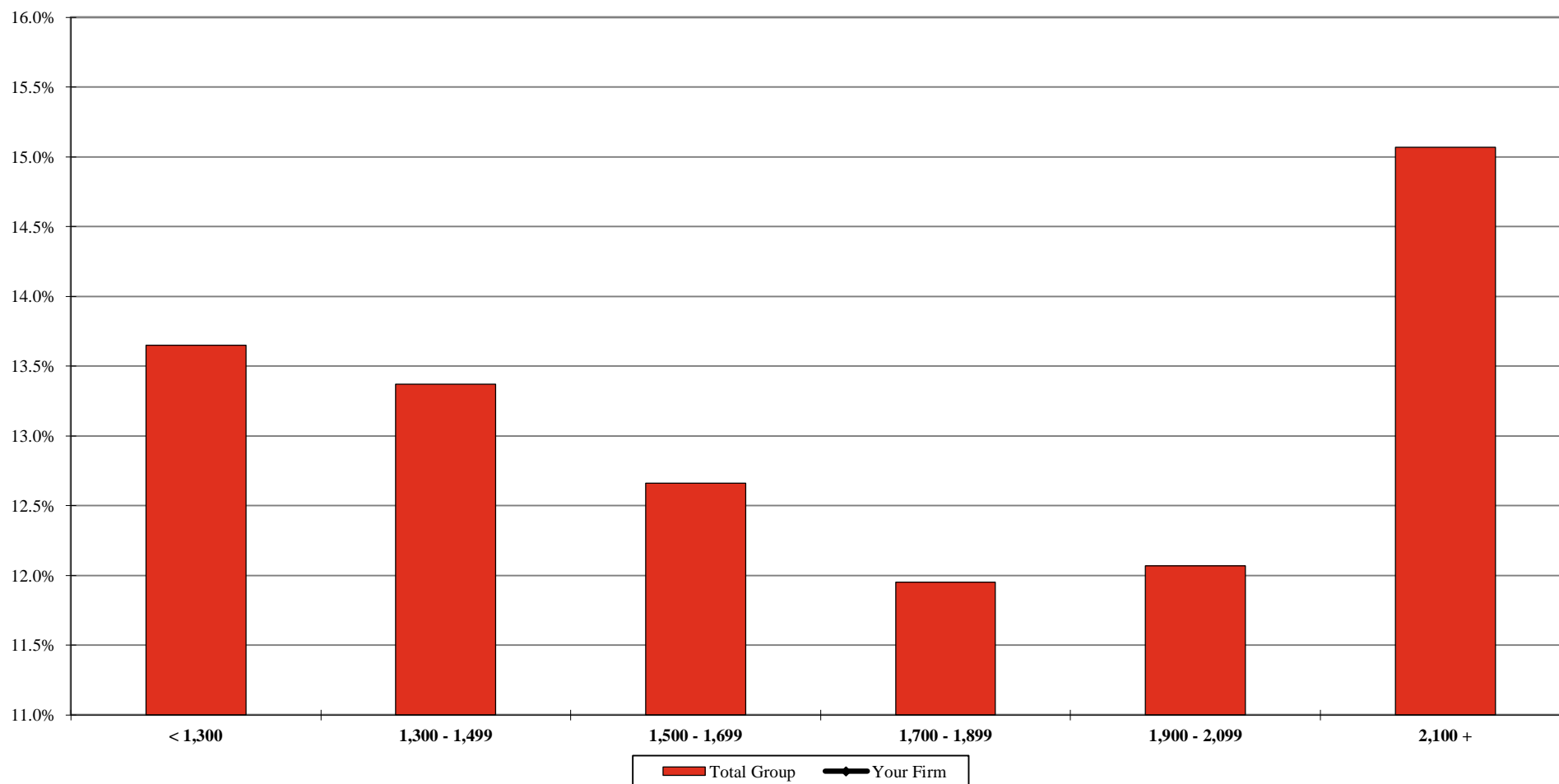
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Non-Equity Partner Discounting<sup>1</sup> by Utilization Levels

For the 12-month period ending December 31, 2016



**Your Firm**  
**Total Group**

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
13.7%	13.4%	12.7%	12.0%	12.1%	15.1%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each utilization level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

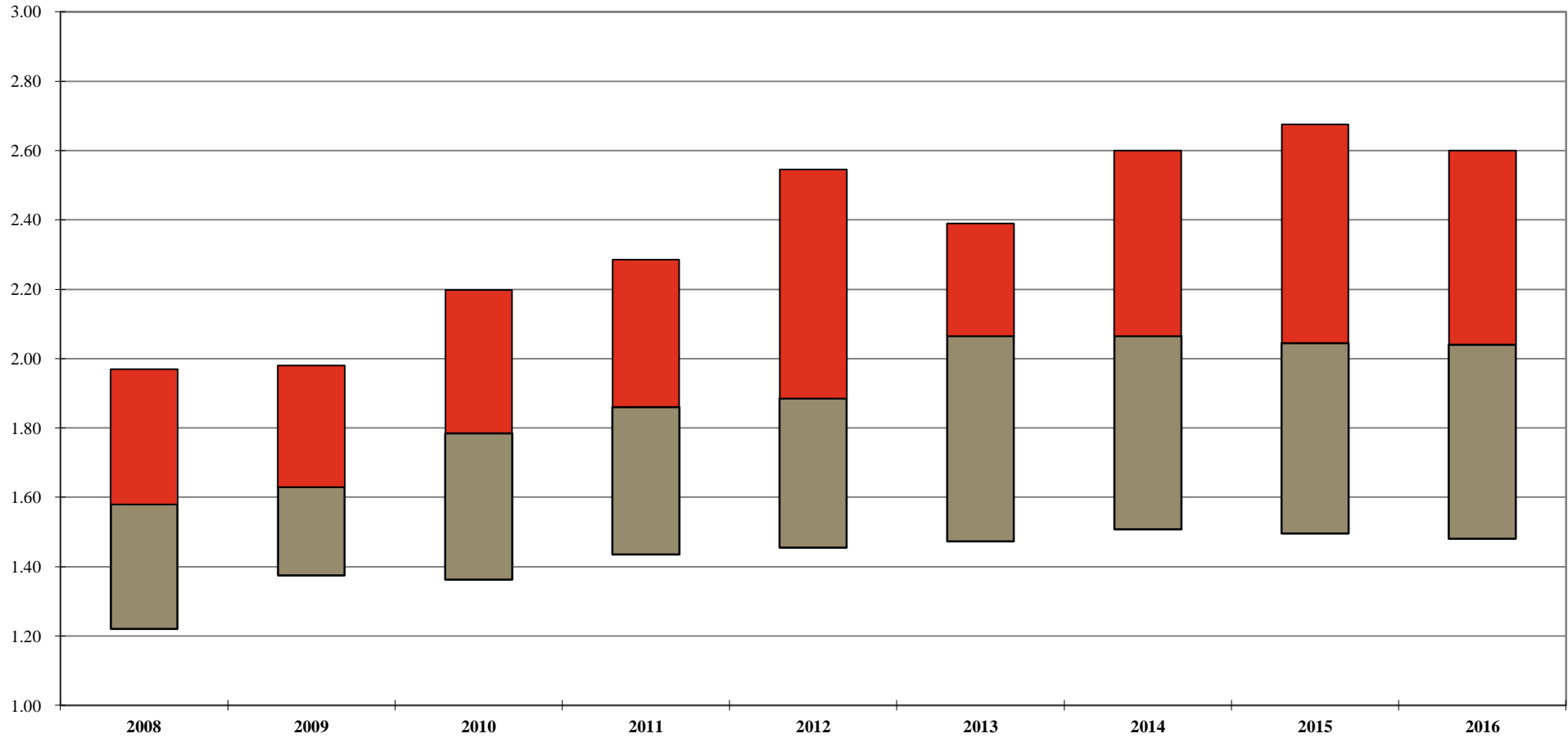
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate Leverage<sup>1</sup>

For the 12-month period ending December 31st of the stated year



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Your Firm</b>										
<b>1st Qtle</b>	1.95	1.97	1.98	2.20	2.29	2.55	2.39	2.60	2.68	2.60
<b>Median</b>	1.55	1.58	1.63	1.79	1.86	1.89	2.07	2.07	2.05	2.04
<b>3rd Qtle</b>	1.31	1.22	1.38	1.36	1.44	1.46	1.47	1.51	1.50	1.48

<sup>1</sup> Ratio of Other Attorneys to Associates. Other Attorneys include Equity Partners, Non-Equity Partners, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

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

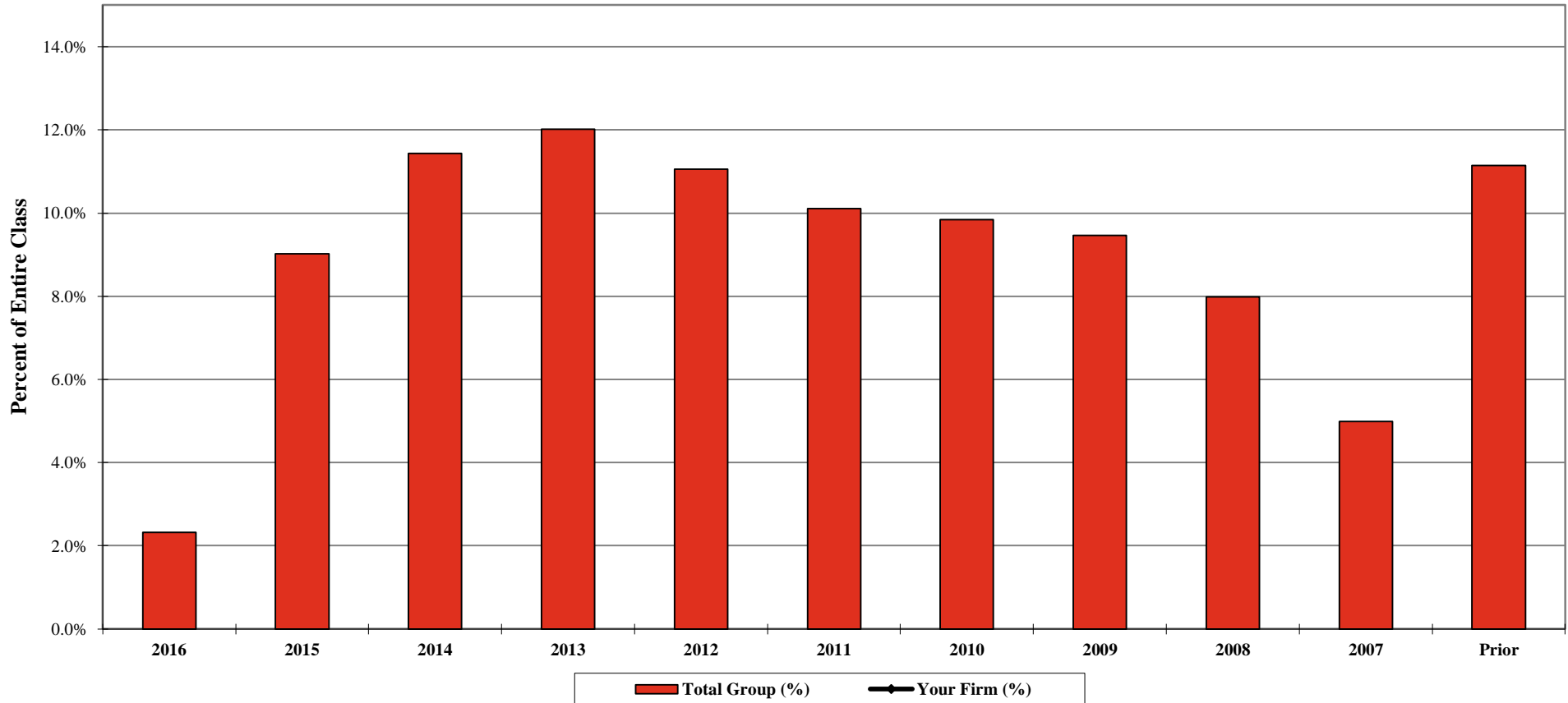
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### *Distribution of Associates by Law School Class Year*

*For the 12-month period ending December 31, 2016*



Your Firm (%) Your Firm (FTE) Total Group (%) Total Group (FTE)	Law Class Year										
	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	Prior
	2.3%	9.0%	11.4%	12.0%	11.1%	10.1%	9.8%	9.5%	8.0%	5.0%	11.1%
	137	534	677	137	655	598	582	560	473	295	660

\*\* omitted due to insufficient data

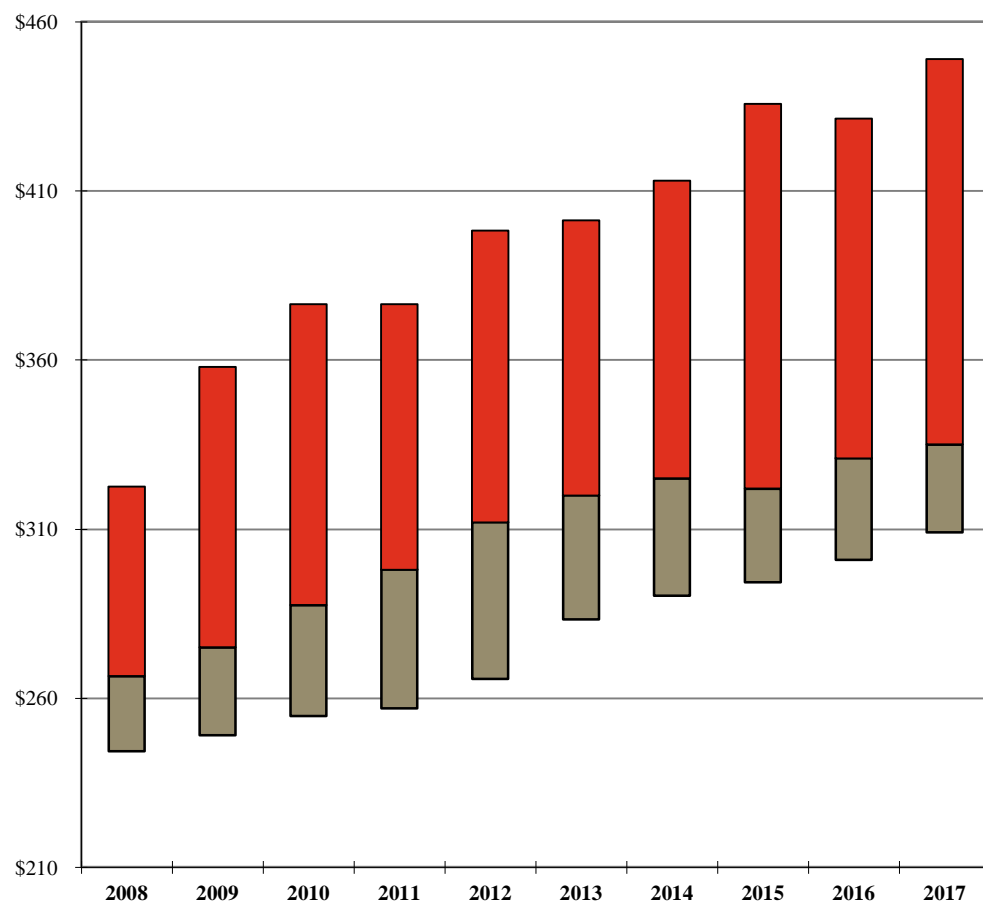
## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate Rates

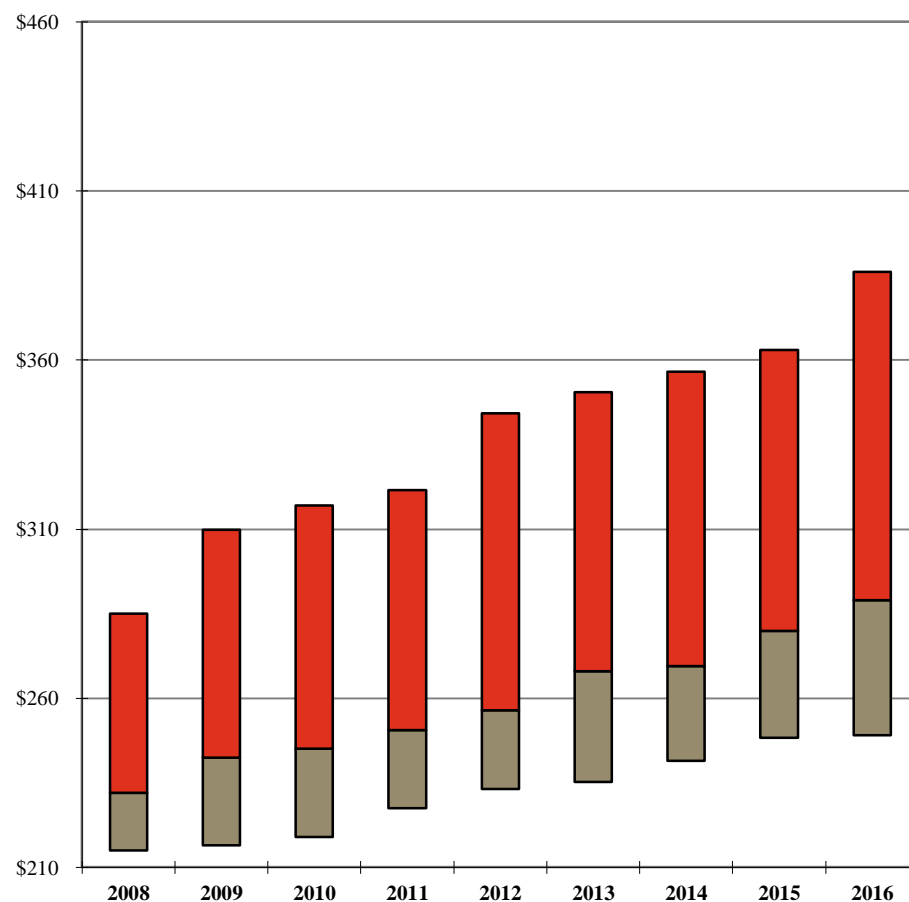
#### Standard Rates

As of January 1st of the stated year



#### Billed Rates

For the 12-month period ending December 31st of the stated year



Your Firm

1st Qtile

Median

3rd Qtile

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	\$323	\$358	\$377	\$377	\$398	\$401	\$413	\$436	\$432	\$449
	267	275	288	298	312	320	325	322	331	335
	244	249	255	257	266	283	290	294	301	309

Your Firm

1st Qtile

Median

3rd Qtile

	2008	2009	2010	2011	2012	2013	2014	2015	2016
	\$285	\$310	\$317	\$322	\$344	\$351	\$357	\$363	\$386
	232	243	245	251	257	268	270	280	289
	215	217	219	228	233	235	242	248	249

Additional detail can be found on Pages 80 and 99.

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

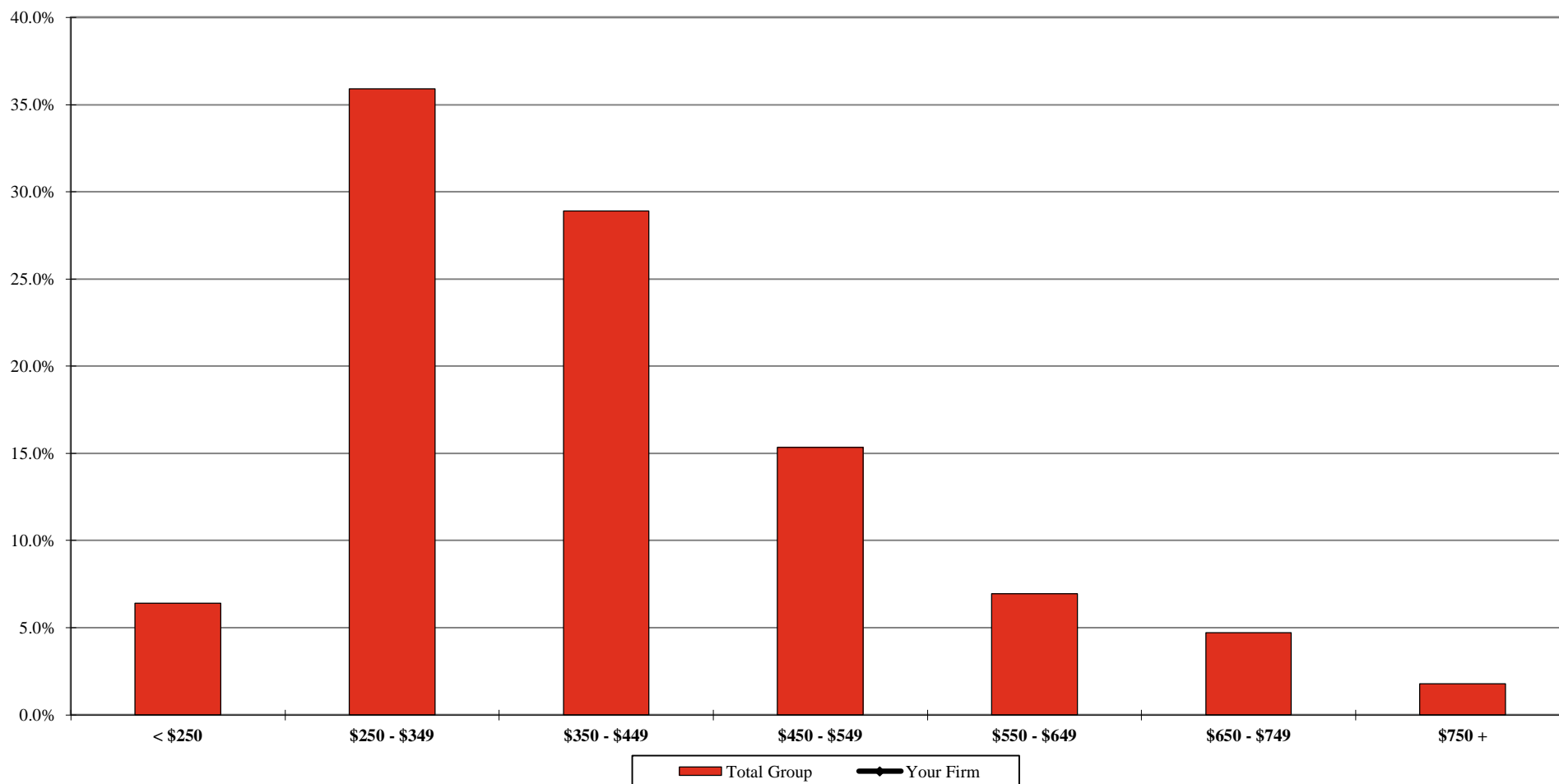
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Distribution of Associate Standard Billing Rates

As of January 1, 2017



**Your Firm**  
**Total Group**

< \$250	\$250 - \$349	\$350 - \$449	\$450 - \$549	\$550 - \$649	\$650 - \$749	\$750 +
6.4%	35.9%	28.9%	15.4%	7.0%	4.7%	1.8%

Additional detail can be found on Page 82.

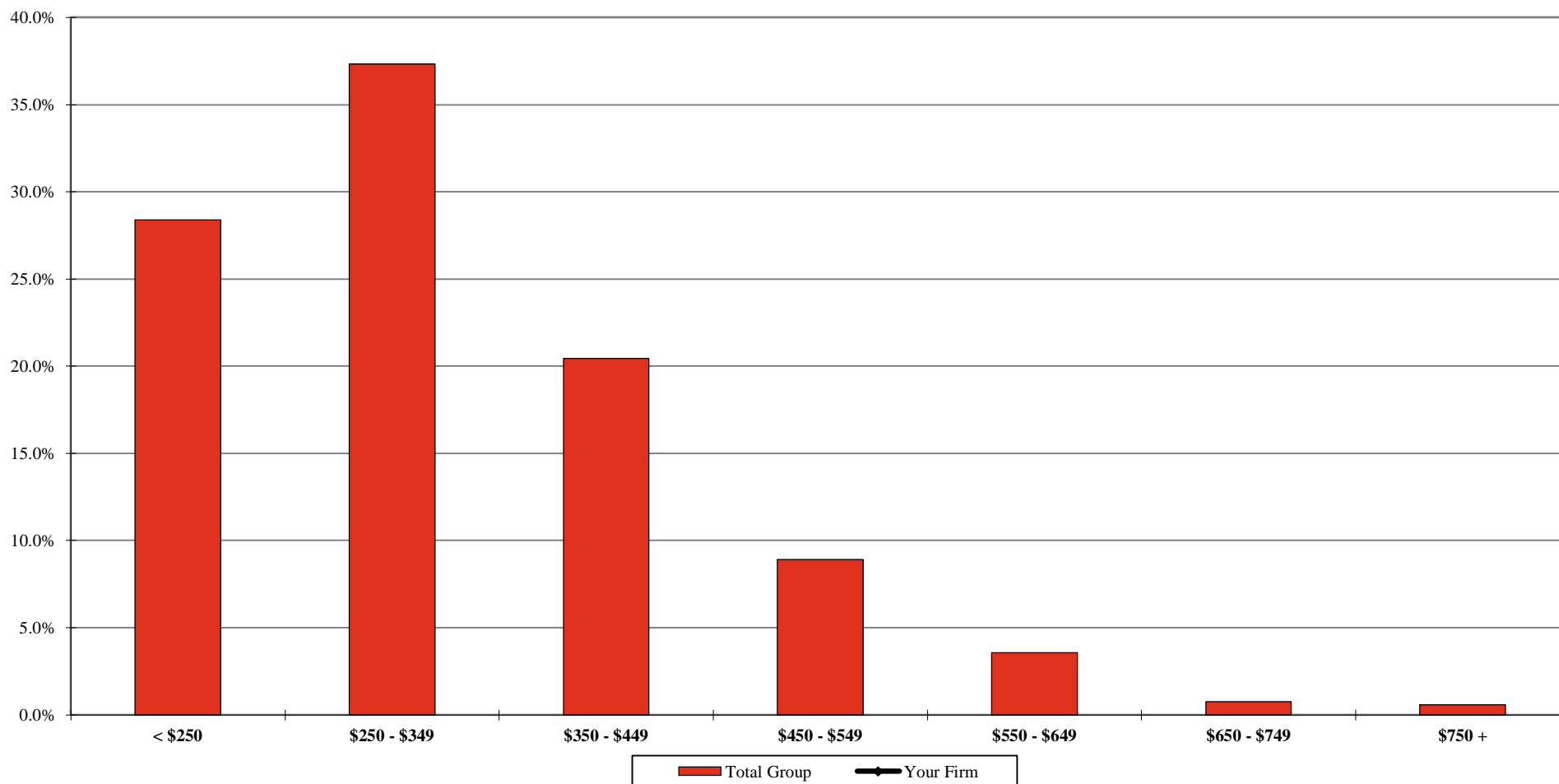
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## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### *Distribution of Associate Billed Rates<sup>1</sup>*

*For the 12-month period ending December 31, 2016*



**Your Firm**  
**Total Group**

< \$250	\$250 - \$349	\$350 - \$449	\$450 - \$549	\$550 - \$649	\$650 - \$749	\$750 +
28.4%	37.3%	20.5%	8.9%	3.6%	0.8%	0.6%

<sup>1</sup>Calculated by taking the actual value of amount billed during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

Additional detail can be found on Page 100.

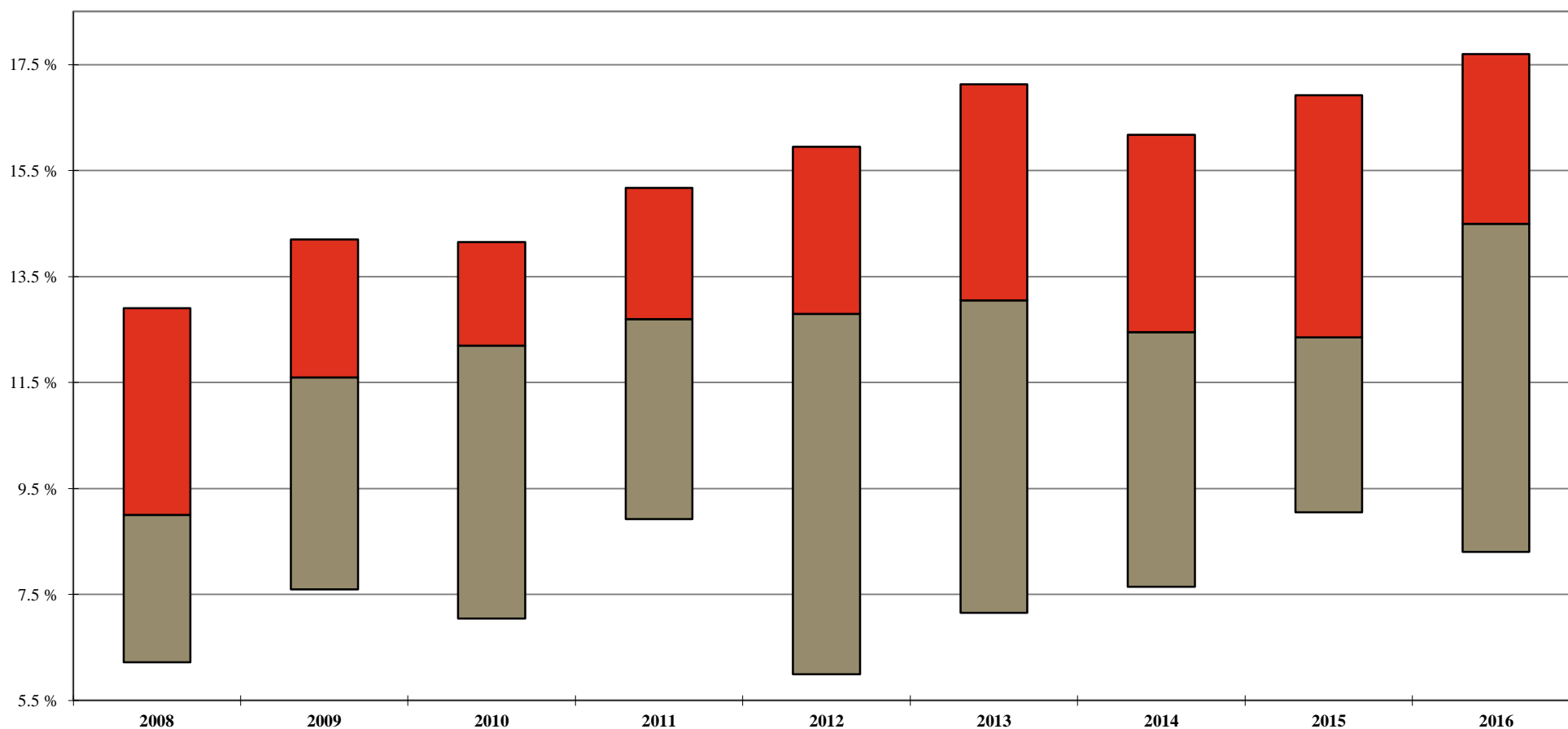
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate Discounting<sup>1</sup>

For the 12-month period ending December 31st of the stated year



Your Firm

1st Qtle

Median

3rd Qtle

2008	2009	2010	2011	2012	2013	2014	2015	2016
12.9%	14.2%	14.2%	15.2%	16.0%	17.1%	16.2%	16.9%	17.7%
9.0%	11.6%	12.2%	12.7%	12.8%	13.1%	12.5%	12.4%	14.5%
6.2%	7.6%	7.1%	8.9%	6.0%	7.2%	7.7%	9.1%	8.3%

<sup>1</sup> Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 106.

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

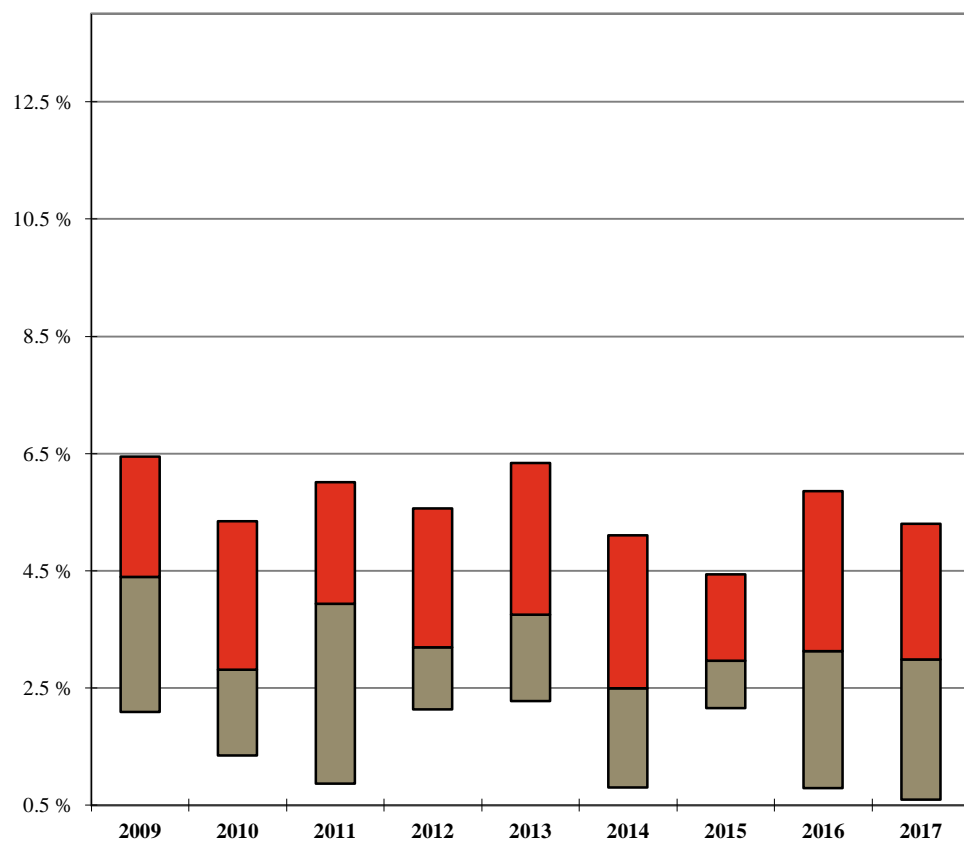
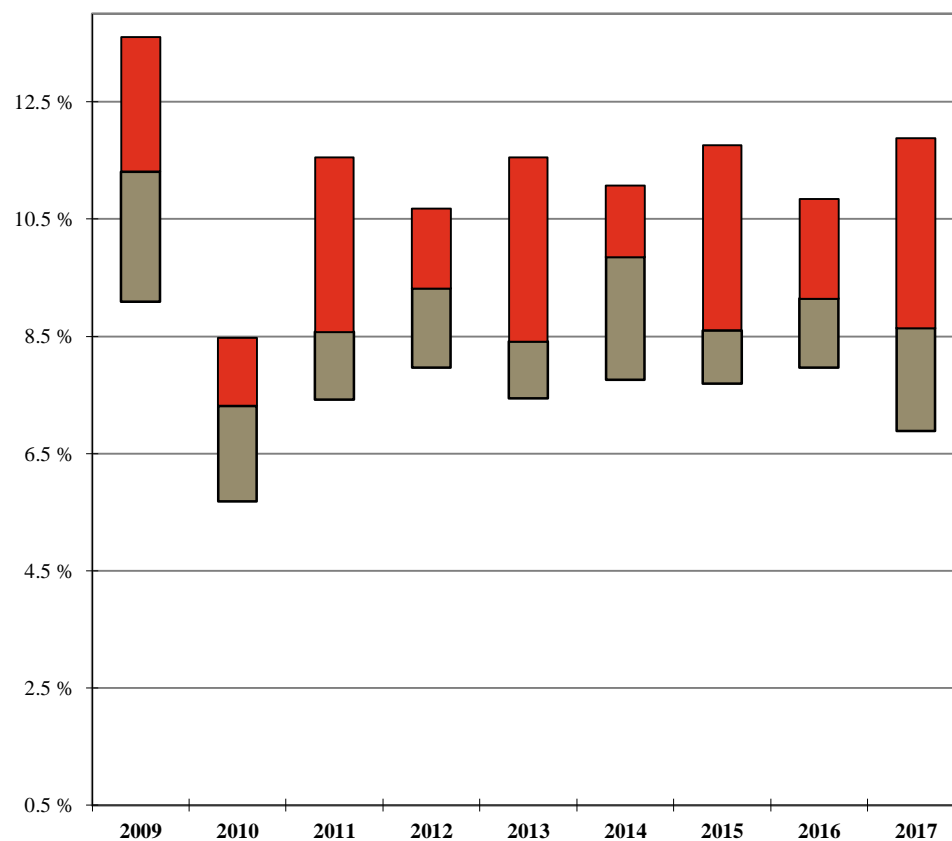
\*\* omitted due to insufficient data

**2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT**

AmLaw Second 100 xNYC - (56 members)

**Annual Change<sup>1</sup> : Associate Standard Rates**

As of January 1st of the stated year

**'Net' Change****'Full Year' Change****Your Firm****1st Qtle****Median****3rd Qtle**

2009	2010	2011	2012	2013	2014	2015	2016	2017
6.4%	5.3%	6.0%	5.6%	6.3%	5.1%	4.4%	5.9%	5.3%
4.4%	2.8%	3.9%	3.2%	3.8%	2.5%	3.0%	3.1%	3.0%
2.1%	1.3%	0.9%	2.1%	2.3%	0.8%	2.2%	0.8%	0.6%

**Your Firm****1st Qtle****Median****3rd Qtle**

2009	2010	2011	2012	2013	2014	2015	2016	2017
13.6%	8.5%	11.6%	10.7%	11.6%	11.1%	11.8%	10.8%	11.9%
11.3%	7.3%	8.6%	9.3%	8.4%	9.9%	8.6%	9.1%	8.6%
9.1%	5.7%	7.4%	8.0%	7.4%	7.8%	7.7%	8.0%	6.9%

<sup>1</sup> 'Net' Change is the overall change in the average Standard Billing Rate for the stated year; 'Full Year' Change is calculated only for those Associates who were employed during the entire one year period, excluding Associates who had a title change during the year.

Additional detail can be found on Pages 80 and 85.

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

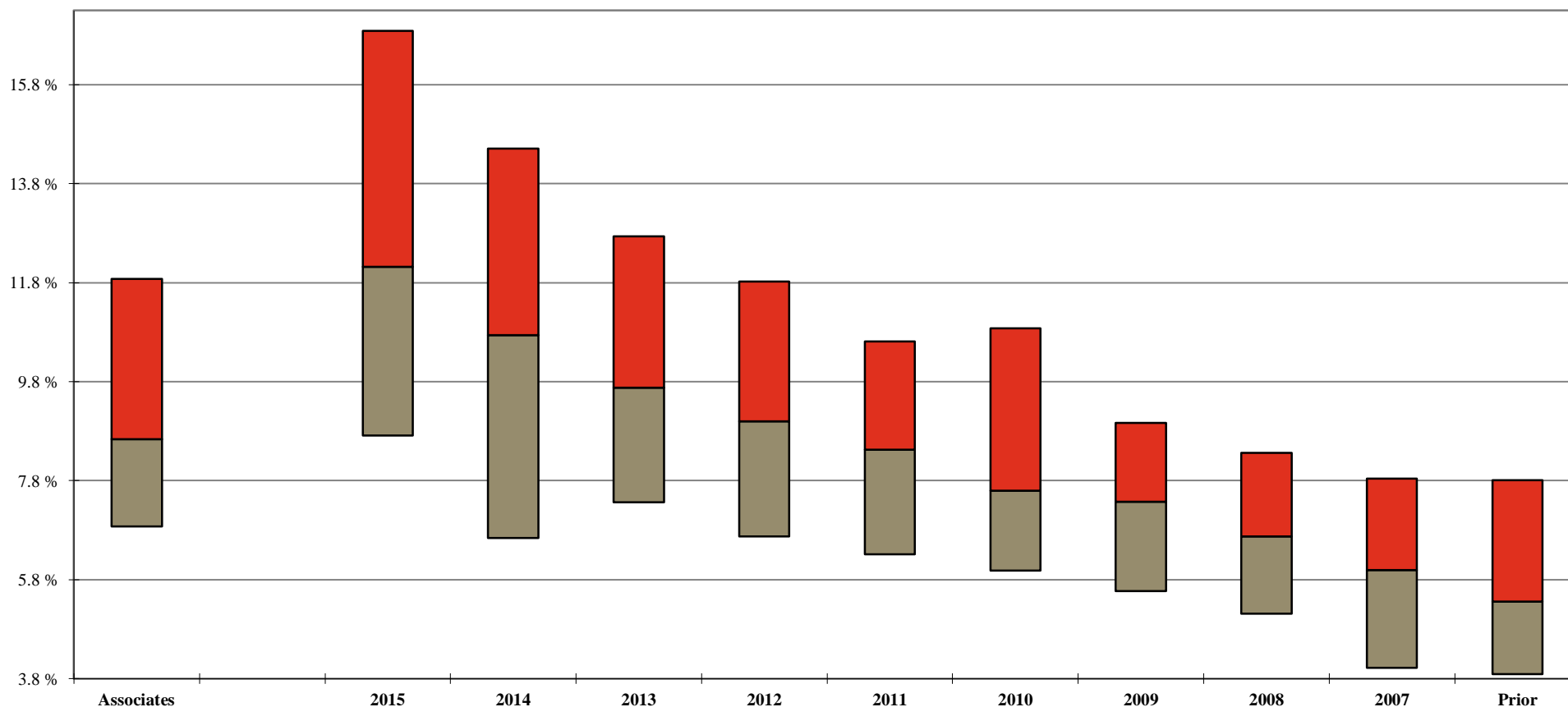
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### 'Full Year'<sup>1</sup> Associates Standard Rate Change by Class Year

As of January 1, 2017



Your Firm		Law Class Year										
	Associates	2015	2014	2013	2012	2011	2010	2009	2008	2007	Prior	
	1st Qtle	11.9%	16.9%	14.5%	12.7%	11.8%	10.6%	10.9%	9.0%	8.4%	7.8%	7.8%
	Median	8.6%	12.1%	10.7%	9.7%	9.0%	8.4%	7.6%	7.4%	6.7%	6.0%	5.4%
3rd Qtle	6.9%	8.7%	6.6%	7.4%	6.7%	6.3%	6.0%	5.6%	5.1%	4.0%	3.9%	

<sup>1</sup> 'Full Year' Change is calculated only for those Associates who were employed during the entire one year period, excluding Associates who had a title change during the year.

Additional detail can be found on Page 85.

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

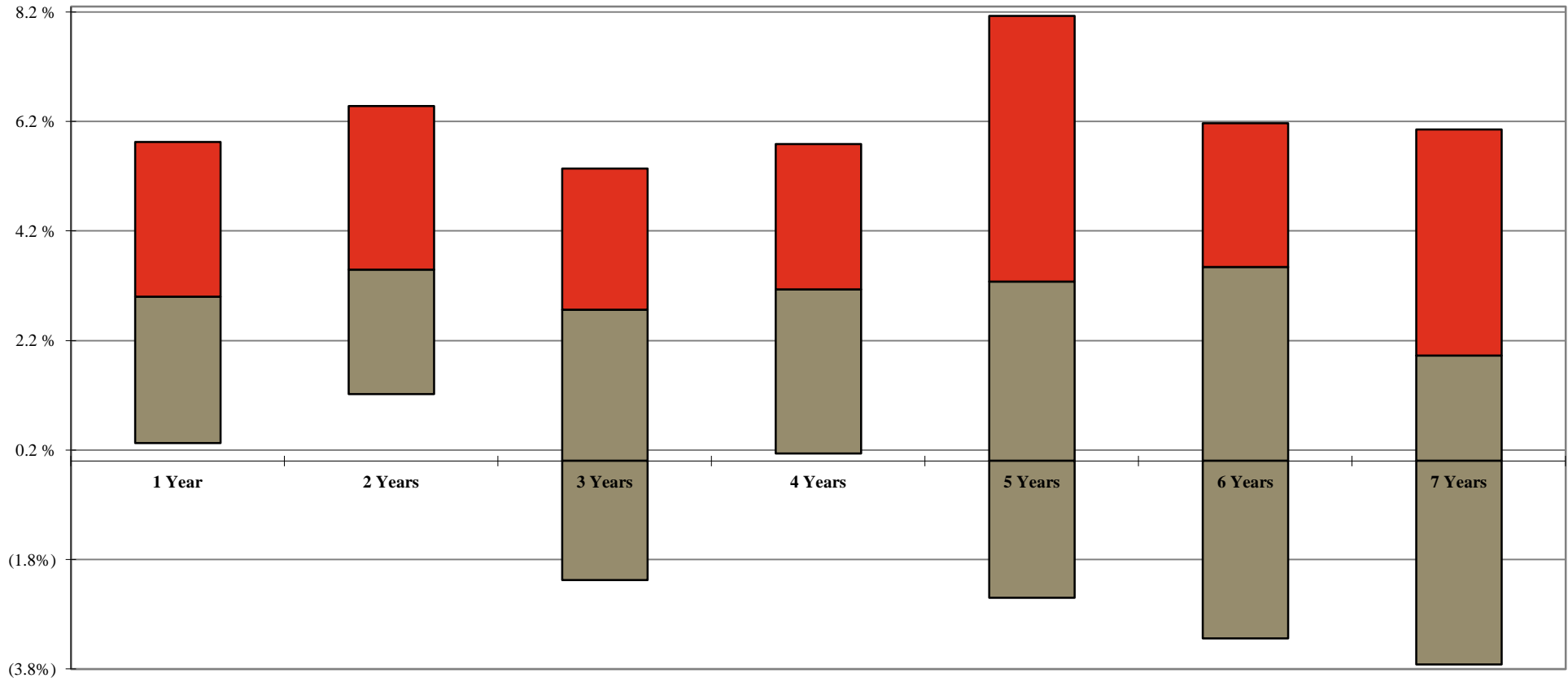
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate 'Full-Year' Standard Rate Change by Years of Experience<sup>1</sup>

As of January 1, 2017



	Years of Experience						
	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years
<b>Your Firm</b>							
<b>1st Qtle</b>	5.8%	6.5%	5.3%	5.8%	8.1%	6.2%	6.1%
<b>Median</b>	3.0%	3.5%	2.8%	3.1%	3.3%	3.5%	1.9%
<b>3rd Qtle</b>	0.3%	1.2%	(2.2%)	0.1%	(2.5%)	(3.2%)	(3.7%)

<sup>1</sup> Calculated as the percent change for an associate with the respective years of experience at 1/1/2017 to the corresponding years of experience at 1/1/2016. For example, an associate with one year of experience would be included in law school class year 2015 at 1/1/2017, and included in law school class year 2014 at 1/1/2016.

Additional detail can be found on Page 86.

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

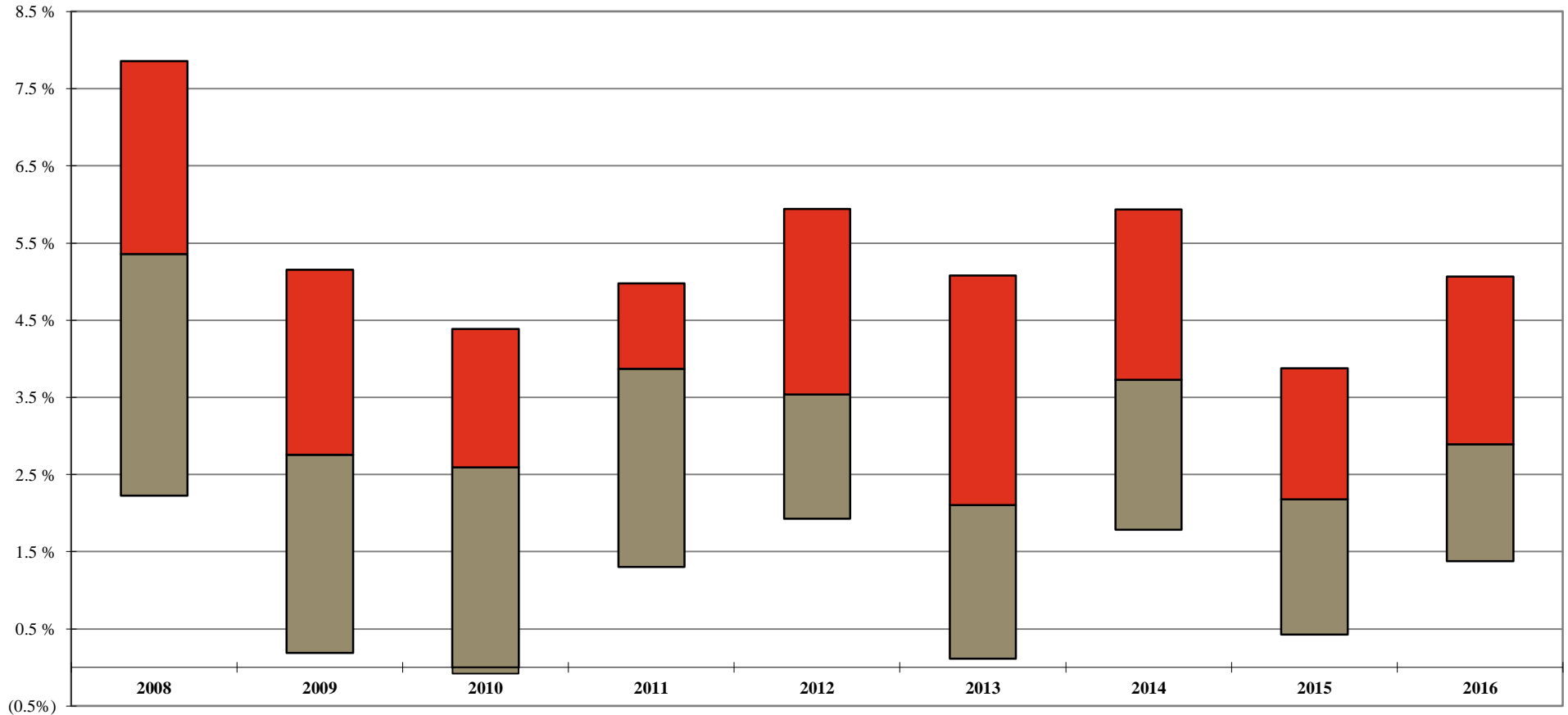
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Annual Change: Associate Billed Rates

For the 12-month period ending December 31st of the stated year



Your Firm

1st Qtile

Median

3rd Qtile

2008	2009	2010	2011	2012	2013	2014	2015	2016
7.9%	5.2%	4.4%	5.0%	5.9%	5.1%	5.9%	3.9%	5.1%
5.4%	2.8%	2.6%	3.9%	3.5%	2.1%	3.7%	2.2%	2.9%
2.2%	0.2%	(0.1%)	1.3%	1.9%	0.1%	1.8%	0.4%	1.4%

Additional detail can be found on Page 99.

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

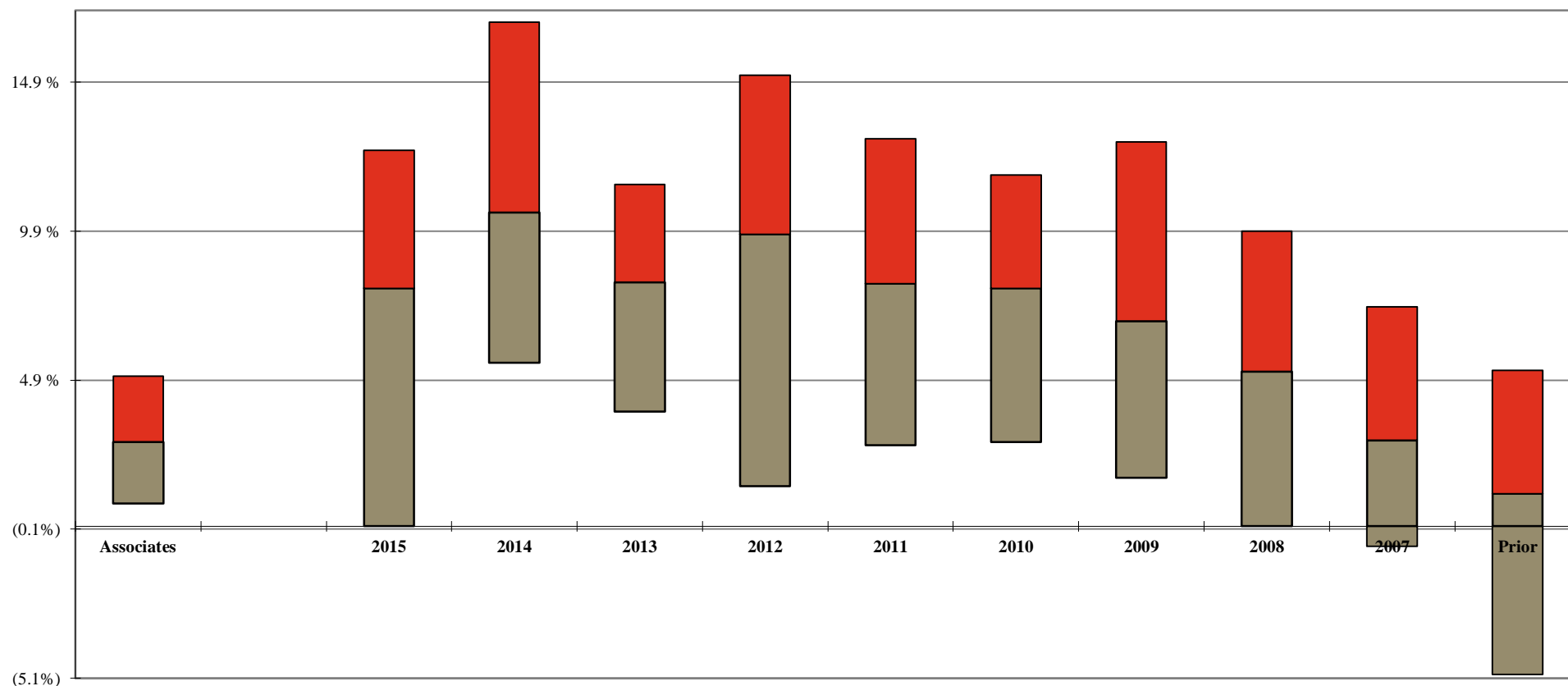
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### 'Full Year'<sup>1</sup> Associates Billed Rate Change by Class Year

As of January 1, 2017



Your Firm		Law Class Year										
	Associates	2015	2014	2013	2012	2011	2010	2009	2008	2007	Prior	
	1st Qtle	5.0%	12.6%	16.9%	11.5%	15.1%	13.0%	11.8%	12.9%	9.9%	7.4%	5.2%
	Median	2.8%	8.0%	10.5%	8.2%	9.8%	8.1%	8.0%	6.9%	5.2%	2.9%	1.1%
3rd Qtle	0.8%	0.0%	5.5%	3.9%	1.4%	2.7%	2.8%	1.6%	0.0%	(0.7%)	(5.0%)	

<sup>1</sup> 'Full Year' Change is calculated only for those Associates who were employed during the entire one year period, excluding Associates who had a title change during the year.

Additional detail can be found on Page 104.

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

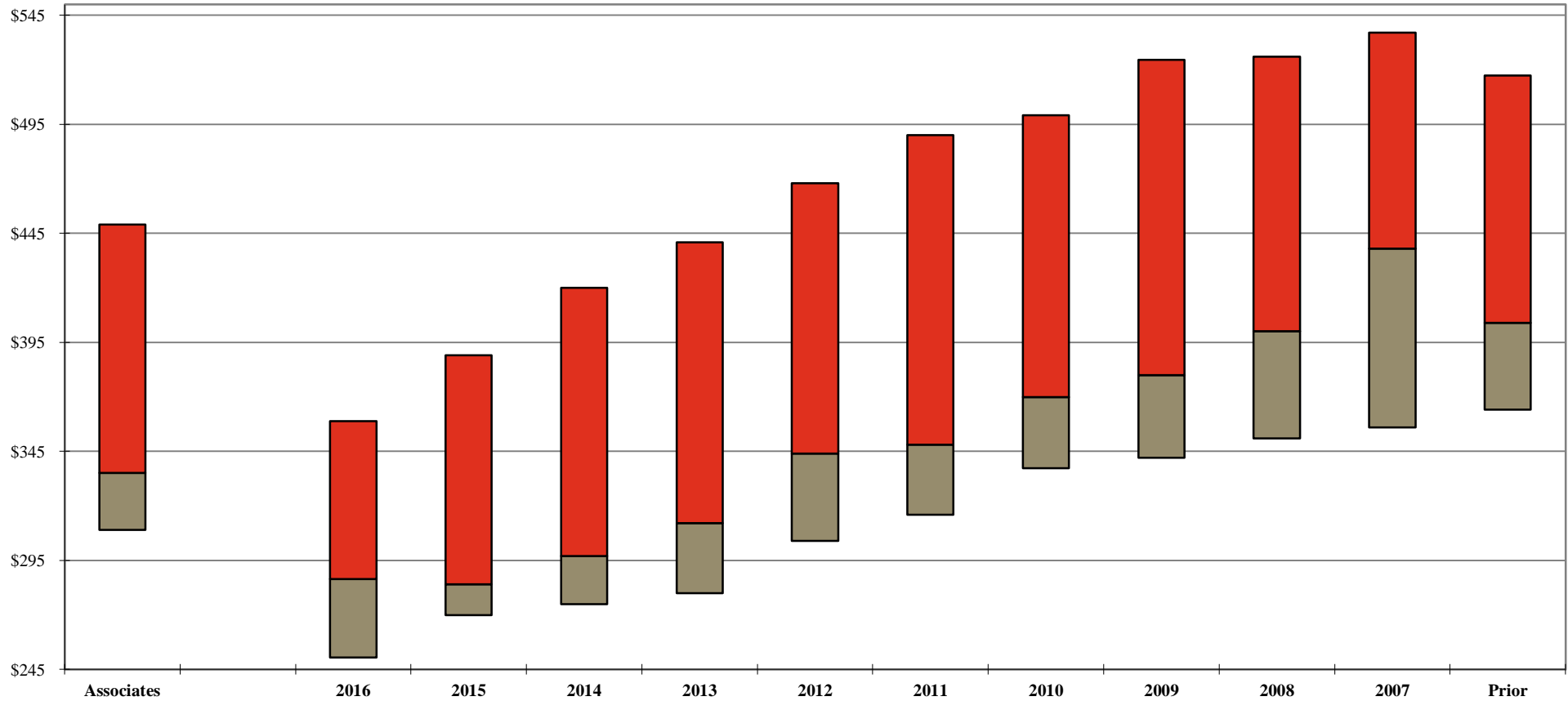
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate Standard Rates by Class Year

As of January 1, 2017



Your Firm	Law Class Year											
	Associates	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	Prior
	1st Qtle	\$449	\$359	\$389	\$420	\$441	\$468	\$490	\$499	\$525	\$526	\$537
	Median	335	287	284	297	312	344	348	370	380	400	438
	3rd Qtle	309	251	270	275	280	304	316	337	342	351	356

Additional detail can be found on Page 80.

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

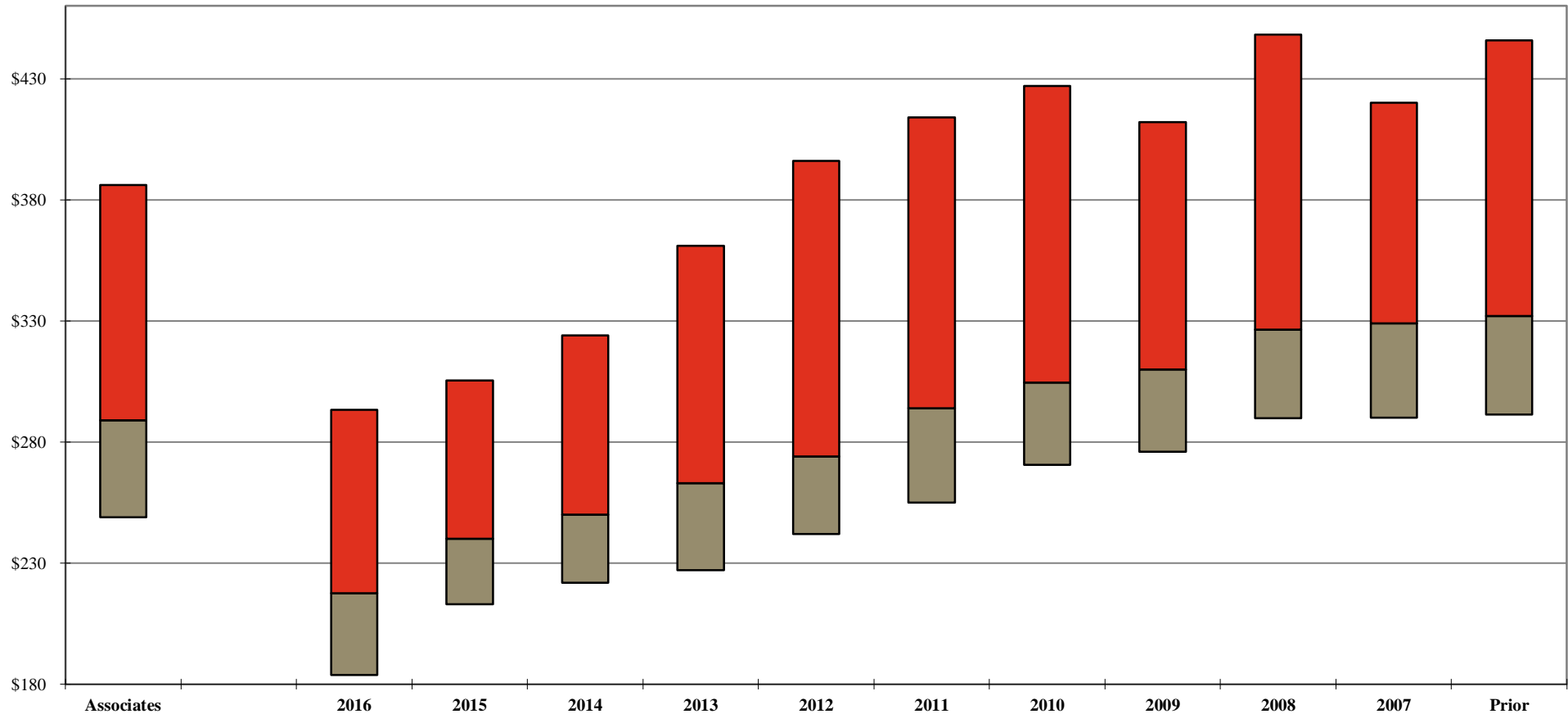
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate Billed Rates by Class Year

For the 12-month period ending December 31, 2016



	Law Class Year											
	Associates	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	Prior
<b>Your Firm</b>												
<b>1st Qtle</b>	\$386	\$293	\$306	\$324	\$361	\$396	\$414	\$427	\$412	\$448	\$420	\$446
<b>Median</b>	289	218	240	250	263	274	294	305	310	327	329	332
<b>3rd Qtle</b>	249	184	213	222	227	242	255	271	276	290	290	291

Additional detail can be found on Page 99.

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

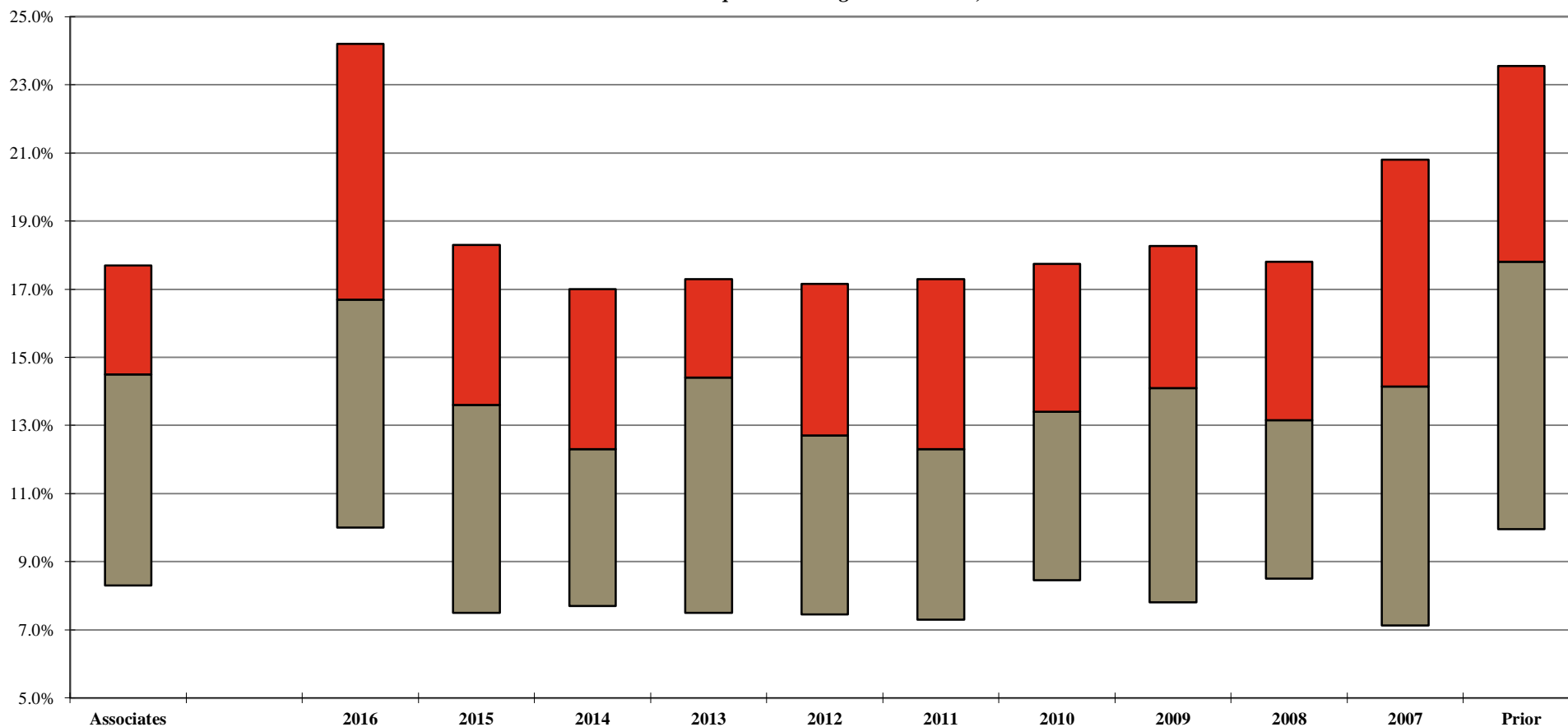
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate Discounting<sup>1</sup> by Class Year

For the 12-month period ending December 31, 2016



Your Firm	Law Class Year											
	Associates	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	Prior
	17.7%	24.2%	18.3%	17.0%	17.3%	17.2%	17.3%	17.8%	18.3%	17.8%	20.8%	23.6%
	14.5%	16.7%	13.6%	12.3%	14.4%	12.7%	12.3%	13.4%	14.1%	13.2%	14.2%	17.8%
3rd Qtile	8.3%	10.0%	7.5%	7.7%	7.5%	7.5%	7.3%	8.5%	7.8%	8.5%	7.1%	10.0%

<sup>1</sup> Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 106.

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

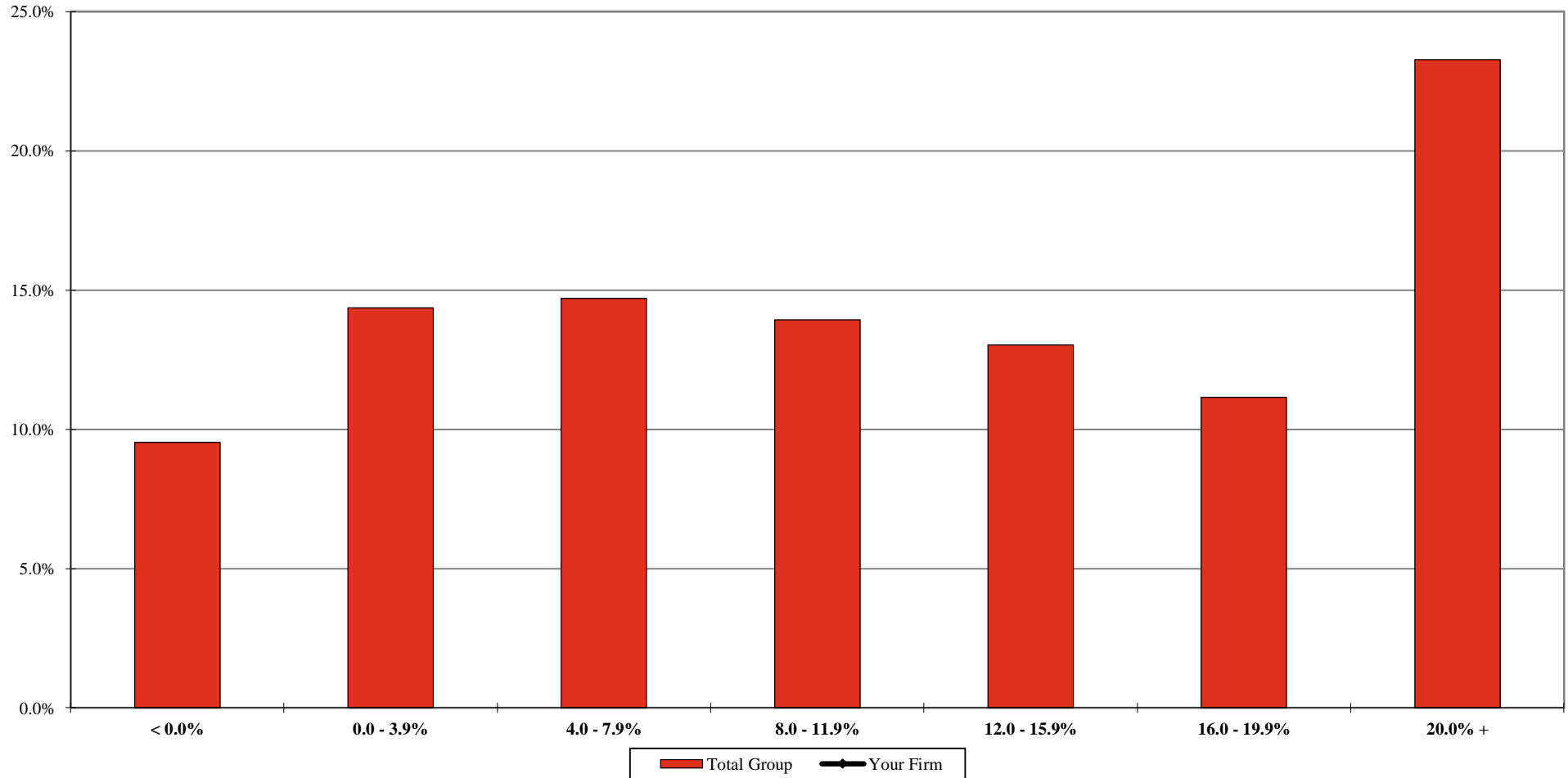
\*\* omitted due to insufficient data

2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

*Distribution of Associates by Discount Levels<sup>1</sup>*

*For the 12-month period ending December 31, 2016*



	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
<b>Your Firm</b>							
<b>Total Group</b>	9.5%	14.4%	14.7%	13.9%	13.0%	11.2%	23.3%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period. Additional detail can be found on Page 109.

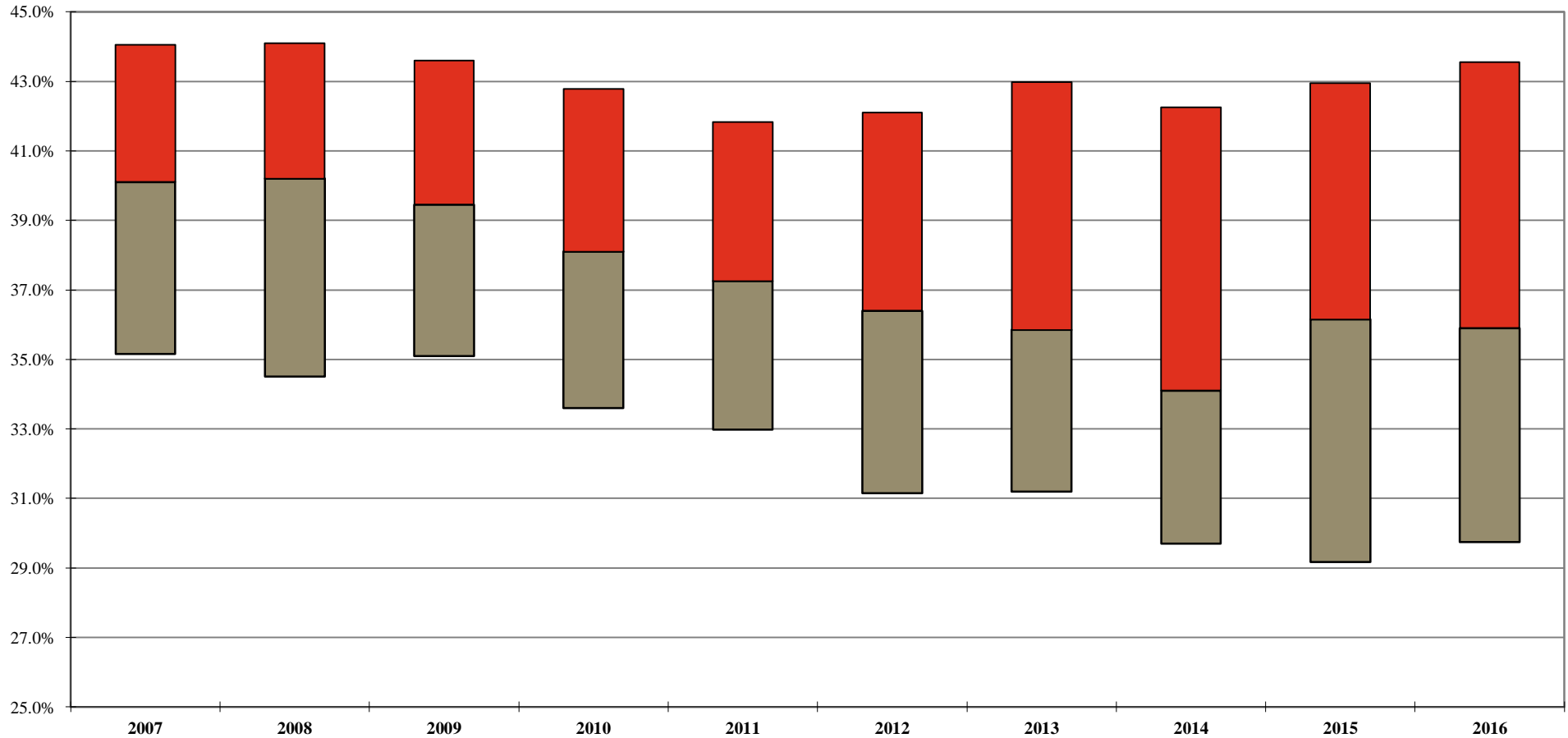
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate Hours as a Percentage of All Attorney Hours

For the 12-month period ending December 31st of the stated year



Your Firm

1st Qtle

Median

3rd Qtle

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
44.1%	44.1%	43.6%	42.8%	41.8%	42.1%	43.0%	42.3%	43.0%	43.6%
40.1%	40.2%	39.5%	38.1%	37.3%	36.4%	35.9%	34.1%	36.2%	35.9%
35.2%	34.5%	35.1%	33.6%	33.0%	31.2%	31.2%	29.7%	29.2%	29.8%

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

\*\* omitted due to insufficient data

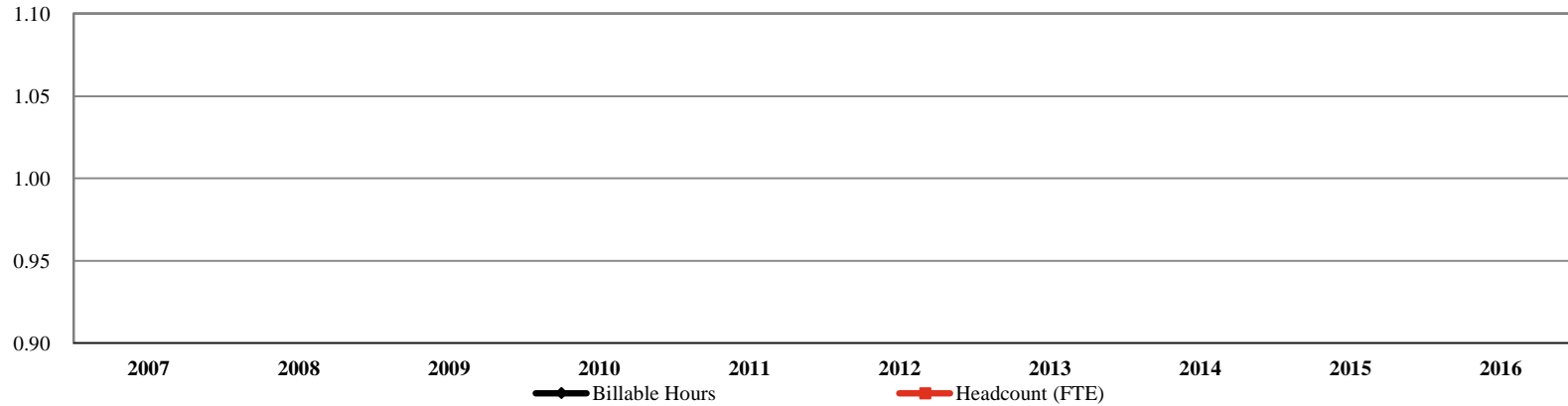
## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate Capacity<sup>1</sup>

For the 12-month period ending December 31 of the stated year

#### Your Firm

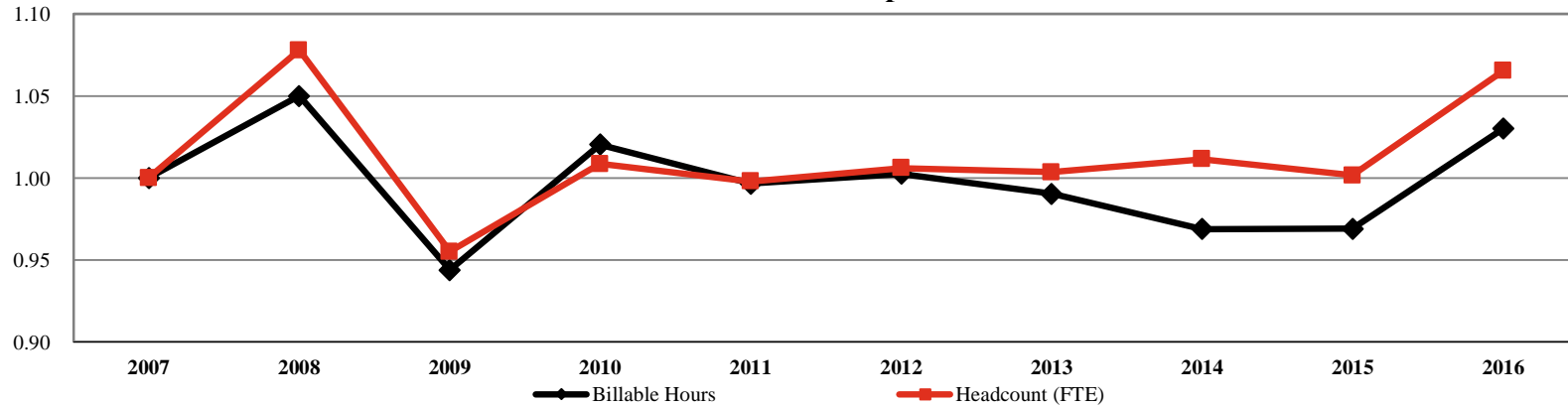


#### Your Firm

Billable Hours  
Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Chg: '07-'16
Billable Hours											
Headcount (FTE)											

#### Total Group



#### Total Group

Billable Hours  
Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% Chg: '07-'16
Billable Hours	6,806,049	7,146,733	6,424,209	6,945,490	6,782,184	6,823,766	6,740,079	6,593,515	6,595,162	7,011,005	3.0%
Headcount (FTE)	3,856	4,157	3,682	3,889	3,848	3,879	3,870	3,900	3,862	4,108	6.5%

<sup>1</sup> Includes only those Firms that participated for the past 10 years; All values indexed to 2007.

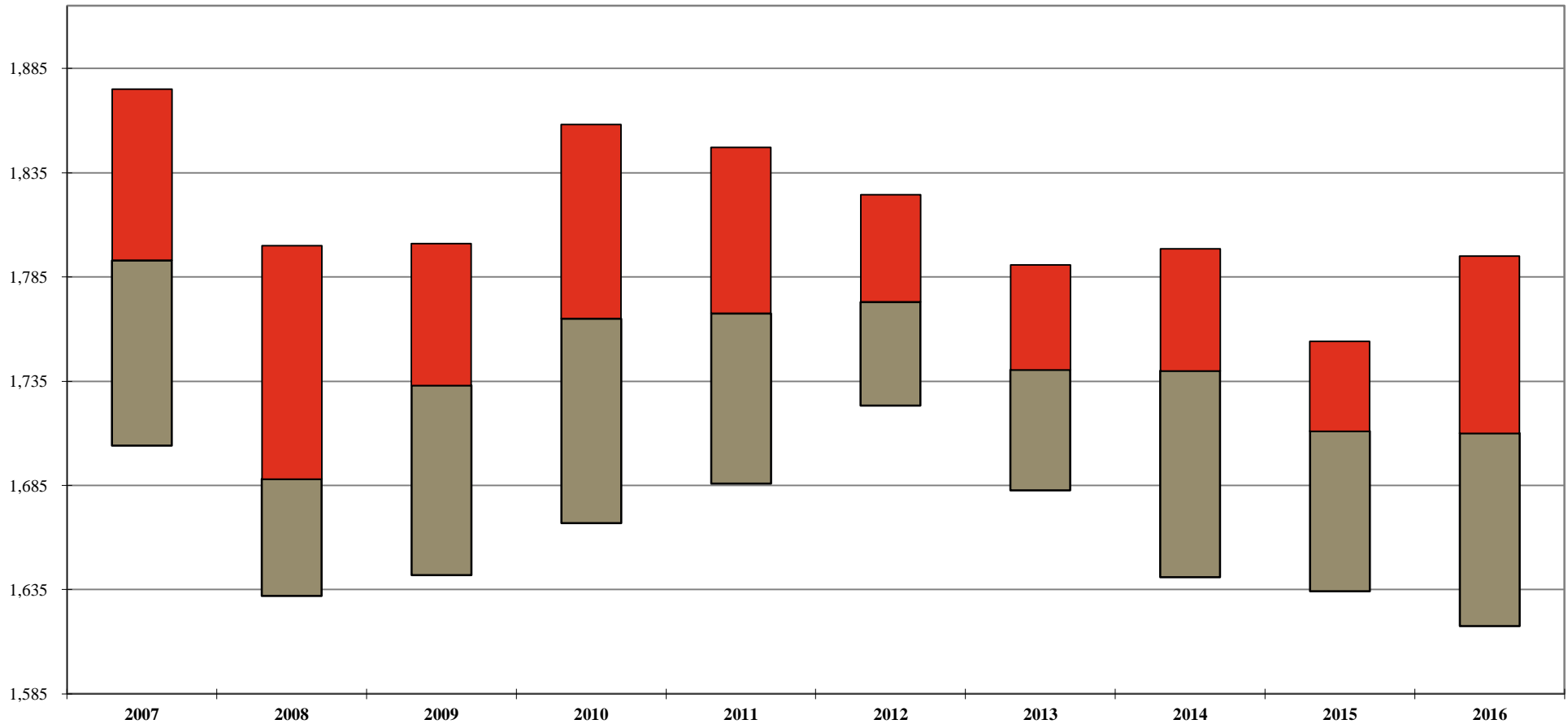
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate Utilization

For the 12-month period ending December 31st of the stated year



Your Firm	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Change: '07-'16
1st Qtl	1,875	1,800	1,801	1,858	1,847	1,825	1,791	1,799	1,754	1,795	(80)
Median	1,793	1,688	1,733	1,765	1,768	1,773	1,741	1,740	1,711	1,710	(83)
3rd Qtl	1,704	1,632	1,642	1,667	1,686	1,723	1,683	1,641	1,634	1,618	(87)

Additional detail can be found on Page 113.

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

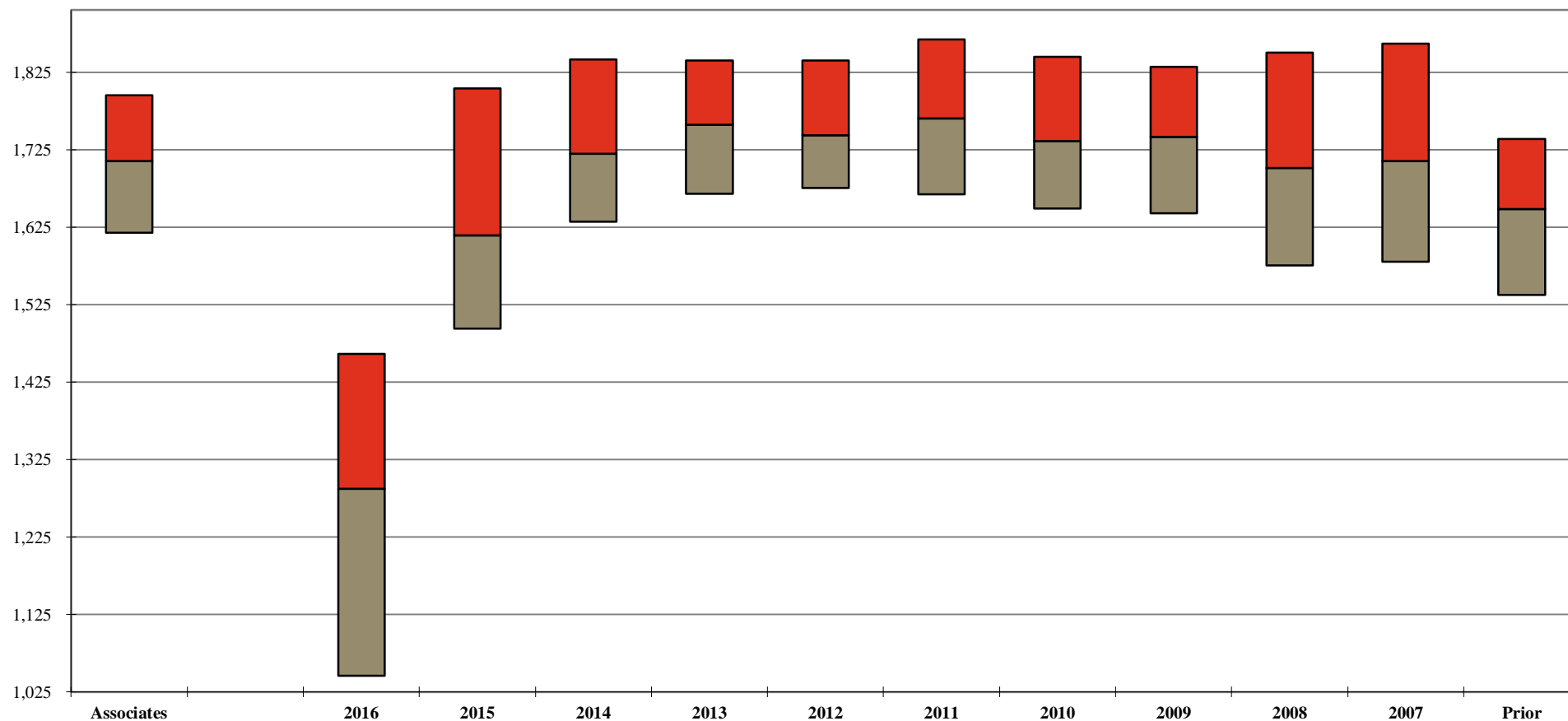
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate Utilization by Law Class Year

For the 12-month period ending December 31, 2016



Your Firm		Law Class Year											
	Associates	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	Prior	
	1st Qtle	1,795	1,462	1,804	1,842	1,840	1,840	1,867	1,845	1,832	1,850	1,862	1,739
	Median	1,710	1,287	1,614	1,720	1,757	1,744	1,766	1,736	1,742	1,701	1,710	1,648
	3rd Qtle	1,618	1,046	1,494	1,632	1,668	1,676	1,667	1,649	1,643	1,576	1,580	1,538

Additional detail can be found on Page 113.

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

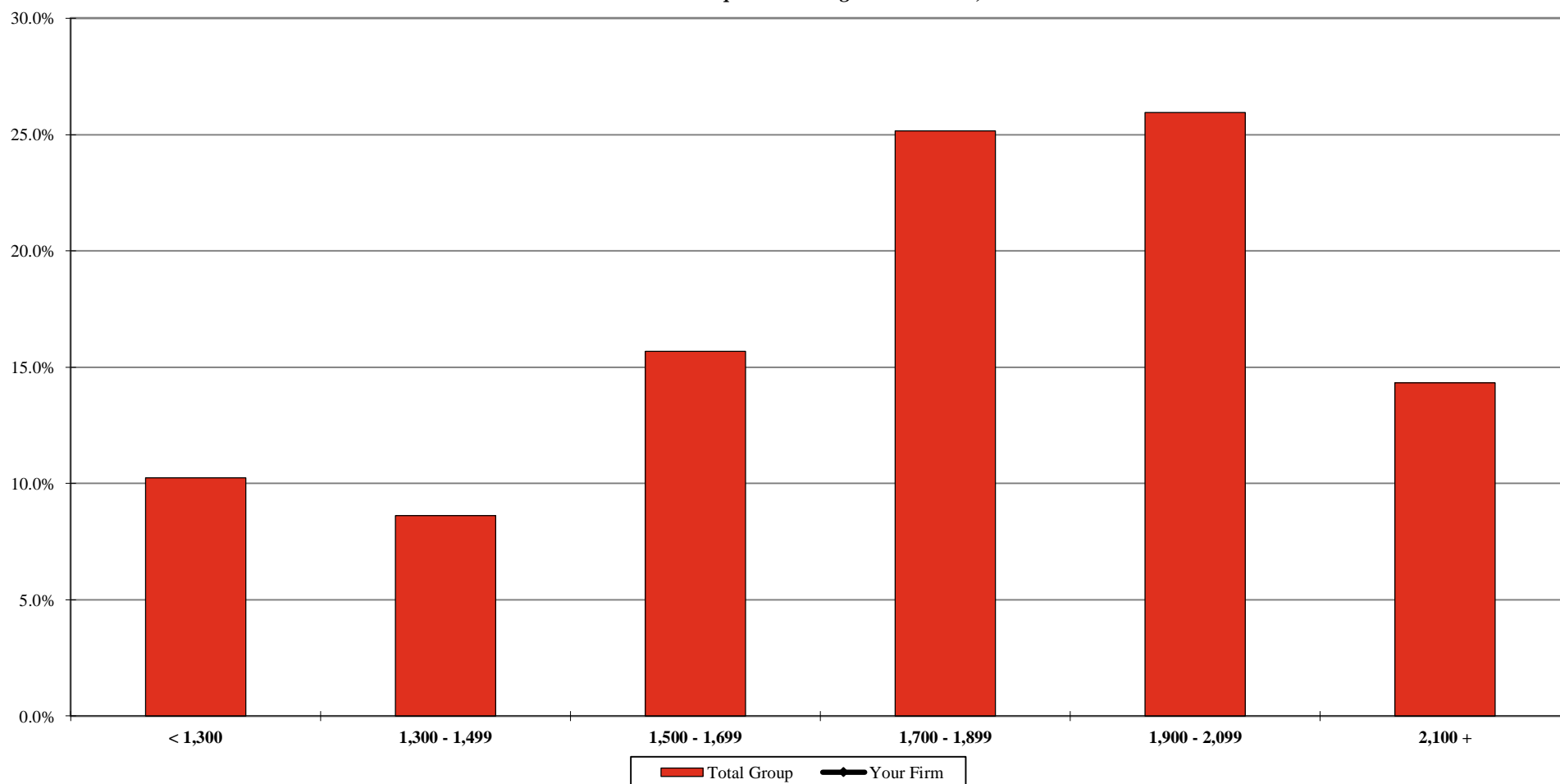
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### *Distribution of Associates by Utilization Levels <sup>1</sup>*

*For the 12-month period ending December 31, 2016*



**Your Firm**  
**Total Group**

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
10.2%	8.6%	15.7%	25.2%	26.0%	14.3%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each utilization level.  
Additional detail can be found on Page 114.

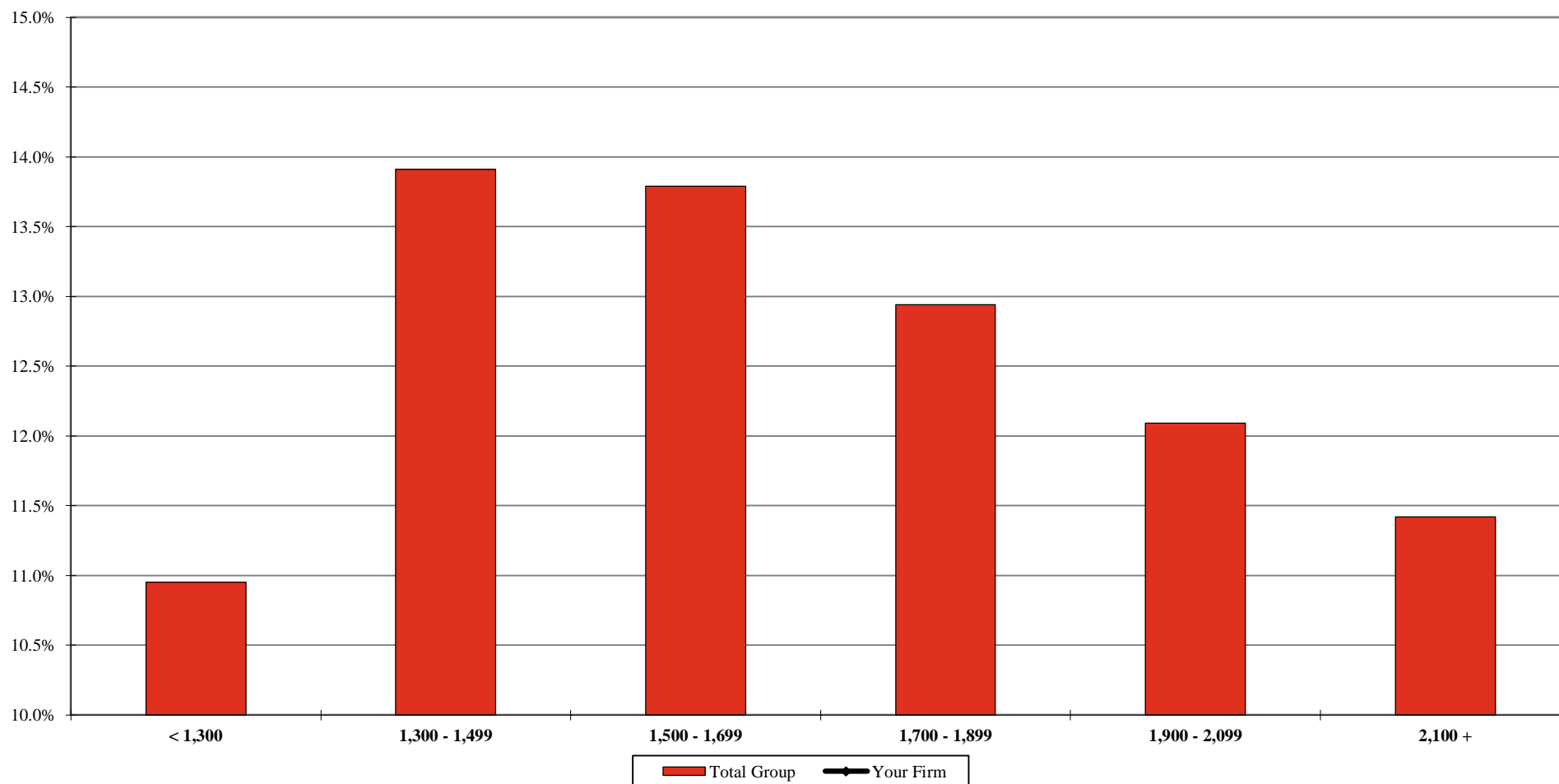
\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate Discounting<sup>1</sup> by Utilization Levels

For the 12-month period ending December 31, 2016



**Your Firm**  
**Total Group**

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
11.0%	13.9%	13.8%	12.9%	12.1%	11.4%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each utilization level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

\*\* omitted due to insufficient data

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Estimated Impact of Performance Improvements

	Your Firm	2% Increase			5% Increase		
	Value	Target	Variance	\$ Impact per Equity Partner	Target	Variance	\$ Impact per Equity Partner
<b>Average Billable Hours</b> <i>for the 12-month period ending 12/31/2016</i>							
Equity Partners							
Non-Equity Partners							
Associates							
<b>Standard Billing Rates at 1/1/2017</b>							
Equity Partners							
Non-Equity Partners							
Associates							
<b>Average Billed Rates</b> <i>for the 12-month period ending 12/31/2016</i>							
Equity Partners							
Non-Equity Partners							
Associates							

#### Legend:

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

**\$ Impact per Equity Partner** - The net effect, on a per equity partner basis, of achieving the target increase level. Results of less than \$5,000 are denoted as such.

#### \$ Impact per Equity Partner Calculations:

**Average Billable Hours:**  $(\text{Variance}) * (\text{Average Billed Rate}) * (\text{FTE}) / (\text{Number of Equity Partners})$

**Standard Billing Rate:**  $(\text{Variance}) * (\text{Average Billable Hours}) * (\text{FTE}) / (\text{Number of Equity Partners})$

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

**Average Billed Rates:**  $(\text{Variance}) * (\text{Average Billable Hours}) * (\text{FTE}) / (\text{Number of Equity Partners})$

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Attorney Billable Hour Targets

#### Target billable hour requirements:

	Your Firm		1 <sup>st</sup> Quartile	Group	
	Average	Rank / Of		Median	3 <sup>rd</sup> Quartile
Equity Partners		/ 28 ‡	1,800	1,750	1,700
Non-Equity Partners		/ 29 ‡	1,850	1,800	1,750
Associates		/ 35 ‡	1,950	1,900	1,850
Sr. Attorneys		/ 26 ‡	1,900	1,800	1,750
Staff Attorneys		/ 24 ‡	1,913	1,825	1,688
Paralegals		/ 29 ‡	1,600	1,550	1,500

#### Percentage of the Attorneys in each classification that achieved their target billable hour requirements:

Equity Partners	/ 26 ‡	36.8	25.7	20.7
Non-Equity Partners	/ 27 ‡	35.1	25.5	15.8
Associates	/ 32 ‡	55.2	42.1	33.3
Sr. Attorneys	/ 23 ‡	41.6	27.3	16.5
Staff Attorneys	/ 19 ‡	47.8	28.6	5.0
Paralegals	/ 27 ‡	35.0	26.3	18.5

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## Alternative Fee Arrangements (AFAs)

	Your Firm	Group	
		# of Members Responding	% Yes Responses
Does your firm track AFAs in your accounting system?		41	78.0
Indicate the AFAs utilized by your firm:		37	
Flat fees for some or all stages of a matter			91.9
Flat fee for the entire matter			97.3
Blended Rates			89.2
Incentive or success fees			78.4
Collars and/or fee caps			83.8
Contingency fees			97.3
Annual retainer fee for a portfolio of services			67.6
Holdbacks			48.6
Other			8.1
The majority of AFAs are approved by:		37	
Billing Committee			29.7
CEO/Managing Partner			8.1
CFO/Finance Partner			24.3
COO			10.8
Practice Leaders			10.8
Relationship Partners			10.8
Other Partners			5.4
Over the past 5 years, how has the number of AFAs changed?		31	
Increased >50%			16.1
Increased 25% - 50%			9.7
Increased up to 25%			32.3
Decreased			32.3
No Change			3.2

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Alternative Fee Arrangements (AFAs)

	Your Firm	Group	
		# of Members Responding	% Yes Responses
<b>Over the past 5 years, the approximate percentage of revenue generated from AFAs has:</b>		30	
Increased >10%			33.3
Increased 5% - 10%			36.7
Increased up to 5%			20.0
Decreased			6.7
No Change			3.3
<b>Over the next 5 years, how do you anticipate the amount of revenue generated from AFAs changing?</b>		32	
Increase >10%			37.5
Increase <10%			40.6
Decrease			12.5
No Change			0.0
<b>Indicate the alternative staffing arrangements utilized by your firm:</b>		38	
Secondments			68.4
Contract lawyers working at your law firm			86.8
Work outsourced to third party lawyers			52.6
Work outsourced to third party non-lawyers			31.6
Shared staffing with third party			18.4
Other			0.0
None			5.3

	Your Firm		Group		
	Average	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Approximate percentage of revenue generated in 2016 from AFAs (000's)</b>		/ 26 ‡	17.3	12.0	5.6

\*\* omitted due to insufficient data

‡ less than 75% population response

DETAILED METRICS

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## Partner Standard Billing Rates

As of January 1, 2017

	Your Firm		Group			Your Firm		Group				
	Rate	Rank / Of	% Change - 1 year		Median % Change - 2 Year	% Change - 1 year		Median % Change - 2 Year				
			1 <sup>st</sup> Quartile	Median		3 <sup>rd</sup> Quartile	1 <sup>st</sup> Quartile		Median	3 <sup>rd</sup> Quartile		
Equity Partners												
High		/ 52	\$1,049	\$850	\$749			4.3	3.3	1.9	6.6	
Middle		/ 52	735	568	511			4.0	3.1	0.6	6.2	
Low		/ 52	564	410	379			5.5	3.9	0.0	5.3	
Average		/ 52	748	575	514			3.7	2.7	1.9	6.5	
By Years of Experience												
< 11 Years		/ 28 ‡	\$560	\$439	\$402		‡	‡	5.2	2.4	(0.7)	5.0
11 - 15 Years		/ 51	658	512	455				4.5	2.8	0.3	5.5
16 - 20 Years		/ 52	703	539	478				4.2	2.8	0.2	5.9
21 - 25 Years		/ 52	729	568	519				3.8	2.7	0.7	4.7
26 - 30 Years		/ 52	789	568	532				4.0	2.4	0.5	5.7
31 - 35 Years		/ 52	815	604	550				4.1	2.8	1.5	6.5
> 35 Years		/ 52	857	629	568				4.6	3.3	1.9	6.5
Non-Equity Partners												
High		/ 49	\$900	\$730	\$650		‡		5.4	2.6	0.0	6.4
Middle		/ 49	645	488	430		‡		5.1	2.6	0.0	6.9
Low		/ 49	460	375	320		‡		4.3	1.4	0.0	4.9
Average		/ 49	649	515	446		‡		4.7	3.0	0.3	7.2
By Years of Experience												
< 11 Years		/ 47	\$594	\$424	\$386		‡	‡	5.3	2.6	0.3	6.9
11 - 15 Years		/ 48	594	447	412			‡	4.4	2.0	(0.3)	5.2
16 - 20 Years		/ 49	644	493	445			‡	4.9	3.0	(0.2)	7.0
21 - 25 Years		/ 47	675	518	460		‡	‡	3.9	1.3	(2.3)	4.4
26 - 30 Years		/ 44	704	541	488		‡	‡	5.4	1.8	(0.5)	4.4
31 - 35 Years		/ 42	699	552	498		‡	‡	8.8	2.7	0.0	6.6
> 35 Years		/ 44	693	591	532		‡	‡	5.1	2.2	(0.8)	6.2

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## Partner Standard Billing Rates

As of January 1, 2017

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change -	% Change -	% Change - 1 year		Median	
			Quartile		Quartile	1 Year	2 year	1 <sup>st</sup>	3 <sup>rd</sup>	% Change -	
								Quartile	Median	Quartile	2 Year
All Partner Composite											
High		/ 52	\$1,060	\$865	\$749			3.8	2.8	0.1	5.9
Middle		/ 52	714	549	489			4.5	3.2	1.8	6.8
Low		/ 52	511	378	320			4.5	1.7	0.0	4.9
Average		/ 52	728	549	489			4.0	2.9	1.1	6.6
By Years of Experience											
< 11 Years		/ 52	\$597	\$439	\$392			4.8	2.1	0.0	6.8
11 - 15 Years		/ 52	626	482	430			3.5	1.7	0.2	5.3
16 - 20 Years		/ 52	695	525	472			4.5	2.6	1.3	6.7
21 - 25 Years		/ 52	716	558	504			4.5	2.5	0.6	5.3
26 - 30 Years		/ 52	776	567	525			4.1	2.6	0.4	6.0
31 - 35 Years		/ 52	801	601	544			5.5	3.3	1.8	6.6
> 35 Years		/ 52	836	606	558			4.3	2.9	1.7	6.7
Contract Partners			**	**	**			**	**	**	**

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## Distribution of Partner Standard Billing Rates

By Years of Experience - As of January 1, 2017

Equity Partners	Count*	< \$400	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900 - \$949	\$950 - \$999	\$1,000 +
< 11 Years Your Firm															
<b>Total Group</b>	<b>129 ‡</b>	<b>23.3%</b>	<b>14.0%</b>	<b>9.3%</b>	<b>20.2%</b>	<b>20.2%</b>	<b>3.1%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>3.9%</b>	<b>0.8%</b>		<b>0.8%</b>		
11 - 15 Years Your Firm															
<b>Total Group</b>	<b>573</b>	<b>13.8%</b>	<b>16.6%</b>	<b>20.4%</b>	<b>9.8%</b>	<b>6.3%</b>	<b>10.8%</b>	<b>5.9%</b>	<b>3.8%</b>	<b>4.0%</b>	<b>4.2%</b>	<b>2.3%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>0.7%</b>
16 - 20 Years Your Firm															
<b>Total Group</b>	<b>986</b>	<b>7.2%</b>	<b>13.5%</b>	<b>22.0%</b>	<b>15.6%</b>	<b>8.9%</b>	<b>4.5%</b>	<b>7.5%</b>	<b>6.1%</b>	<b>4.9%</b>	<b>2.6%</b>	<b>2.8%</b>	<b>2.2%</b>	<b>0.7%</b>	<b>1.4%</b>
21 - 25 Years Your Firm															
<b>Total Group</b>	<b>1,018</b>	<b>6.3%</b>	<b>6.0%</b>	<b>19.1%</b>	<b>17.6%</b>	<b>11.3%</b>	<b>4.8%</b>	<b>7.7%</b>	<b>6.6%</b>	<b>6.4%</b>	<b>4.5%</b>	<b>3.7%</b>	<b>1.4%</b>	<b>2.2%</b>	<b>2.6%</b>
26 - 30 Years Your Firm															
<b>Total Group</b>	<b>976</b>	<b>3.6%</b>	<b>5.2%</b>	<b>16.6%</b>	<b>15.8%</b>	<b>14.2%</b>	<b>8.2%</b>	<b>6.1%</b>	<b>6.3%</b>	<b>6.1%</b>	<b>4.1%</b>	<b>4.9%</b>	<b>3.2%</b>	<b>1.6%</b>	<b>4.0%</b>
31 - 35 Years Your Firm															
<b>Total Group</b>	<b>1,037</b>	<b>3.7%</b>	<b>3.7%</b>	<b>12.1%</b>	<b>13.7%</b>	<b>20.0%</b>	<b>10.3%</b>	<b>8.7%</b>	<b>4.6%</b>	<b>6.8%</b>	<b>4.0%</b>	<b>4.0%</b>	<b>1.4%</b>	<b>2.7%</b>	<b>4.5%</b>
> 35 Years Your Firm															
<b>Total Group</b>	<b>1,062</b>	<b>2.4%</b>	<b>2.4%</b>	<b>11.6%</b>	<b>15.3%</b>	<b>17.9%</b>	<b>10.5%</b>	<b>7.8%</b>	<b>6.3%</b>	<b>6.5%</b>	<b>3.8%</b>	<b>2.9%</b>	<b>3.4%</b>	<b>4.6%</b>	<b>4.4%</b>
All Equity Partners Your Firm															
<b>Total Group</b>	<b>5,783</b>	<b>5.9%</b>	<b>7.3%</b>	<b>16.4%</b>	<b>15.1%</b>	<b>13.9%</b>	<b>8.0%</b>	<b>7.3%</b>	<b>5.7%</b>	<b>5.9%</b>	<b>3.8%</b>	<b>3.4%</b>	<b>2.1%</b>	<b>2.2%</b>	<b>3.1%</b>
Non-Equity Ptrs	Count*	< \$400	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 +				
< 11 Years Your Firm															
<b>Total Group</b>	<b>618</b>	<b>48.1%</b>	<b>18.9%</b>	<b>12.6%</b>	<b>4.0%</b>	<b>4.7%</b>	<b>1.3%</b>	<b>4.9%</b>	<b>2.6%</b>	<b>2.8%</b>	<b>0.2%</b>				
11 - 15 Years Your Firm															
<b>Total Group</b>	<b>806</b>	<b>27.8%</b>	<b>20.0%</b>	<b>14.6%</b>	<b>8.1%</b>	<b>5.7%</b>	<b>5.0%</b>	<b>5.5%</b>	<b>6.3%</b>	<b>3.2%</b>	<b>3.8%</b>				
16 - 20 Years Your Firm															
<b>Total Group</b>	<b>556</b>	<b>13.1%</b>	<b>16.7%</b>	<b>20.9%</b>	<b>12.2%</b>	<b>7.7%</b>	<b>5.4%</b>	<b>7.0%</b>	<b>8.8%</b>	<b>3.8%</b>	<b>4.3%</b>				
21 - 25 Years Your Firm															
<b>Total Group</b>	<b>361</b>	<b>9.1%</b>	<b>14.1%</b>	<b>22.4%</b>	<b>15.8%</b>	<b>4.2%</b>	<b>5.5%</b>	<b>8.0%</b>	<b>5.5%</b>	<b>6.1%</b>	<b>9.1%</b>				
26 - 30 Years Your Firm															
<b>Total Group</b>	<b>294</b>	<b>7.5%</b>	<b>13.6%</b>	<b>16.0%</b>	<b>13.9%</b>	<b>13.6%</b>	<b>6.8%</b>	<b>8.2%</b>	<b>5.8%</b>	<b>5.8%</b>	<b>8.8%</b>				
31 - 35 Years Your Firm															
<b>Total Group</b>	<b>237</b>	<b>5.5%</b>	<b>8.0%</b>	<b>15.6%</b>	<b>15.2%</b>	<b>19.0%</b>	<b>6.8%</b>	<b>8.0%</b>	<b>1.7%</b>	<b>8.4%</b>	<b>11.8%</b>				
> 35 Years Your Firm															
<b>Total Group</b>	<b>456</b>	<b>4.8%</b>	<b>3.9%</b>	<b>13.2%</b>	<b>11.0%</b>	<b>19.3%</b>	<b>10.7%</b>	<b>8.3%</b>	<b>6.6%</b>	<b>5.3%</b>	<b>16.9%</b>				
All Non-Equity Partners Your Firm															
<b>Total Group</b>	<b>3,342</b>	<b>20.5%</b>	<b>15.0%</b>	<b>16.1%</b>	<b>10.2%</b>	<b>9.2%</b>	<b>5.7%</b>	<b>6.7%</b>	<b>5.6%</b>	<b>4.5%</b>	<b>6.6%</b>				

\* Includes the number of corresponding headcount values at each level

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

# 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## Distribution of Partner Standard Billing Rates

By Years of Experience - As of January 1, 2017

All Partners	Count*	< \$400	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900 - \$949	\$950 - \$999	\$1,000 +
< 11 Years															
Your Firm															
<b>Total Group</b>	<b>747</b>	<b>43.8%</b>	<b>18.1%</b>	<b>12.0%</b>	<b>6.8%</b>	<b>7.4%</b>	<b>1.6%</b>	<b>4.4%</b>	<b>2.5%</b>	<b>2.9%</b>	<b>0.1%</b>		<b>0.3%</b>		
11 - 15 Years															
Your Firm															
<b>Total Group</b>	<b>1,379</b>	<b>22.0%</b>	<b>18.6%</b>	<b>17.0%</b>	<b>8.8%</b>	<b>5.9%</b>	<b>7.4%</b>	<b>5.7%</b>	<b>5.3%</b>	<b>3.6%</b>	<b>2.8%</b>	<b>1.1%</b>	<b>1.0%</b>	<b>0.3%</b>	<b>0.6%</b>
16 - 20 Years															
Your Firm															
<b>Total Group</b>	<b>1,542</b>	<b>9.3%</b>	<b>14.7%</b>	<b>21.6%</b>	<b>14.4%</b>	<b>8.5%</b>	<b>4.8%</b>	<b>7.3%</b>	<b>7.1%</b>	<b>4.5%</b>	<b>2.6%</b>	<b>2.1%</b>	<b>1.6%</b>	<b>0.5%</b>	<b>1.0%</b>
21 - 25 Years															
Your Firm															
<b>Total Group</b>	<b>1,379</b>	<b>7.0%</b>	<b>8.1%</b>	<b>19.9%</b>	<b>17.1%</b>	<b>9.4%</b>	<b>5.0%</b>	<b>7.8%</b>	<b>6.3%</b>	<b>6.3%</b>	<b>4.1%</b>	<b>3.7%</b>	<b>1.5%</b>	<b>1.7%</b>	<b>2.0%</b>
26 - 30 Years															
Your Firm															
<b>Total Group</b>	<b>1,270</b>	<b>4.5%</b>	<b>7.2%</b>	<b>16.5%</b>	<b>15.4%</b>	<b>14.1%</b>	<b>7.9%</b>	<b>6.6%</b>	<b>6.1%</b>	<b>6.1%</b>	<b>3.7%</b>	<b>4.6%</b>	<b>2.6%</b>	<b>1.5%</b>	<b>3.4%</b>
31 - 35 Years															
Your Firm															
<b>Total Group</b>	<b>1,274</b>	<b>4.0%</b>	<b>4.5%</b>	<b>12.7%</b>	<b>14.0%</b>	<b>19.8%</b>	<b>9.7%</b>	<b>8.6%</b>	<b>4.1%</b>	<b>7.1%</b>	<b>4.0%</b>	<b>3.8%</b>	<b>1.4%</b>	<b>2.4%</b>	<b>4.1%</b>
> 35 Years															
Your Firm															
<b>Total Group</b>	<b>1,518</b>	<b>3.2%</b>	<b>2.9%</b>	<b>12.1%</b>	<b>14.0%</b>	<b>18.3%</b>	<b>10.6%</b>	<b>8.0%</b>	<b>6.4%</b>	<b>6.1%</b>	<b>4.2%</b>	<b>3.4%</b>	<b>2.8%</b>	<b>3.7%</b>	<b>4.4%</b>
All Partners															
Your Firm															
<b>Total Group</b>	<b>9,125</b>	<b>11.3%</b>	<b>10.1%</b>	<b>16.3%</b>	<b>13.3%</b>	<b>12.2%</b>	<b>7.1%</b>	<b>7.1%</b>	<b>5.7%</b>	<b>5.4%</b>	<b>3.3%</b>	<b>2.8%</b>	<b>1.7%</b>	<b>1.5%</b>	<b>2.3%</b>

\* Includes the number of corresponding headcount values at each level

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

2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate & Sr. Attorney Standard Billing Rates

As of January 1, 2017

Your Firm		Group			Your Firm		Group		
Rate	Rank / Of	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change -	% Change -	% Change - 1 Year		Median
		Quartile		Quartile	1 Year	2 Year	1 <sup>st</sup>	Median	3 <sup>rd</sup>
							Quartile	Quartile	2 Year
Associates									
Class of									
2016	/ 46	\$359	\$287	\$251					
2015	/ 53	389	284	270			14.6	10.1	4.3
2014	/ 53	420	297	275			12.8	9.2	5.7
2013	/ 53	441	312	280			12.2	9.0	3.9
2012	/ 53	468	344	304			11.4	7.8	5.0
2011	/ 53	490	348	316			10.0	6.9	4.7
2010	/ 52	499	370	337			10.9	7.1	3.8
2009	/ 51	525	380	342			8.7	5.2	2.1
2008	/ 49	526	400	351		‡	8.5	5.6	2.0
2007	/ 45	537	438	356	‡	‡	7.2	4.1	(0.2)
Prior	/ 44	518	404	364	‡	‡	7.6	3.5	0.0
All Associates	/ 53	449	335	309			5.3	3.0	0.6
Sr. Attorneys									
Class of									
2009 - 2016	/ 23 ‡	\$475	\$355	\$338	‡		13.3	4.9	2.1
2008	/ 19 ‡	590	408	328			**	**	**
2007	/ 27 ‡	599	468	363	‡		10.6	8.0	6.0
2006	/ 28 ‡	600	435	363	‡	‡	7.5	3.1	(0.3)
2005	/ 29 ‡	512	445	402	‡	‡	6.2	4.7	(0.9)
2004	/ 30 ‡	593	443	360	‡	‡	9.5	5.3	2.9
2003	/ 24 ‡	603	468	391	‡	‡	7.2	4.8	(4.7)
Prior	/ 39 ‡	618	490	430	‡	‡	5.1	2.8	0.4
All Sr. Attorneys	/ 40 ‡	610	476	406	‡	‡	5.4	2.2	0.0

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## Other Timekeeper Standard Billing Rates

As of January 1, 2017

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 <sup>st</sup>		3 <sup>rd</sup>	% Change -	% Change -	% Change - 1 Year		Median	
			Quartile	Median	Quartile	1 Year	2 Year	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change -
								Quartile	Quartile	2 Year	
Of Counsel											
By Years of Experience											
< 21 Years		/ 26 ‡	\$589	\$456	\$390	‡	‡	7.7	3.1	(0.4)	1.9
21 - 25 Years		/ 19 ‡	614	552	482	‡	‡	**	**	**	6.2
26 - 30 Years		/ 25 ‡	732	530	485	‡	‡	5.3	3.4	0.0	9.1
> 30 Years		/ 41 ‡	773	574	502	‡	‡	4.9	2.5	(0.4)	5.8
All Of Counsel		/ 45	709	545	490	‡	‡	4.7	2.5	(1.2)	6.5
Staff Attorneys											
By Years of Experience											
< 6 Years		/ 32 ‡	\$324	\$270	\$247	‡	‡	6.4	4.1	(0.6)	12.8
6 - 10 Years		/ 29 ‡	368	325	265	‡	‡	10.4	1.1	(2.6)	6.5
11 - 15 Years		/ 19 ‡	367	335	287	‡	‡	5.5	4.4	0.1	7.1
> 15 Years		/ 24 ‡	383	328	294	‡	‡	9.0	4.8	3.1	6.6
All Staff Attorneys		/ 38 ‡	348	309	264	‡	‡	6.2	3.3	(2.5)	8.1
All Attorneys		/ 53	\$637	\$479	\$433			4.5	2.9	1.8	6.3
Contract Associates		/ 17 ‡	\$618	\$320	\$258	‡		10.7	2.6	(9.0)	**
Other Timekeepers											
Lobbyists			**	**	**			**	**	**	**
Specialists		/ 26 ‡	326	281	237	‡	‡	8.4	4.0	0.2	3.9
Litigation Support		/ 25 ‡	282	206	184	‡	‡	5.0	2.3	0.2	8.3
Patent Agents		/ 19 ‡	343	300	270	‡	‡	8.2	2.6	(3.3)	9.4
Case Clerks		/ 18 ‡	168	135	112	‡	‡	9.3	2.6	(0.6)	7.9
Law Clerks		/ 16 ‡	270	237	162			**	**	**	**
Paralegals											
High		/ 52	\$335	\$303	\$259			4.4	3.3	1.8	7.0
Middle		/ 52	276	233	213			5.2	3.1	1.8	7.6
Low		/ 52	191	160	130			10.5	4.2	0.0	11.4
Average		/ 52	277	235	209			5.0	3.2	0.8	7.3

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

# 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## Distribution of Associate & Sr. Attorney Standard Billing Rates

As of January 1, 2017

Associates	Count*	< \$250	\$250 - \$299	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 +
<b>2016</b>													
Your Firm													
<b>Total Group</b>	<b>377</b>	<b>16.2%</b>	<b>24.4%</b>	<b>15.9%</b>	<b>24.1%</b>	<b>11.4%</b>	<b>8.0%</b>						
<b>2015</b>													
Your Firm													
<b>Total Group</b>	<b>536</b>	<b>14.7%</b>	<b>28.4%</b>	<b>16.8%</b>	<b>14.0%</b>	<b>13.2%</b>	<b>9.0%</b>	<b>1.7%</b>	<b>0.2%</b>	<b>1.5%</b>	<b>0.6%</b>		
<b>2014</b>													
Your Firm													
<b>Total Group</b>	<b>634</b>	<b>12.5%</b>	<b>30.3%</b>	<b>17.4%</b>	<b>7.1%</b>	<b>13.7%</b>	<b>8.0%</b>	<b>5.4%</b>	<b>3.6%</b>			<b>2.1%</b>	
<b>2013</b>													
Your Firm													
<b>Total Group</b>	<b>646</b>	<b>10.1%</b>	<b>26.9%</b>	<b>17.8%</b>	<b>11.3%</b>	<b>9.6%</b>	<b>6.3%</b>	<b>7.4%</b>	<b>4.2%</b>	<b>4.6%</b>	<b>0.5%</b>		<b>1.2%</b>
<b>2012</b>													
Your Firm													
<b>Total Group</b>	<b>586</b>	<b>3.8%</b>	<b>18.8%</b>	<b>25.3%</b>	<b>13.5%</b>	<b>10.6%</b>	<b>9.0%</b>	<b>4.4%</b>	<b>4.6%</b>	<b>1.9%</b>	<b>6.7%</b>	<b>1.0%</b>	<b>0.5%</b>
<b>2011</b>													
Your Firm													
<b>Total Group</b>	<b>534</b>	<b>3.0%</b>	<b>13.7%</b>	<b>26.2%</b>	<b>15.2%</b>	<b>9.7%</b>	<b>10.3%</b>	<b>2.4%</b>	<b>6.4%</b>	<b>2.6%</b>	<b>6.0%</b>	<b>1.9%</b>	<b>2.6%</b>
<b>2010</b>													
Your Firm													
<b>Total Group</b>	<b>505</b>	<b>1.2%</b>	<b>9.5%</b>	<b>22.0%</b>	<b>22.2%</b>	<b>9.7%</b>	<b>10.7%</b>	<b>5.1%</b>	<b>4.6%</b>	<b>4.2%</b>	<b>3.6%</b>	<b>5.3%</b>	<b>2.0%</b>
<b>2009</b>													
Your Firm													
<b>Total Group</b>	<b>478</b>	<b>0.6%</b>	<b>9.2%</b>	<b>17.2%</b>	<b>25.9%</b>	<b>9.2%</b>	<b>12.1%</b>	<b>5.6%</b>	<b>6.7%</b>	<b>4.0%</b>	<b>2.9%</b>	<b>3.3%</b>	<b>3.1%</b>
<b>2008</b>													
Your Firm													
<b>Total Group</b>	<b>347</b>		<b>3.5%</b>	<b>16.7%</b>	<b>26.5%</b>	<b>12.1%</b>	<b>12.7%</b>	<b>8.6%</b>	<b>3.7%</b>	<b>3.2%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>7.8%</b>
<b>2007</b>													
Your Firm													
<b>Total Group</b>	<b>210</b>	<b>1.9%</b>	<b>4.3%</b>	<b>12.9%</b>	<b>19.0%</b>	<b>20.0%</b>	<b>12.4%</b>	<b>9.5%</b>	<b>7.1%</b>	<b>4.3%</b>	<b>3.3%</b>	<b>2.9%</b>	<b>2.4%</b>
<b>Prior</b>													
Your Firm													
<b>Total Group</b>	<b>510</b>	<b>1.8%</b>	<b>5.5%</b>	<b>10.8%</b>	<b>18.8%</b>	<b>17.1%</b>	<b>17.6%</b>	<b>6.7%</b>	<b>6.5%</b>	<b>4.5%</b>	<b>5.1%</b>	<b>2.9%</b>	<b>2.7%</b>
<b>All Associates</b>													
Your Firm													
<b>Total Group</b>	<b>5,380</b>	<b>6.4%</b>	<b>17.4%</b>	<b>18.5%</b>	<b>16.9%</b>	<b>12.0%</b>	<b>10.3%</b>	<b>5.1%</b>	<b>4.2%</b>	<b>2.7%</b>	<b>2.8%</b>	<b>1.9%</b>	<b>1.8%</b>
Sr. Attorneys	Count*	< \$250	\$250 - \$299	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 +
Your Firm													
<b>Total Group</b>	<b>1,105 ‡</b>	<b>1.3%</b>	<b>7.1%</b>	<b>8.1%</b>	<b>17.2%</b>	<b>16.5%</b>	<b>13.5%</b>	<b>7.1%</b>	<b>8.1%</b>	<b>6.2%</b>	<b>6.9%</b>	<b>2.5%</b>	<b>5.5%</b>

\* Includes the number of corresponding headcount values at each level

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

As of January 1, 2017

	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>Equity Partners</b>										
High		/ 52	\$1,049	\$850	\$749		/ 52	4.4	3.4	2.6
Middle		/ 52	739	569	511		/ 52	5.0	3.9	2.9
Low		/ 52	564	420	388		/ 52	6.9	4.6	3.1
Average		/ 52	751	576	518		/ 52	5.3	3.8	3.2
<b><u>By Years of Experience</u></b>										
< 11 Years		/ 22 ‡	\$579	\$461	\$406		/ 22 ‡	7.2	5.5	4.7
11 - 15 Years		/ 51	658	532	461		/ 51	6.0	5.0	3.7
16 - 20 Years		/ 52	704	539	479		/ 52	4.9	4.3	3.5
21 - 25 Years		/ 52	729	568	518		/ 52	5.2	3.8	3.0
26 - 30 Years		/ 52	790	577	532		/ 52	4.4	3.7	3.2
31 - 35 Years		/ 52	813	606	550		/ 52	4.8	3.6	2.8
> 35 Years		/ 52	857	629	568		/ 52	4.1	3.3	2.7
<b>Non-Equity Partners</b>										
High		/ 49	\$900	\$720	\$650		/ 49	4.4	2.8	0.0
Middle		/ 49	650	490	440		/ 49	5.2	3.7	3.2
Low		/ 49	460	380	330		/ 49	5.3	4.3	3.0
Average		/ 49	649	516	454		/ 49	5.0	3.8	3.1
<b><u>By Years of Experience</u></b>										
< 11 Years		/ 44	\$616	\$437	\$384		/ 44	6.5	5.4	4.6
11 - 15 Years		/ 48	602	446	414		/ 48	5.5	4.3	3.4
16 - 20 Years		/ 49	640	494	446		/ 49	4.9	4.0	3.1
21 - 25 Years		/ 47	682	513	460		/ 47	5.1	3.9	2.8
26 - 30 Years		/ 44	704	554	488		/ 44	4.7	3.5	2.6
31 - 35 Years		/ 42	701	556	501		/ 42	4.3	3.2	2.3
> 35 Years		/ 44	692	587	532		/ 44	3.8	2.8	1.9

<sup>1</sup> Contains statistics only for Partners who were employed during the entire period from 1/1/2016 through 12/31/2016, excluding Partners who had a title change during the year.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

As of January 1, 2017

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>		
								<i>% Change - 1 Year</i>		
	<i>Rate</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>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
<b>All Partner Composite</b>										
High		/ 52	\$1,060	\$865	\$749		/ 52	4.2	3.3	2.2
Middle		/ 52	726	549	495		/ 52	5.3	4.0	3.0
Low		/ 52	518	380	334		/ 52	5.8	4.4	2.9
Average		/ 52	740	562	494		/ 52	5.0	3.8	3.3
<b><u>By Years of Experience</u></b>										
< 11 Years		/ 50	\$632	\$444	\$394		/ 50	6.8	5.5	4.7
11 - 15 Years		/ 52	629	488	430		/ 52	5.4	4.6	3.5
16 - 20 Years		/ 52	695	523	474		/ 52	4.9	4.2	3.4
21 - 25 Years		/ 52	717	552	505		/ 52	5.1	3.8	3.0
26 - 30 Years		/ 52	780	575	525		/ 52	4.3	3.4	3.1
31 - 35 Years		/ 52	798	599	544		/ 52	4.9	3.7	2.9
> 35 Years		/ 52	836	606	558		/ 52	4.1	3.3	2.6
<b>Contract Partners</b>			**	**	**			**	**	**

<sup>1</sup> Contains statistics only for Partners who were employed during the entire period from 1/1/2016 through 12/31/2016, excluding Partners who had a title change during the year.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'<sup>1</sup> Associate & Sr. Attorney Standard Billing Rates & Annual Percent Change

As of January 1, 2017

	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
Associates										
<u>Class of</u>										
2015		/ 52	\$393	\$283	\$270		/ 52	16.9	12.1	8.7
2014		/ 51	421	301	281		/ 51	14.5	10.7	6.6
2013		/ 53	441	315	286		/ 53	12.7	9.7	7.4
2012		/ 53	468	344	307		/ 53	11.8	9.0	6.7
2011		/ 53	490	354	317		/ 53	10.6	8.4	6.3
2010		/ 52	499	369	337		/ 52	10.9	7.6	6.0
2009		/ 51	526	384	342		/ 51	9.0	7.4	5.6
2008		/ 47	531	400	359		/ 47	8.4	6.7	5.1
2007		/ 45	537	438	372		/ 45	7.8	6.0	4.0
Prior		/ 43	524	405	366		/ 43	7.8	5.4	3.9
All Associates		/ 53	453	342	314		/ 53	11.9	8.6	6.9
Sr. Attorneys										
<u>Class of</u>										
2009 - 2016		/ 20 ‡	\$493	\$395	\$330		/ 20 ‡	6.6	5.3	3.8
2008		/ 16 ‡	607	420	326		/ 16 ‡	8.9	4.9	3.0
2007		/ 22 ‡	592	498	368		/ 22 ‡	6.1	4.8	3.7
2006		/ 25 ‡	595	440	380		/ 25 ‡	6.1	4.6	3.0
2005		/ 25 ‡	512	458	402		/ 25 ‡	6.2	4.9	3.6
2004		/ 25 ‡	600	445	360		/ 25 ‡	5.9	5.0	3.3
2003		/ 23 ‡	585	460	390		/ 23 ‡	7.1	5.0	3.6
Prior		/ 38 ‡	615	475	415		/ 38 ‡	5.2	3.5	2.6
All Sr. Attorneys		/ 40 ‡	610	468	406		/ 40 ‡	6.0	4.2	3.4

<sup>1</sup> Contains statistics only for Associates & Sr. Attorneys who were employed during the entire period from 1/1/2016 through 12/31/2016, excluding timekeepers who had a title change during the year.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate 'Full-Year' Standard Rate Change

By Years of Experience <sup>1</sup>

Standard Billing Rate As of January 1, 2017

	Your Firm		Group % Change		
	% Change	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<u>Years of Experience</u>					
1 Year		/ 43	5.8	3.0	0.3
2 Years		/ 45	6.5	3.5	1.2
3 Years		/ 46	5.3	2.8	(2.2)
4 Years		/ 46	5.8	3.1	0.1
5 Years		/ 46	8.1	3.3	(2.5)
6 Years		/ 45	6.2	3.5	(3.2)
7 Years		/ 44	6.1	1.9	(3.7)

<sup>1</sup> Calculated as the percent change for an associate with the respective years of experience at 1/1/2017 to the corresponding years of experience at 1/1/2016. For example, an associate with one year of experience would be included in law school class year 2015 at 1/1/2017, and included in law school class year 2014 at 1/1/2016.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'<sup>1</sup> Other Timekeeper Standard Billing Rates & Annual Percent Change

As of January 1, 2017

	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>Of Counsel</b>										
<b><u>By Years of Experience</u></b>										
< 21 Years		/ 23 ‡	\$560	\$452	\$406		/ 23 ‡	5.5	4.3	3.1
21 - 25 Years		/ 18 ‡	621	539	481		/ 18 ‡	3.7	3.3	2.8
26 - 30 Years		/ 23 ‡	711	535	488		/ 23 ‡	4.4	3.4	2.7
> 30 Years		/ 39 ‡	776	589	508		/ 39 ‡	3.4	2.5	1.9
<b>All Of Counsel</b>		/ 43	723	552	494		/ 43	3.6	3.1	2.1
<b>Staff Attorneys</b>										
<b><u>By Years of Experience</u></b>										
< 6 Years		/ 26 ‡	\$315	\$275	\$248		/ 26 ‡	10.6	5.9	4.7
6 - 10 Years		/ 29 ‡	371	325	265		/ 29 ‡	5.7	3.9	2.2
11 - 15 Years		/ 18 ‡	371	333	282		/ 18 ‡	5.0	4.0	3.4
> 15 Years		/ 22 ‡	386	332	304		/ 22 ‡	5.5	4.1	2.8
<b>All Staff Attorneys</b>		/ 37 ‡	347	325	273		/ 37 ‡	7.4	4.5	3.5
<b>All Attorneys</b>		/ 53	\$643	\$483	\$435		/ 53	6.7	4.9	4.2
<b>Contract Associates</b>		/ 16 ‡	\$620	\$327	\$223		/ 16 ‡	5.8	3.5	1.7
<b>Other Timekeepers</b>										
Lobbyists			**	**	**			**	**	**
Specialists		/ 26 ‡	331	296	243		/ 26 ‡	6.1	4.8	3.3
Litigation Support		/ 25 ‡	282	205	184		/ 25 ‡	5.1	4.0	3.2
Patent Agents		/ 18 ‡	333	295	263		/ 18 ‡	6.8	5.0	3.4
Case Clerks		/ 18 ‡	168	138	112		/ 18 ‡	7.2	4.9	2.4
Law Clerks			**	**	**			**	**	**
<b>Paralegals</b>										
High		/ 52	\$335	\$303	\$259		/ 52	4.6	3.5	2.1
Middle		/ 52	281	235	215		/ 52	5.3	4.3	2.5
Low		/ 52	191	163	134		/ 52	20.1	6.3	3.7
Average		/ 52	277	234	210		/ 52	5.3	4.0	3.3

<sup>1</sup> Contains statistics only for Non-Partner timekeepers who were employed during the entire period from 1/1/2016 through 12/31/2016, excluding timekeepers who had a title change during the year.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

For the 12-month period ending December 31, 2016

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change -	% Change -	% Change - 1 Year		Median	
			Quartile		Quartile	1 year	2 year	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change - 2 Year
Equity Partners											
High		/ 52	\$1,019	\$841	\$670			5.5	3.0	0.6	6.9
Middle		/ 52	683	524	466			3.6	2.1	0.4	5.6
Low		/ 52	422	318	260			5.9	2.0	(4.9)	2.5
Average		/ 52	690	533	465			3.3	2.4	1.1	5.7
<u>By Years of Experience</u>											
< 11 Years		/ 22 ‡	\$529	\$410	\$366		‡	6.0	0.9	(2.8)	5.4
11 - 15 Years		/ 51	603	482	409			6.1	3.0	1.2	6.6
16 - 20 Years		/ 52	663	475	427			3.9	2.1	0.3	5.4
21 - 25 Years		/ 52	668	510	466			3.5	2.1	(0.3)	4.9
26 - 30 Years		/ 52	716	534	454			4.5	2.4	1.3	5.7
31 - 35 Years		/ 52	709	561	489			4.5	1.9	0.5	6.3
> 35 Years		/ 52	801	570	504			4.6	2.6	0.2	6.0
Non-Equity Partners											
High		/ 49	\$895	\$704	\$595		‡	4.7	1.1	(1.6)	6.9
Middle		/ 49	590	437	388		‡	4.2	2.1	0.0	5.5
Low		/ 49	407	287	239		‡	10.0	1.1	(2.7)	6.0
Average		/ 49	602	443	401		‡	4.6	2.7	0.3	5.9
<u>By Years of Experience</u>											
< 11 Years		/ 45	\$547	\$384	\$345		‡	5.8	3.2	0.5	6.1
11 - 15 Years		/ 49	564	417	376		‡	3.4	1.8	(0.2)	5.6
16 - 20 Years		/ 48	591	440	392		‡	5.1	2.9	0.4	6.2
21 - 25 Years		/ 47	618	458	419		‡	4.1	1.3	(0.6)	3.9
26 - 30 Years		/ 44	635	493	425		‡	4.2	1.1	(1.4)	2.3
31 - 35 Years		/ 42	610	493	421		‡	9.1	3.2	(0.2)	6.1
> 35 Years		/ 42	623	527	462		‡	4.2	1.7	(1.3)	5.5

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

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

# 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

For the 12-month period ending December 31, 2016

	Your Firm		Group		Your Firm		Group		
	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 % Change - 2 Year
<b>All Partner Composite</b>									
High		/ 52	\$1,019	\$846	\$697			4.3	7.0
Middle		/ 52	660	482	446			3.6	5.5
Low		/ 52	384	288	227			8.1	5.7
Average		/ 52	665	493	446			3.6	6.3
<b><u>By Years of Experience</u></b>									
< 11 Years		/ 50	\$557	\$397	\$351		‡	6.2	5.9
11 - 15 Years		/ 52	582	435	389			3.6	5.9
16 - 20 Years		/ 52	645	474	419			4.2	6.5
21 - 25 Years		/ 52	660	500	451			3.7	4.5
26 - 30 Years		/ 52	708	517	456			4.1	4.4
31 - 35 Years		/ 52	711	549	486			3.9	6.1
> 35 Years		/ 52	762	567	497			4.3	6.3
<b>Contract Partners</b>			**	**	**			**	**

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

By Years of Experience - For the 12-month period ending December 31, 2016

Equity Partners	Count*	< \$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900 +
< 11 Years															
Your Firm															
Total Group	81 ‡	6.2%	6.2%	13.6%	12.3%	18.5%	23.5%	12.3%		2.5%	3.7%				1.2%
11 - 15 Years															
Your Firm															
Total Group	503	5.0%	10.5%	16.7%	16.5%	13.1%	5.4%	11.3%	6.8%	4.2%	4.4%	3.6%	1.2%		1.4%
16 - 20 Years															
Your Firm															
Total Group	940	4.0%	6.8%	13.3%	19.3%	15.6%	8.9%	5.5%	6.3%	8.3%	3.1%	4.3%	2.0%	1.0%	1.6%
21 - 25 Years															
Your Firm															
Total Group	986	4.6%	7.4%	8.7%	13.6%	16.5%	11.2%	7.4%	5.9%	7.8%	4.8%	3.4%	3.3%	2.5%	2.8%
26 - 30 Years															
Your Firm															
Total Group	938	3.4%	4.1%	8.0%	13.6%	15.9%	12.7%	9.0%	8.8%	4.9%	4.1%	6.0%	3.7%	2.7%	3.2%
31 - 35 Years															
Your Firm															
Total Group	1,007	3.0%	4.6%	8.5%	8.8%	14.1%	16.1%	11.5%	8.1%	6.2%	6.1%	2.9%	2.6%	1.8%	5.8%
> 35 Years															
Your Firm															
Total Group	1,023	4.4%	2.7%	5.6%	9.8%	14.2%	13.0%	13.8%	7.9%	6.7%	4.6%	4.5%	3.1%	3.1%	6.5%
All Equity Partners															
Your Firm															
Total Group	5,482	4.0%	5.6%	9.6%	13.2%	15.1%	11.9%	9.8%	7.2%	6.5%	4.5%	4.1%	2.8%	2.0%	3.8%
Non-Equity Ptrs	Count*	< \$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 +				
< 11 Years															
Your Firm															
Total Group	406	18.7%	26.1%	27.6%	9.9%	3.9%	2.5%	4.2%	3.2%	2.0%	2.0%				
11 - 15 Years															
Your Firm															
Total Group	698	9.5%	16.3%	22.5%	14.0%	8.2%	5.7%	5.7%	6.3%	6.6%	5.2%				
16 - 20 Years															
Your Firm															
Total Group	488	9.0%	10.7%	16.2%	17.2%	13.1%	7.0%	4.9%	7.0%	6.6%	8.4%				
21 - 25 Years															
Your Firm															
Total Group	310	8.7%	6.1%	11.3%	20.0%	15.2%	7.4%	5.8%	5.5%	7.7%	12.3%				
26 - 30 Years															
Your Firm															
Total Group	254	11.4%	6.7%	9.1%	14.2%	13.4%	13.4%	8.3%	8.7%	4.7%	10.2%				
31 - 35 Years															
Your Firm															
Total Group	198 ‡	6.6%	7.1%	10.6%	11.6%	14.6%	14.1%	10.1%	4.5%	5.6%	15.2%				
> 35 Years															
Your Firm															
Total Group	342 ‡	2.9%	3.5%	9.1%	13.2%	12.6%	14.3%	10.5%	8.5%	5.8%	19.6%				
All Non-Equity Partners															
Your Firm															
Total Group	2,707	9.8%	12.3%	16.9%	14.4%	10.7%	8.1%	6.6%	6.3%	5.7%	9.2%				

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

\* Includes the number of corresponding full-time, full-year individuals at each level; \*\* omitted due to insufficient data; ‡ less than 75% population response

# 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

By Years of Experience - For the 12-month period ending December 31, 2016

All Partners	Count*	< \$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900 +
< 11 Years															
Your Firm															
<b>Total Group</b>	<b>487</b>	<b>16.6%</b>	<b>22.8%</b>	<b>25.3%</b>	<b>10.3%</b>	<b>6.4%</b>	<b>6.0%</b>	<b>5.5%</b>	<b>2.7%</b>	<b>2.1%</b>	<b>1.8%</b>	<b>0.2%</b>		<b>0.2%</b>	<b>0.2%</b>
11 - 15 Years															
Your Firm															
<b>Total Group</b>	<b>1,201</b>	<b>7.6%</b>	<b>13.9%</b>	<b>20.1%</b>	<b>15.1%</b>	<b>10.2%</b>	<b>5.6%</b>	<b>8.1%</b>	<b>6.5%</b>	<b>5.6%</b>	<b>3.7%</b>	<b>2.2%</b>	<b>0.7%</b>	<b>0.2%</b>	<b>0.6%</b>
16 - 20 Years															
Your Firm															
<b>Total Group</b>	<b>1,428</b>	<b>5.7%</b>	<b>8.1%</b>	<b>14.3%</b>	<b>18.6%</b>	<b>14.8%</b>	<b>8.3%</b>	<b>5.3%</b>	<b>6.5%</b>	<b>7.7%</b>	<b>3.6%</b>	<b>3.6%</b>	<b>1.5%</b>	<b>0.7%</b>	<b>1.3%</b>
21 - 25 Years															
Your Firm															
<b>Total Group</b>	<b>1,296</b>	<b>5.6%</b>	<b>7.1%</b>	<b>9.3%</b>	<b>15.1%</b>	<b>16.2%</b>	<b>10.3%</b>	<b>7.0%</b>	<b>5.8%</b>	<b>7.8%</b>	<b>4.7%</b>	<b>3.5%</b>	<b>3.1%</b>	<b>2.2%</b>	<b>2.3%</b>
26 - 30 Years															
Your Firm															
<b>Total Group</b>	<b>1,192</b>	<b>5.1%</b>	<b>4.6%</b>	<b>8.2%</b>	<b>13.8%</b>	<b>15.4%</b>	<b>12.8%</b>	<b>8.8%</b>	<b>8.8%</b>	<b>4.9%</b>	<b>4.0%</b>	<b>5.2%</b>	<b>3.1%</b>	<b>2.4%</b>	<b>2.9%</b>
31 - 35 Years															
Your Firm															
<b>Total Group</b>	<b>1,205</b>	<b>3.6%</b>	<b>5.0%</b>	<b>8.9%</b>	<b>9.3%</b>	<b>14.2%</b>	<b>15.8%</b>	<b>11.3%</b>	<b>7.6%</b>	<b>6.1%</b>	<b>6.1%</b>	<b>3.0%</b>	<b>2.4%</b>	<b>1.7%</b>	<b>5.3%</b>
> 35 Years															
Your Firm															
<b>Total Group</b>	<b>1,365</b>	<b>4.0%</b>	<b>2.9%</b>	<b>6.4%</b>	<b>10.6%</b>	<b>13.8%</b>	<b>13.3%</b>	<b>13.0%</b>	<b>8.1%</b>	<b>6.5%</b>	<b>5.3%</b>	<b>4.7%</b>	<b>2.9%</b>	<b>2.9%</b>	<b>5.5%</b>
All Partners															
Your Firm															
<b>Total Group</b>	<b>8,189</b>	<b>5.9%</b>	<b>7.8%</b>	<b>12.0%</b>	<b>13.6%</b>	<b>13.6%</b>	<b>10.6%</b>	<b>8.7%</b>	<b>6.9%</b>	<b>6.2%</b>	<b>4.4%</b>	<b>3.5%</b>	<b>2.1%</b>	<b>1.6%</b>	<b>2.8%</b>

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

\* Includes the number of corresponding full-time, full-year individuals at each level

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate & Sr. Attorney Average Worked<sup>1</sup> Rates

For the 12-month period ending December 31, 2016

Your Firm		Group			Your Firm		Group			
Rate	Rank / Of	1 <sup>st</sup>		3 <sup>rd</sup>	% Change -	% Change -	% Change - 1 year			Median
		Quartile	Median	Quartile	1 Year	2 Year	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change -
								Quartile		2 Year
Associates										
Class of										
2016	/ 38 ‡	\$325	\$256	\$229						
2015	/ 52	340	263	237	‡		7.6	4.1	1.0	
2014	/ 53	370	266	249		‡	12.3	7.3	5.5	17.1
2013	/ 53	393	281	252			12.7	7.5	3.9	18.1
2012	/ 53	417	298	270			12.1	8.6	3.7	20.4
2011	/ 53	439	318	276			9.4	6.8	4.6	17.5
2010	/ 52	459	328	291			8.9	6.3	3.5	15.0
2009	/ 49	448	328	303		‡	9.2	6.2	2.4	14.1
2008	/ 50	490	355	313			10.3	5.8	0.0	13.4
2007	/ 49	462	342	315		‡	7.9	4.1	0.0	10.2
Prior	/ 46	477	367	314	‡	‡	8.0	4.1	(0.5)	8.4
All Associates	/ 53	421	304	282			4.5	2.9	1.5	6.4
Sr. Attorneys										
Class of										
2009 - 2016	/ 19 ‡	\$382	\$313	\$273			**	**	**	**
2008	/ 16 ‡	485	330	288			**	**	**	**
2007	/ 24 ‡	531	378	326			**	**	**	**
2006	/ 25 ‡	456	370	323	‡		8.3	3.9	0.8	**
2005	/ 26 ‡	449	389	323	‡	‡	4.7	2.9	0.0	2.8
2004	/ 29 ‡	510	386	307	‡	‡	6.3	2.8	(2.2)	6.4
2003	/ 23 ‡	596	396	344	‡	‡	5.2	3.0	0.0	8.1
Prior	/ 40 ‡	574	406	367	‡	‡	6.6	2.9	(0.1)	5.7
All Sr. Attorneys	/ 40 ‡	555	397	351	‡	‡	4.7	1.8	0.1	4.4

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

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

**2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT**

AmLaw Second 100 xNYC - (56 members)

***Distribution of Associate & Sr. Attorney Average Worked<sup>1</sup> Rates***

For the 12-month period ending December 31, 2016

Associates	Count*	< \$250	\$250 - \$299	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 +
<b>2016</b>													
Your Firm													
<b>Total Group</b>	**	**	**	**	**	**	**	**	**	**	**	**	**
<b>2015</b>													
Your Firm													
<b>Total Group</b>	398	36.9%	19.1%	21.1%	15.3%	4.3%	2.3%	0.8%		0.3%			
<b>2014</b>													
Your Firm													
<b>Total Group</b>	479	29.4%	26.5%	12.3%	16.9%	8.8%	3.1%	0.4%	1.3%	1.3%			
<b>2013</b>													
Your Firm													
<b>Total Group</b>	506	26.7%	28.9%	13.4%	8.9%	9.7%	6.3%	4.0%	0.8%	0.2%	0.4%	0.4%	0.4%
<b>2012</b>													
Your Firm													
<b>Total Group</b>	456	18.9%	24.8%	18.2%	11.0%	9.2%	6.8%	6.6%	3.1%	0.4%	0.2%	0.2%	0.7%
<b>2011</b>													
Your Firm													
<b>Total Group</b>	423	15.8%	27.2%	16.8%	9.9%	9.7%	5.7%	6.6%	3.3%	2.1%	1.2%		1.7%
<b>2010</b>													
Your Firm													
<b>Total Group</b>	418	11.0%	28.5%	15.1%	14.6%	7.4%	8.4%	5.3%	4.8%	3.1%	0.7%		1.2%
<b>2009</b>													
Your Firm													
<b>Total Group</b>	413	8.0%	23.5%	20.6%	13.3%	10.7%	7.0%	4.6%	4.4%	3.9%	3.4%	0.5%	0.2%
<b>2008</b>													
Your Firm													
<b>Total Group</b>	347	4.0%	15.6%	24.8%	16.7%	12.7%	4.9%	5.5%	5.5%	4.0%	3.5%	2.0%	0.9%
<b>2007</b>													
Your Firm													
<b>Total Group</b>	222	4.5%	14.4%	24.3%	10.8%	20.3%	5.9%	6.8%	4.5%	3.6%	3.2%	1.4%	0.5%
<b>Prior</b>													
Your Firm													
<b>Total Group</b>	443	7.9%	14.9%	15.3%	15.8%	13.3%	13.5%	7.0%	5.4%	4.3%	1.6%	0.5%	0.5%
<b>All Associates</b>													
Your Firm													
<b>Total Group</b>	4,148	17.3%	23.0%	17.6%	13.4%	10.1%	6.5%	4.7%	3.1%	2.1%	1.2%	0.4%	0.6%
<b>Sr. Attorneys</b>													
Your Firm													
<b>Total Group</b>	829 ‡	7.4%	13.5%	18.3%	16.9%	13.0%	6.8%	6.3%	5.9%	4.7%	2.7%	2.7%	1.9%

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

\* Includes the number of corresponding full-time, full-year individuals at each level; \*\* omitted due to insufficient data; ‡ less than 75% population response

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Other Timekeeper Average Worked<sup>1</sup> Rates

For the 12-month period ending December 31, 2016

	Your Firm		Group			Your Firm		Group			
	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	Median % Change - 2 Year
Of Counsel											
By Years of Experience											
< 21 Years		/ 22 ‡	\$493	\$411	\$361	‡	‡	1.3	(1.7)	(5.1)	(0.7)
21 - 25 Years		/ 13 ‡	787	496	429			**	**	**	**
26 - 30 Years		/ 18 ‡	638	507	475	‡		9.1	5.3	0.0	**
> 30 Years		/ 37 ‡	751	535	467	‡	‡	5.5	2.3	(0.2)	5.0
All Of Counsel		/ 41 ‡	671	518	423	‡	‡	4.8	1.4	(0.4)	5.8
Staff Attorneys											
By Years of Experience											
< 6 Years		/ 28 ‡	\$271	\$231	\$208	‡	‡	8.8	2.6	(2.9)	10.4
6 - 10 Years		/ 27 ‡	325	284	240	‡	‡	13.2	4.1	(4.2)	2.6
11 - 15 Years		/ 15 ‡	356	282	232		‡	**	**	**	12.6
> 15 Years		/ 20 ‡	358	316	269	‡	‡	8.2	2.1	(0.2)	6.7
All Staff Attorneys		/ 37 ‡	316	267	236	‡	‡	9.6	2.2	(1.8)	7.1
All Attorneys		/ 53	\$559	\$434	\$385			3.4	2.4	1.5	6.3
Contract Associates		/ 12 ‡	\$543	\$278	\$166			**	**	**	**
Other Timekeepers											
Lobbyists			**	**	**			**	**	**	**
Specialists		/ 26 ‡	310	255	212	‡	‡	5.1	3.9	0.9	3.8
Litigation Support		/ 25 ‡	236	194	163	‡	‡	6.7	3.5	0.0	9.2
Patent Agents		/ 19 ‡	324	281	254	‡		7.3	1.8	(2.8)	**
Case Clerks		/ 19 ‡	149	123	104	‡	‡	5.7	2.2	(3.1)	5.9
Law Clerks		/ 27 ‡	250	191	147	‡	‡	7.2	0.7	(6.1)	3.2
Paralegals											
High		/ 52	\$322	\$289	\$247			4.8	3.1	0.0	5.7
Middle		/ 52	247	213	179			5.3	2.9	0.5	6.5
Low		/ 52	172	118	99			9.9	4.4	(4.8)	7.8
Average		/ 52	249	214	179			4.7	2.9	1.5	6.3

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

For the 12-month period ending December 31, 2016

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
	<i>Rate</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 - 2 Year</i>	<i>% Change - 1 Year</i>			<i>Median % Change - 2 Year</i>
								<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>	
<b>Equity Partners</b>											
High		/ 52	\$1,099	\$903	\$712			13.5	4.6	0.0	3.2
Middle		/ 52	645	494	442			4.8	2.8	0.3	5.9
Low		/ 52	362	270	194			10.3	0.5	(3.6)	0.2
Average		/ 52	647	504	443			3.8	2.9	0.2	4.9
<b><u>By Years of Experience</u></b>											
< 11 Years		/ 22 ‡	\$509	\$391	\$359	‡	‡	5.9	1.2	(2.6)	5.2
11 - 15 Years		/ 51	570	456	388			8.3	3.2	0.4	4.9
16 - 20 Years		/ 52	625	467	401			5.0	2.6	(1.0)	5.0
21 - 25 Years		/ 52	619	489	435			4.5	2.1	(0.3)	4.4
26 - 30 Years		/ 52	687	516	428			5.8	3.3	0.6	6.2
31 - 35 Years		/ 52	694	526	450			5.2	1.7	(0.5)	5.2
> 35 Years		/ 52	752	548	479			7.4	3.9	(1.5)	6.0
<b>Non-Equity Partners</b>											
High		/ 49	\$894	\$750	\$582		‡	7.2	1.3	(2.3)	4.1
Middle		/ 49	550	415	359		‡	4.8	2.6	0.0	6.4
Low		/ 49	291	240	185		‡	22.6	2.0	(8.9)	5.7
Average		/ 49	561	423	377		‡	4.8	2.9	0.3	6.8
<b><u>By Years of Experience</u></b>											
< 11 Years		/ 45	\$514	\$365	\$320	‡	‡	7.8	2.5	(0.5)	6.8
11 - 15 Years		/ 49	518	394	351		‡	4.7	1.1	(0.8)	6.8
16 - 20 Years		/ 48	542	427	372		‡	6.3	3.3	(0.3)	7.1
21 - 25 Years		/ 47	577	445	389	‡	‡	4.8	1.1	(1.3)	4.9
26 - 30 Years		/ 44	588	460	408	‡	‡	6.2	1.7	(1.9)	3.9
31 - 35 Years		/ 42	559	452	399	‡	‡	8.2	2.6	(2.1)	5.9
> 35 Years		/ 42	597	492	416	‡	‡	5.5	1.0	(1.2)	4.4

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Partner Average Billed<sup>1</sup> Rates

For the 12-month period ending December 31, 2016

	Your Firm		Group			Your Firm		Group			
								% Change - 1 Year		Median	
	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	% Change - 2 Year
All Partner Composite											
High		/ 52	\$1,195	\$932	\$736			11.2	2.5	(2.0)	3.3
Middle		/ 52	618	462	417			4.3	2.7	1.1	5.5
Low		/ 52	294	240	143			29.9	2.5	(6.0)	0.0
Average		/ 52	622	477	423			4.0	2.6	0.3	5.5
By Years of Experience											
< 11 Years		/ 50	\$530	\$386	\$323		‡	6.6	2.0	(1.5)	6.2
11 - 15 Years		/ 52	566	416	366			4.3	2.8	0.3	5.3
16 - 20 Years		/ 52	608	451	396			5.1	3.3	0.5	6.5
21 - 25 Years		/ 52	610	484	425			4.3	2.3	(1.2)	3.7
26 - 30 Years		/ 52	674	494	430			5.2	3.3	0.4	5.6
31 - 35 Years		/ 52	697	513	448			5.8	2.4	(0.5)	5.0
> 35 Years		/ 52	724	547	471			5.2	3.4	(1.2)	6.4
Contract Partners											
			**	**	**			**	**	**	**

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

*Distribution of Partner Average Billed<sup>1</sup> Rates**By Years of Experience - For the 12-month period ending December 31, 2016*

Equity Partners	Count*	< \$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900 +
< 11 Years															
Your Firm															
<b>Total Group</b>	<b>81</b> ‡	<b>7.4%</b>	<b>7.4%</b>	<b>19.8%</b>	<b>4.9%</b>	<b>19.8%</b>	<b>28.4%</b>	<b>4.9%</b>		<b>6.2%</b>					<b>1.2%</b>
11 - 15 Years															
Your Firm															
<b>Total Group</b>	<b>503</b>	<b>9.9%</b>	<b>11.9%</b>	<b>18.3%</b>	<b>13.3%</b>	<b>9.5%</b>	<b>8.9%</b>	<b>11.1%</b>	<b>5.4%</b>	<b>3.2%</b>	<b>4.6%</b>	<b>1.4%</b>	<b>0.6%</b>	<b>0.6%</b>	<b>1.2%</b>
16 - 20 Years															
Your Firm															
<b>Total Group</b>	<b>938</b>	<b>5.8%</b>	<b>10.4%</b>	<b>17.0%</b>	<b>17.1%</b>	<b>12.2%</b>	<b>7.9%</b>	<b>7.0%</b>	<b>7.6%</b>	<b>6.5%</b>	<b>3.4%</b>	<b>2.5%</b>	<b>1.0%</b>	<b>0.5%</b>	<b>1.3%</b>
21 - 25 Years															
Your Firm															
<b>Total Group</b>	<b>986</b>	<b>6.4%</b>	<b>10.1%</b>	<b>11.2%</b>	<b>15.6%</b>	<b>13.0%</b>	<b>9.9%</b>	<b>6.2%</b>	<b>7.8%</b>	<b>7.7%</b>	<b>3.8%</b>	<b>2.2%</b>	<b>2.2%</b>	<b>1.3%</b>	<b>2.5%</b>
26 - 30 Years															
Your Firm															
<b>Total Group</b>	<b>937</b>	<b>4.6%</b>	<b>6.8%</b>	<b>10.1%</b>	<b>14.2%</b>	<b>14.6%</b>	<b>11.2%</b>	<b>9.8%</b>	<b>6.7%</b>	<b>5.9%</b>	<b>5.1%</b>	<b>3.8%</b>	<b>3.1%</b>	<b>0.9%</b>	<b>3.1%</b>
31 - 35 Years															
Your Firm															
<b>Total Group</b>	<b>1,005</b>	<b>5.0%</b>	<b>6.2%</b>	<b>10.7%</b>	<b>11.5%</b>	<b>13.1%</b>	<b>13.8%</b>	<b>11.1%</b>	<b>7.8%</b>	<b>4.7%</b>	<b>6.1%</b>	<b>3.1%</b>	<b>1.9%</b>	<b>0.8%</b>	<b>4.2%</b>
> 35 Years															
Your Firm															
<b>Total Group</b>	<b>1,022</b>	<b>5.6%</b>	<b>4.5%</b>	<b>8.5%</b>	<b>12.5%</b>	<b>13.5%</b>	<b>12.6%</b>	<b>10.8%</b>	<b>8.0%</b>	<b>6.6%</b>	<b>5.7%</b>	<b>2.7%</b>	<b>2.2%</b>	<b>1.9%</b>	<b>5.0%</b>
All Equity Partners															
Your Firm															
<b>Total Group</b>	<b>5,477</b>	<b>5.9%</b>	<b>8.0%</b>	<b>12.2%</b>	<b>13.9%</b>	<b>13.0%</b>	<b>11.2%</b>	<b>9.1%</b>	<b>7.3%</b>	<b>6.0%</b>	<b>4.7%</b>	<b>2.7%</b>	<b>1.9%</b>	<b>1.0%</b>	<b>3.0%</b>
Non-Equity Ptrs	Count*	< \$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 +				
< 11 Years															
Your Firm															
<b>Total Group</b>	<b>406</b>	<b>29.3%</b>	<b>28.8%</b>	<b>19.2%</b>	<b>6.2%</b>	<b>4.7%</b>	<b>3.9%</b>	<b>3.2%</b>	<b>1.2%</b>	<b>2.5%</b>	<b>1.0%</b>				
11 - 15 Years															
Your Firm															
<b>Total Group</b>	<b>696</b>	<b>13.5%</b>	<b>19.8%</b>	<b>21.1%</b>	<b>12.5%</b>	<b>8.6%</b>	<b>6.6%</b>	<b>6.5%</b>	<b>4.6%</b>	<b>3.6%</b>	<b>3.2%</b>				
16 - 20 Years															
Your Firm															
<b>Total Group</b>	<b>487</b>	<b>14.2%</b>	<b>13.6%</b>	<b>16.6%</b>	<b>14.8%</b>	<b>10.7%</b>	<b>7.8%</b>	<b>7.8%</b>	<b>7.8%</b>	<b>4.1%</b>	<b>2.7%</b>				
21 - 25 Years															
Your Firm															
<b>Total Group</b>	<b>310</b>	<b>10.3%</b>	<b>11.9%</b>	<b>11.9%</b>	<b>19.7%</b>	<b>11.6%</b>	<b>7.7%</b>	<b>7.7%</b>	<b>6.1%</b>	<b>7.1%</b>	<b>5.8%</b>				
26 - 30 Years															
Your Firm															
<b>Total Group</b>	<b>253</b>	<b>13.8%</b>	<b>10.7%</b>	<b>12.6%</b>	<b>12.3%</b>	<b>13.8%</b>	<b>9.9%</b>	<b>9.5%</b>	<b>6.7%</b>	<b>3.2%</b>	<b>7.5%</b>				
31 - 35 Years															
Your Firm															
<b>Total Group</b>	<b>198</b> ‡	<b>8.1%</b>	<b>11.6%</b>	<b>11.6%</b>	<b>12.6%</b>	<b>12.6%</b>	<b>12.1%</b>	<b>8.6%</b>	<b>8.1%</b>	<b>6.6%</b>	<b>8.1%</b>				
> 35 Years															
Your Firm															
<b>Total Group</b>	<b>342</b> ‡	<b>6.7%</b>	<b>3.5%</b>	<b>12.0%</b>	<b>15.2%</b>	<b>13.5%</b>	<b>13.5%</b>	<b>8.5%</b>	<b>7.6%</b>	<b>9.1%</b>	<b>10.5%</b>				
All Non-Equity Partners															
Your Firm															
<b>Total Group</b>	<b>2,703</b>	<b>14.4%</b>	<b>15.6%</b>	<b>16.2%</b>	<b>13.1%</b>	<b>10.1%</b>	<b>8.2%</b>	<b>7.0%</b>	<b>5.8%</b>	<b>4.8%</b>	<b>4.8%</b>				

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

\* Includes the number of corresponding full-time, full-year individuals at each level; \*\* omitted due to insufficient data; ‡ less than 75% population response

# 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## Distribution of Partner Average Billed<sup>1</sup> Rates

By Years of Experience - For the 12-month period ending December 31, 2016

All Partners	Count*	< \$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900 +
< 11 Years															
Your Firm															
<b>Total Group</b>	<b>487</b>	<b>25.7%</b>	<b>25.3%</b>	<b>19.3%</b>	<b>6.0%</b>	<b>7.2%</b>	<b>8.0%</b>	<b>3.5%</b>	<b>1.0%</b>	<b>3.1%</b>	<b>0.4%</b>		<b>0.4%</b>		<b>0.2%</b>
11 - 15 Years															
Your Firm															
<b>Total Group</b>	<b>1,199</b>	<b>12.0%</b>	<b>16.5%</b>	<b>19.9%</b>	<b>12.8%</b>	<b>9.0%</b>	<b>7.6%</b>	<b>8.4%</b>	<b>4.9%</b>	<b>3.4%</b>	<b>2.8%</b>	<b>1.0%</b>	<b>0.4%</b>	<b>0.3%</b>	<b>0.8%</b>
16 - 20 Years															
Your Firm															
<b>Total Group</b>	<b>1,425</b>	<b>8.6%</b>	<b>11.5%</b>	<b>16.8%</b>	<b>16.3%</b>	<b>11.6%</b>	<b>7.9%</b>	<b>7.3%</b>	<b>7.6%</b>	<b>5.7%</b>	<b>2.8%</b>	<b>1.6%</b>	<b>0.8%</b>	<b>0.4%</b>	<b>1.0%</b>
21 - 25 Years															
Your Firm															
<b>Total Group</b>	<b>1,296</b>	<b>7.3%</b>	<b>10.6%</b>	<b>11.3%</b>	<b>16.6%</b>	<b>12.7%</b>	<b>9.4%</b>	<b>6.6%</b>	<b>7.4%</b>	<b>7.6%</b>	<b>3.5%</b>	<b>2.2%</b>	<b>1.7%</b>	<b>1.2%</b>	<b>1.9%</b>
26 - 30 Years															
Your Firm															
<b>Total Group</b>	<b>1,190</b>	<b>6.6%</b>	<b>7.6%</b>	<b>10.7%</b>	<b>13.8%</b>	<b>14.5%</b>	<b>10.9%</b>	<b>9.7%</b>	<b>6.7%</b>	<b>5.3%</b>	<b>4.6%</b>	<b>3.3%</b>	<b>2.8%</b>	<b>0.8%</b>	<b>2.8%</b>
31 - 35 Years															
Your Firm															
<b>Total Group</b>	<b>1,203</b>	<b>5.5%</b>	<b>7.1%</b>	<b>10.9%</b>	<b>11.7%</b>	<b>13.1%</b>	<b>13.5%</b>	<b>10.7%</b>	<b>7.8%</b>	<b>5.0%</b>	<b>5.4%</b>	<b>2.8%</b>	<b>2.0%</b>	<b>0.8%</b>	<b>3.7%</b>
> 35 Years															
Your Firm															
<b>Total Group</b>	<b>1,364</b>	<b>5.9%</b>	<b>4.3%</b>	<b>9.4%</b>	<b>13.2%</b>	<b>13.5%</b>	<b>12.8%</b>	<b>10.2%</b>	<b>7.9%</b>	<b>7.2%</b>	<b>5.2%</b>	<b>2.6%</b>	<b>1.9%</b>	<b>1.9%</b>	<b>4.0%</b>
All Partners															
Your Firm															
<b>Total Group</b>	<b>8,180</b>	<b>8.7%</b>	<b>10.5%</b>	<b>13.5%</b>	<b>13.6%</b>	<b>12.1%</b>	<b>10.2%</b>	<b>8.4%</b>	<b>6.8%</b>	<b>5.6%</b>	<b>3.9%</b>	<b>2.1%</b>	<b>1.5%</b>	<b>0.9%</b>	<b>2.2%</b>

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

\* Includes the number of corresponding full-time, full-year individuals at each level

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate & Sr. Attorney Average Billed<sup>1</sup> Rates

For the 12-month period ending December 31, 2016

Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
Rate	Rank / Of	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change -	% Change -	% Change - 1 Year			
		Quartile		Quartile	1 year	2 Year	1 <sup>st</sup>	Median	3 <sup>rd</sup>	
Associates										
Class of										
2016	/ 38 ‡	\$293	\$218	\$184						
2015	/ 52	306	240	213	‡		15.3	7.1	0.0	
2014	/ 53	324	250	222		‡	14.5	8.4	5.1	20.3
2013	/ 53	361	263	227			13.1	8.0	4.0	18.5
2012	/ 53	396	274	242			15.6	9.1	4.2	20.6
2011	/ 53	414	294	255			11.8	9.1	2.8	18.8
2010	/ 52	427	305	271			11.3	7.2	4.2	16.7
2009	/ 49	412	310	276		‡	15.2	7.3	2.8	15.3
2008	/ 50	448	327	290			9.9	7.1	0.0	13.6
2007	/ 49	420	329	290		‡	8.6	3.9	0.0	9.2
Prior	/ 46	446	332	291	‡	‡	6.6	2.5	(3.0)	5.7
All Associates	/ 53	386	289	249			5.1	2.9	1.4	5.4
Sr. Attorneys										
Class of										
2009 - 2016	/ 19 ‡	\$349	\$278	\$267			**	**	**	**
2008	/ 16 ‡	465	304	281			**	**	**	**
2007	/ 24 ‡	484	364	288			**	**	**	**
2006	/ 25 ‡	429	356	316	‡		11.1	0.0	(1.5)	**
2005	/ 25 ‡	472	339	302	‡	‡	8.3	3.6	1.5	12.0
2004	/ 29 ‡	471	365	288	‡	‡	9.6	5.9	(2.3)	5.1
2003	/ 23 ‡	523	378	289	‡	‡	10.0	5.5	(2.6)	9.0
Prior	/ 40 ‡	525	374	337	‡	‡	7.4	2.7	(1.5)	4.2
All Sr. Attorneys	/ 40 ‡	502	360	313	‡	‡	5.6	2.4	0.0	4.7

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

*Distribution of Associate & Sr. Attorney Average Billed<sup>1</sup> Rates**For the 12-month period ending December 31, 2016*

Associates	Count*	< \$250	\$250 - \$299	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 +
<b>2016</b>													
Your Firm													
<b>Total Group</b>	**	**	**	**	**	**	**	**	**	**	**	**	**
<b>2015</b>													
Your Firm													
<b>Total Group</b>	398	49.2%	21.6%	20.6%	5.8%	1.8%	0.5%	0.3%		0.3%			
<b>2014</b>													
Your Firm													
<b>Total Group</b>	480	44.0%	19.4%	15.6%	13.3%	4.6%	0.4%	0.6%	1.3%	0.8%			
<b>2013</b>													
Your Firm													
<b>Total Group</b>	506	43.5%	19.2%	11.9%	9.7%	9.3%	4.0%	1.2%	0.4%	0.2%	0.4%	0.4%	
<b>2012</b>													
Your Firm													
<b>Total Group</b>	455	28.4%	23.3%	16.5%	10.3%	9.7%	7.3%	2.6%	0.7%			0.4%	0.9%
<b>2011</b>													
Your Firm													
<b>Total Group</b>	422	28.9%	22.7%	13.7%	8.5%	10.4%	7.3%	3.8%	1.7%	0.9%	0.5%		1.4%
<b>2010</b>													
Your Firm													
<b>Total Group</b>	416	21.6%	26.0%	13.7%	12.0%	8.9%	7.5%	3.6%	4.1%	1.0%	0.7%		1.0%
<b>2009</b>													
Your Firm													
<b>Total Group</b>	412	17.2%	26.0%	15.8%	13.6%	7.8%	5.8%	5.6%	4.6%	2.2%	0.2%	0.2%	1.0%
<b>2008</b>													
Your Firm													
<b>Total Group</b>	347	13.0%	18.4%	21.6%	13.8%	10.7%	4.9%	6.3%	3.5%	3.2%	3.2%	0.6%	0.9%
<b>2007</b>													
Your Firm													
<b>Total Group</b>	220	10.9%	21.4%	15.9%	18.2%	11.8%	6.8%	5.9%	5.0%	1.8%	1.4%	0.5%	0.5%
<b>Prior</b>													
Your Firm													
<b>Total Group</b>	442	12.4%	18.3%	14.3%	17.4%	12.2%	11.5%	5.9%	5.4%	1.6%	0.2%	0.2%	0.5%
<b>All Associates</b>													
Your Firm													
<b>Total Group</b>	4,141	28.4%	21.7%	15.7%	11.9%	8.5%	5.5%	3.4%	2.5%	1.1%	0.6%	0.2%	0.6%
<b>Sr. Attorneys</b>													
Your Firm													
<b>Total Group</b>	824 ‡	13.8%	17.6%	17.2%	12.9%	11.3%	7.8%	6.3%	5.1%	3.2%	2.5%	0.7%	1.6%

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

\* Includes the number of corresponding full-time, full-year individuals at each level; \*\* omitted due to insufficient data; ‡ less than 75% population response

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Other Timekeeper Average Billed<sup>1</sup> Rates

For the 12-month period ending December 31, 2016

	Your Firm		Group			Your Firm		Group			
	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	Median % Change - 2 Year
Of Counsel											
By Years of Experience											
< 21 Years		/ 22 ‡	\$445	\$379	\$332	‡	‡	4.3	(0.6)	(4.8)	2.3
21 - 25 Years		/ 13 ‡	648	472	381			**	**	**	**
26 - 30 Years		/ 18 ‡	621	490	447	‡		12.0	5.7	2.5	**
> 30 Years		/ 37 ‡	665	520	419	‡	‡	7.1	1.0	(4.6)	2.1
All Of Counsel		/ 41 ‡	599	480	398	‡	‡	5.0	0.0	(2.9)	3.7
Staff Attorneys											
By Years of Experience											
< 6 Years		/ 28 ‡	\$233	\$203	\$183	‡	‡	10.7	3.2	0.0	16.3
6 - 10 Years		/ 26 ‡	294	251	203	‡	‡	9.0	(3.0)	(11.3)	(5.9)
11 - 15 Years		/ 15 ‡	331	268	204		‡	**	**	**	12.2
> 15 Years		/ 20 ‡	327	273	234	‡	‡	9.5	0.8	(0.1)	11.3
All Staff Attorneys		/ 37 ‡	304	245	208	‡	‡	11.1	2.0	(1.6)	5.9
All Attorneys		/ 53	\$525	\$402	\$363			3.8	2.6	1.0	5.3
Contract Associates		/ 12 ‡	\$501	\$251	\$145			**	**	**	**
Other Timekeepers											
Lobbyists			**	**	**			**	**	**	**
Specialists		/ 25 ‡	311	247	196	‡	‡	5.8	3.2	0.6	1.9
Litigation Support		/ 25 ‡	193	171	136	‡	‡	11.3	1.6	(0.3)	11.6
Patent Agents		/ 19 ‡	287	253	220	‡		8.8	4.4	(9.0)	**
Case Clerks		/ 19 ‡	136	118	106	‡	‡	15.3	1.1	(8.2)	6.3
Law Clerks		/ 27 ‡	159	126	87	‡	‡	7.7	(0.4)	(15.8)	0.0
Paralegals											
High		/ 52	\$379	\$300	\$246			9.7	0.7	(3.5)	9.0
Middle		/ 52	226	198	161			6.5	3.4	0.0	7.5
Low		/ 52	118	90	64			26.8	0.7	(14.9)	10.7
Average		/ 52	231	202	169			5.4	3.3	0.0	7.8

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2016 through 12/31/2016, divided by the corresponding billable hours worked.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'<sup>1</sup> Partner Average Billed Rates & Annual Percent Change

As of January 1, 2017

	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>Equity Partners</b>										
High		/ 52	\$1,099	\$879	\$712		/ 46	10.7	4.6	(0.5)
Middle		/ 52	647	495	441		/ 46	3.9	2.9	1.2
Low		/ 52	376	270	194		/ 46	5.6	0.0	(5.7)
Average		/ 52	651	507	442		/ 46	4.1	2.9	0.5
<b><u>By Years of Experience</u></b>										
< 11 Years		/ 22 ‡	\$510	\$391	\$359		/ 17 ‡	5.9	1.2	(2.4)
11 - 15 Years		/ 51	576	471	380		/ 45	8.3	3.2	0.4
16 - 20 Years		/ 52	631	468	396		/ 46	5.0	2.5	(0.4)
21 - 25 Years		/ 52	621	493	433		/ 46	4.7	1.8	(0.1)
26 - 30 Years		/ 52	686	516	428		/ 46	5.3	3.0	0.4
31 - 35 Years		/ 52	695	526	450		/ 46	5.6	1.7	(0.7)
> 35 Years		/ 52	734	544	479		/ 46	7.2	3.5	(2.2)
<b>Non-Equity Partners</b>										
High		/ 49	892	688	582		/ 43	7.5	1.1	(2.1)
Middle		/ 49	557	414	361		/ 43	5.5	2.7	0.3
Low		/ 49	332	251	203		/ 43	19.4	4.3	(2.7)
Average		/ 49	562	424	379		/ 43	5.4	3.4	0.0
<b><u>By Years of Experience</u></b>										
< 11 Years		/ 44	\$510	\$362	\$316		/ 38 ‡	5.9	3.6	(1.5)
11 - 15 Years		/ 48	517	382	348		/ 42	4.5	2.0	(1.2)
16 - 20 Years		/ 49	541	430	373		/ 43	7.2	2.8	(0.9)
21 - 25 Years		/ 47	562	428	385		/ 39 ‡	6.4	0.0	(2.9)
26 - 30 Years		/ 44	577	461	409		/ 38 ‡	5.1	0.8	(1.4)
31 - 35 Years		/ 42	552	455	391		/ 35 ‡	9.6	3.0	(2.6)
> 35 Years		/ 44	591	496	428		/ 37 ‡	8.0	1.7	(0.9)

<sup>1</sup> Contains statistics only for Partners who were employed during the entire period from 1/1/2016 through 12/31/2016, excluding Partners who had a title change during the year.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'<sup>1</sup> Partner Average Billed Rates & Annual Percent Change

As of January 1, 2017

	Your Firm		Group			Your Firm		Group		
			% Change - 1 Year							
	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>All Partner Composite</b>										
High		/ 52	\$1,132	\$913	\$736		/ 46	10.7	2.0	(2.3)
Middle		/ 52	622	467	419		/ 46	3.9	2.6	1.0
Low		/ 52	338	241	150		/ 46	14.3	1.5	(6.0)
Average		/ 52	621	478	422		/ 46	4.1	2.4	0.2
<b><u>By Years of Experience</u></b>										
< 11 Years		/ 50	\$525	\$383	\$323		/ 43	5.6	3.4	(2.4)
11 - 15 Years		/ 52	568	415	367		/ 46	5.1	2.3	0.1
16 - 20 Years		/ 52	609	454	393		/ 46	5.4	2.7	0.0
21 - 25 Years		/ 52	606	479	426		/ 46	3.6	2.2	(0.4)
26 - 30 Years		/ 52	678	497	427		/ 46	4.4	3.0	0.3
31 - 35 Years		/ 52	696	518	448		/ 46	5.9	2.2	(1.2)
> 35 Years		/ 52	713	545	474		/ 46	6.4	3.6	(2.9)
<b>Contract Partners</b>			**	**	**			**	**	**

<sup>1</sup> Contains statistics only for Partners who were employed during the entire period from 1/1/2016 through 12/31/2016, excluding Partners who had a title change during the year.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'<sup>1</sup> Associate & Sr. Attorney Average Billed Rates & Annual Percent Change

As of January 1, 2017

	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</b>										
<u>Class of</u>										
2015		/ 52	\$302	\$240	\$209		/ 33 ‡	12.6	8.0	0.0
2014		/ 51	336	251	225		/ 44	16.9	10.5	5.5
2013		/ 53	357	259	227		/ 46	11.5	8.2	3.9
2012		/ 53	397	279	240		/ 46	15.1	9.8	1.4
2011		/ 53	424	298	254		/ 46	13.0	8.1	2.7
2010		/ 52	434	308	271		/ 45	11.8	8.0	2.8
2009		/ 51	432	313	276		/ 45	12.9	6.9	1.6
2008		/ 47	460	340	290		/ 42	9.9	5.2	0.0
2007		/ 45	433	329	284		/ 39 ‡	7.4	2.9	(0.7)
Prior		/ 43	412	318	275		/ 36 ‡	5.2	1.1	(5.0)
<b>All Associates</b>		/ 53	384	280	245		/ 46	5.0	2.8	0.8
<b>Sr. Attorneys</b>										
<u>Class of</u>										
2009 - 2016		/ 20 ‡	398	315	268		/ 12 ‡	16.6	4.0	1.0
2008		/ 16 ‡	475	298	260			**	**	**
2007		/ 22 ‡	516	386	289			**	**	**
2006		/ 25 ‡	420	358	310		/ 14 ‡	10.6	0.0	(3.8)
2005		/ 24 ‡	493	383	303		/ 16 ‡	13.4	7.0	1.7
2004		/ 25 ‡	470	371	292		/ 15 ‡	19.3	7.6	2.4
2003		/ 23 ‡	526	398	285		/ 16 ‡	11.6	(0.4)	(6.5)
Prior		/ 38 ‡	519	382	331			**	**	**
<b>All Sr. Attorneys</b>		/ 40 ‡	497	371	317		/ 34 ‡	6.1	2.1	(1.3)

<sup>1</sup> Contains statistics only for Associates & Sr. Attorneys who were employed during the entire period from 1/1/2016 through 12/31/2016, excluding timekeepers who had a title change during the year.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Partner Realization<sup>1</sup>

For the 12-month period ending December 31, 2016

	Your Firm	Group		
	Average Realization %    Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Equity Partners</b>				
Average	/ 50	92.1	88.6	84.7
<b><u>By Years of Experience</u></b>				
< 11 Years	/ 24 ‡	94.3	92.0	87.3
11 - 15 Years	/ 49	93.6	91.5	85.4
16 - 20 Years	/ 50	92.8	89.5	85.6
21 - 25 Years	/ 50	92.2	89.0	84.1
26 - 30 Years	/ 50	92.0	88.3	85.0
31 - 35 Years	/ 50	91.3	88.4	84.6
> 35 Years	/ 50	92.5	88.1	83.4
<b>Non-Equity Partners</b>				
Average	/ 47	91.2	87.7	83.3
<b><u>By Years of Experience</u></b>				
< 11 Years	/ 44	94.4	89.2	84.3
11 - 15 Years	/ 47	91.1	87.9	84.3
16 - 20 Years	/ 47	91.0	87.6	81.6
21 - 25 Years	/ 45	91.8	88.0	81.7
26 - 30 Years	/ 44	89.2	84.7	78.6
31 - 35 Years	/ 41 ‡	92.1	86.1	82.8
> 35 Years	/ 42	92.8	87.2	80.6
<b>All Partner Composite</b>				
Average	/ 50	92.2	88.3	84.2
<b><u>By Years of Experience</u></b>				
< 11 Years	/ 49	94.8	89.9	84.4
11 - 15 Years	/ 50	93.0	88.8	85.7
16 - 20 Years	/ 50	91.7	89.3	84.5
21 - 25 Years	/ 50	92.2	88.8	83.8
26 - 30 Years	/ 50	91.8	88.4	84.2
31 - 35 Years	/ 50	90.8	88.0	84.2
> 35 Years	/ 50	91.9	86.7	82.6
<b>Contract Partners</b>		**	**	**

<sup>1</sup> Calculated by dividing the Average Billed Rate for the one-year period ending 12/31/2016 by the Average Standard Rate for the one-year period ending 12/31/2016.

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Partner Timekeeper Realization<sup>1</sup>

For the 12-month period ending December 31, 2016

	Your Firm		Group		
	Average Realization %	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Associates</b>					
<b><u>Class of</u></b>					
2016		/ 43	90.0	83.3	75.8
2015		/ 51	92.5	86.4	81.7
2014		/ 51	92.3	87.7	83.0
2013		/ 51	92.5	85.6	82.7
2012		/ 51	92.6	87.3	82.9
2011		/ 51	92.7	87.7	82.7
2010		/ 51	91.6	86.6	82.3
2009		/ 50	92.2	85.9	81.7
2008		/ 50	91.5	86.9	82.2
2007		/ 48	92.9	85.9	79.2
Prior		/ 47	90.1	82.2	76.5
<b>All Associates</b>		/ 51	91.7	85.5	82.3
<b>Sr. Attorneys</b>		/ 38 ‡	89.7	84.9	79.9
<b>Other Attorneys</b>					
Of Counsel		/ 42	92.9	87.7	79.5
Staff Attorneys		/ 36 ‡	91.4	84.5	79.7
<b>All Attorneys</b>		/ 51	91.9	86.9	83.2
<b>Contract Associates</b>		/ 15 ‡	95.4	90.6	82.7
<b>Other Timekeepers</b>					
Lobbyists			**	**	**
Specialists		/ 25 ‡	96.3	92.0	83.0
Litigation Support		/ 24 ‡	92.4	84.4	70.3
Patent Agents		/ 19 ‡	94.8	85.0	76.6
Case Clerks		/ 17 ‡	95.4	87.2	79.4
Law Clerks		/ 30 ‡	83.9	69.8	48.2
<b>Paralegals</b>		/ 50	91.7	86.4	79.1

<sup>1</sup> Calculated by dividing the Average Billed Rate for the one-year period ending 12/31/2016 by the Average Standard Rate for the one-year period ending 12/31/2016.

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

# 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## Distribution of Partners by Discount Levels <sup>1</sup>

By Years of Experience - For the 12-month period ending December 31, 2016

Equity Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
< 11 Years								
Your Firm								
<b>Total Group</b>	81 ‡	13.6%	32.1%	24.7%	16.0%	2.5%	3.7%	7.4%
11 - 15 Years								
Your Firm								
<b>Total Group</b>	479	11.1%	18.2%	18.4%	16.9%	14.0%	9.0%	12.5%
16 - 20 Years								
Your Firm								
<b>Total Group</b>	889	11.8%	14.5%	17.1%	14.7%	14.4%	11.0%	16.4%
21 - 25 Years								
Your Firm								
<b>Total Group</b>	947	10.2%	15.1%	14.1%	14.3%	13.6%	9.8%	22.8%
26 - 30 Years								
Your Firm								
<b>Total Group</b>	900	10.4%	15.6%	14.4%	15.3%	13.8%	8.2%	22.2%
31 - 35 Years								
Your Firm								
<b>Total Group</b>	965	8.9%	17.3%	15.3%	14.7%	10.7%	8.0%	25.1%
> 35 Years								
Your Firm								
<b>Total Group</b>	998	10.5%	16.4%	16.4%	14.1%	9.9%	8.7%	23.8%
All Equity Partners								
Your Firm								
<b>Total Group</b>	5,264	10.5%	16.3%	15.9%	14.8%	12.4%	9.0%	21.1%
Non-Equity Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
< 11 Years								
Your Firm								
<b>Total Group</b>	371	10.8%	17.0%	22.4%	13.5%	12.4%	8.1%	15.9%
11 - 15 Years								
Your Firm								
<b>Total Group</b>	650	6.2%	17.5%	16.6%	15.2%	15.1%	10.2%	19.2%
16 - 20 Years								
Your Firm								
<b>Total Group</b>	456	6.6%	18.6%	16.4%	13.8%	11.8%	10.5%	22.1%
21 - 25 Years								
Your Firm								
<b>Total Group</b>	297	5.4%	18.9%	15.8%	12.5%	13.1%	11.4%	22.9%
26 - 30 Years								
Your Firm								
<b>Total Group</b>	240	5.0%	17.5%	14.2%	9.6%	10.8%	10.0%	32.9%
31 - 35 Years								
Your Firm								
<b>Total Group</b>	191 ‡	5.2%	16.2%	16.2%	16.2%	10.5%	11.0%	24.6%
> 35 Years								
Your Firm								
<b>Total Group</b>	334 ‡	5.4%	13.8%	16.5%	15.9%	8.7%	10.2%	29.6%
All Non-Equity Partners								
Your Firm								
<b>Total Group</b>	2,550	6.6%	17.2%	17.1%	14.1%	12.3%	10.1%	22.7%

<sup>1</sup> Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

\* Includes the number of corresponding full-time, full-time individuals at each level

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### *Distribution of Partners by Discount Levels <sup>1</sup>*

*By Years of Experience - For the 12-month period ending December 31, 2016*

All Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
<b>&lt; 11 Years</b>								
Your Firm								
<b>Total Group</b>	<b>452</b>	<b>11.3%</b>	<b>19.7%</b>	<b>22.8%</b>	<b>13.9%</b>	<b>10.6%</b>	<b>7.3%</b>	<b>14.4%</b>
<b>11 - 15 Years</b>								
Your Firm								
<b>Total Group</b>	<b>1,129</b>	<b>8.2%</b>	<b>17.8%</b>	<b>17.4%</b>	<b>15.9%</b>	<b>14.6%</b>	<b>9.7%</b>	<b>16.4%</b>
<b>16 - 20 Years</b>								
Your Firm								
<b>Total Group</b>	<b>1,345</b>	<b>10.0%</b>	<b>15.9%</b>	<b>16.9%</b>	<b>14.4%</b>	<b>13.5%</b>	<b>10.9%</b>	<b>18.4%</b>
<b>21 - 25 Years</b>								
Your Firm								
<b>Total Group</b>	<b>1,244</b>	<b>9.1%</b>	<b>16.0%</b>	<b>14.5%</b>	<b>13.8%</b>	<b>13.5%</b>	<b>10.2%</b>	<b>22.8%</b>
<b>26 - 30 Years</b>								
Your Firm								
<b>Total Group</b>	<b>1,140</b>	<b>9.3%</b>	<b>16.0%</b>	<b>14.4%</b>	<b>14.1%</b>	<b>13.2%</b>	<b>8.6%</b>	<b>24.5%</b>
<b>31 - 35 Years</b>								
Your Firm								
<b>Total Group</b>	<b>1,156</b>	<b>8.3%</b>	<b>17.1%</b>	<b>15.5%</b>	<b>15.0%</b>	<b>10.6%</b>	<b>8.5%</b>	<b>25.0%</b>
<b>&gt; 35 Years</b>								
Your Firm								
<b>Total Group</b>	<b>1,332</b>	<b>9.2%</b>	<b>15.8%</b>	<b>16.4%</b>	<b>14.6%</b>	<b>9.6%</b>	<b>9.1%</b>	<b>25.3%</b>
<b>All Equity Partners</b>								
Your Firm								
<b>Total Group</b>	<b>7,814</b>	<b>9.2%</b>	<b>16.6%</b>	<b>16.3%</b>	<b>14.6%</b>	<b>12.3%</b>	<b>9.4%</b>	<b>21.6%</b>

<sup>1</sup> Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

\* Includes the number of corresponding full-time, full-year individuals at each level

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

# 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## Distribution of Associates & Sr. Attorneys by Discount Levels <sup>1</sup>

For the 12-month period ending December 31, 2016

Associates	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
<b>2016</b>								
Your Firm								
<b>Total Group</b>	**	**	**	**	**	**	**	**
<b>2015</b>								
Your Firm								
<b>Total Group</b>	377	6.4%	11.7%	15.4%	17.8%	12.5%	10.9%	25.5%
<b>2014</b>								
Your Firm								
<b>Total Group</b>	460	9.1%	14.1%	16.7%	15.0%	15.7%	10.4%	18.9%
<b>2013</b>								
Your Firm								
<b>Total Group</b>	476	9.5%	10.5%	16.8%	14.5%	14.1%	14.9%	19.7%
<b>2012</b>								
Your Firm								
<b>Total Group</b>	430	10.5%	14.2%	14.9%	14.0%	13.5%	11.6%	21.4%
<b>2011</b>								
Your Firm								
<b>Total Group</b>	403	10.2%	16.4%	14.9%	14.4%	11.2%	9.9%	23.1%
<b>2010</b>								
Your Firm								
<b>Total Group</b>	388	9.3%	10.8%	12.1%	15.2%	14.2%	12.9%	25.5%
<b>2009</b>								
Your Firm								
<b>Total Group</b>	386	8.5%	13.7%	14.5%	10.4%	14.5%	12.4%	25.9%
<b>2008</b>								
Your Firm								
<b>Total Group</b>	337	10.1%	13.9%	15.4%	14.8%	12.2%	11.3%	22.3%
<b>2007</b>								
Your Firm								
<b>Total Group</b>	212	8.5%	18.9%	14.6%	12.7%	9.9%	8.5%	26.9%
<b>Prior</b>								
Your Firm								
<b>Total Group</b>	435	11.3%	21.8%	12.4%	10.3%	10.6%	7.8%	25.7%
<b>All Associates</b>								
Your Firm								
<b>Total Group</b>	3,945	9.5%	14.4%	14.7%	13.9%	13.0%	11.2%	23.3%
<b>Sr. Attorneys</b>	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
Your Firm								
<b>Total Group</b>	716 ‡	6.1%	12.7%	14.4%	13.7%	13.0%	13.3%	26.8%

<sup>1</sup> Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

\* Includes the number of corresponding full-time, full-year individuals at each level; \*\* omitted due to insufficient data; ‡ less than 75% population response

**2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT**

AmLaw Second 100 xNYC - (56 members)

**Partner Average Billable Hours Worked**

For the 12-month period ending December 31, 2016

	Your Firm		Group			Your Firm		Group			
								% Change - 1 Year		Median	
	Average Hours	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	% Change - 2 Year
Equity Partners											
<u>By Years of Experience</u>											
< 11 Years	/ 23	‡	1,931	1,717	1,424	‡	‡	0.5	(7.2)	(11.6)	(4.6)
11 - 15 Years	/ 52		1,846	1,634	1,524			3.9	(0.2)	(5.8)	(1.8)
16 - 20 Years	/ 54		1,747	1,617	1,505			3.3	(1.3)	(5.0)	(1.4)
21 - 25 Years	/ 54		1,679	1,551	1,451			3.9	(0.9)	(4.5)	(1.7)
26 - 30 Years	/ 54		1,622	1,507	1,433			2.6	(1.6)	(6.4)	(1.7)
31 - 35 Years	/ 54		1,589	1,503	1,408			4.9	(1.7)	(5.7)	0.3
> 35 Years	/ 54		1,469	1,388	1,249			4.4	(1.4)	(4.2)	(0.4)
All Equity Partners	/ 54		1,630	1,496	1,449			0.6	(1.2)	(3.2)	(1.5)
Non-Equity Partners											
<u>By Years of Experience</u>											
< 11 Years	/ 47		1,820	1,690	1,526	‡	‡	6.9	(1.0)	(6.3)	(1.6)
11 - 15 Years	/ 51		1,687	1,555	1,449		‡	7.4	2.4	(4.8)	(2.0)
16 - 20 Years	/ 50		1,559	1,450	1,291		‡	4.4	(1.1)	(6.8)	0.2
21 - 25 Years	/ 49		1,564	1,407	1,304	‡	‡	10.4	3.5	(4.7)	3.6
26 - 30 Years	/ 46		1,398	1,286	1,204	‡	‡	15.5	0.3	(7.0)	1.8
31 - 35 Years	/ 44		1,373	1,259	1,086	‡	‡	8.6	(0.6)	(10.5)	2.5
> 35 Years	/ 44		1,131	1,031	913	‡	‡	15.1	0.0	(6.0)	(5.4)
All Non-Equity Partners	/ 51		1,535	1,434	1,333		‡	3.6	0.2	(2.0)	(2.0)
All Partner Composite											
<u>By Years of Experience</u>											
< 11 Years	/ 52		1,812	1,672	1,522		‡	2.2	(2.0)	(7.6)	(3.0)
11 - 15 Years	/ 54		1,689	1,622	1,491			2.9	1.0	(3.5)	(2.6)
16 - 20 Years	/ 54		1,664	1,570	1,465			1.8	(0.9)	(4.7)	(3.2)
21 - 25 Years	/ 54		1,644	1,514	1,425			4.4	(0.6)	(2.6)	(1.6)
26 - 30 Years	/ 54		1,563	1,455	1,394			2.0	(1.8)	(5.0)	(0.6)
31 - 35 Years	/ 54		1,544	1,457	1,347			5.5	(1.1)	(4.4)	2.4
> 35 Years	/ 54		1,372	1,278	1,209			5.1	0.0	(3.7)	(2.3)
All Partner Composite	/ 54		1,568	1,471	1,419			1.7	0.0	(2.4)	(2.1)

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

***Distribution of Partner Billable Hours Worked***  
***By Years of Experience - For the 12-month period ending December 31, 2016***

<b>Equity Partners</b>	<b>Count*</b>	<b>&lt; 1,300</b>	<b>1,300 - 1,499</b>	<b>1,500 - 1,699</b>	<b>1,700 - 1,899</b>	<b>1,900 - 2,099</b>	<b>2,100 +</b>
< 11 Years Your Firm							
<b>Total Group</b>	<b>82 ‡</b>	<b>7.3%</b>	<b>14.6%</b>	<b>22.0%</b>	<b>24.4%</b>	<b>14.6%</b>	<b>17.1%</b>
11 - 15 Years Your Firm							
<b>Total Group</b>	<b>510</b>	<b>14.3%</b>	<b>11.0%</b>	<b>18.8%</b>	<b>27.1%</b>	<b>15.5%</b>	<b>13.3%</b>
16 - 20 Years Your Firm							
<b>Total Group</b>	<b>960</b>	<b>17.9%</b>	<b>16.8%</b>	<b>20.8%</b>	<b>21.8%</b>	<b>12.0%</b>	<b>10.7%</b>
21 - 25 Years Your Firm							
<b>Total Group</b>	<b>1,016</b>	<b>21.9%</b>	<b>15.8%</b>	<b>22.6%</b>	<b>18.5%</b>	<b>12.3%</b>	<b>8.8%</b>
26 - 30 Years Your Firm							
<b>Total Group</b>	<b>966</b>	<b>25.4%</b>	<b>18.0%</b>	<b>20.9%</b>	<b>17.0%</b>	<b>9.9%</b>	<b>8.8%</b>
31 - 35 Years Your Firm							
<b>Total Group</b>	<b>1,039</b>	<b>29.6%</b>	<b>16.2%</b>	<b>19.2%</b>	<b>17.1%</b>	<b>9.8%</b>	<b>8.0%</b>
> 35 Years Your Firm							
<b>Total Group</b>	<b>1,055</b>	<b>43.1%</b>	<b>17.3%</b>	<b>16.3%</b>	<b>9.5%</b>	<b>5.5%</b>	<b>8.2%</b>
All Equity Partners Your Firm							
<b>Total Group</b>	<b>5,632</b>	<b>26.3%</b>	<b>16.2%</b>	<b>19.9%</b>	<b>17.7%</b>	<b>10.4%</b>	<b>9.4%</b>
<b>Non-Equity Partners</b>	<b>Count*</b>	<b>&lt; 1,300</b>	<b>1,300 - 1,499</b>	<b>1,500 - 1,699</b>	<b>1,700 - 1,899</b>	<b>1,900 - 2,099</b>	<b>2,100 +</b>
< 11 Years Your Firm							
<b>Total Group</b>	<b>414</b>	<b>11.6%</b>	<b>11.1%</b>	<b>20.0%</b>	<b>25.4%</b>	<b>18.6%</b>	<b>13.3%</b>
11 - 15 Years Your Firm							
<b>Total Group</b>	<b>726</b>	<b>21.1%</b>	<b>16.7%</b>	<b>21.5%</b>	<b>20.0%</b>	<b>12.9%</b>	<b>7.9%</b>
16 - 20 Years Your Firm							
<b>Total Group</b>	<b>504</b>	<b>28.2%</b>	<b>15.9%</b>	<b>20.4%</b>	<b>19.2%</b>	<b>10.5%</b>	<b>5.8%</b>
21 - 25 Years Your Firm							
<b>Total Group</b>	<b>320</b>	<b>31.6%</b>	<b>20.9%</b>	<b>17.8%</b>	<b>17.2%</b>	<b>8.8%</b>	<b>3.8%</b>
26 - 30 Years Your Firm							
<b>Total Group</b>	<b>270</b>	<b>48.1%</b>	<b>15.9%</b>	<b>15.2%</b>	<b>10.7%</b>	<b>6.3%</b>	<b>3.7%</b>
31 - 35 Years Your Firm							
<b>Total Group</b>	<b>213</b>	<b>45.5%</b>	<b>24.4%</b>	<b>10.3%</b>	<b>14.6%</b>	<b>3.3%</b>	<b>1.9%</b>
> 35 Years Your Firm							
<b>Total Group</b>	<b>360</b>	<b>67.5%</b>	<b>14.4%</b>	<b>10.0%</b>	<b>4.4%</b>	<b>2.2%</b>	<b>1.4%</b>
All Non-Equity Partners Your Firm							
<b>Total Group</b>	<b>2,818</b>	<b>32.8%</b>	<b>16.4%</b>	<b>17.7%</b>	<b>17.0%</b>	<b>10.1%</b>	<b>6.1%</b>

\* Includes the number of corresponding full-time, full-year individuals at each level

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### *Distribution of Partner Billable Hours Worked* *By Years of Experience - For the 12-month period ending December 31, 2016*

All Partners	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
< 11 Years							
Your Firm							
<b>Total Group</b>	<b>496</b>	<b>10.9%</b>	<b>11.7%</b>	<b>20.4%</b>	<b>25.2%</b>	<b>17.9%</b>	<b>13.9%</b>
11 - 15 Years							
Your Firm							
<b>Total Group</b>	<b>1,236</b>	<b>18.3%</b>	<b>14.3%</b>	<b>20.4%</b>	<b>22.9%</b>	<b>14.0%</b>	<b>10.1%</b>
16 - 20 Years							
Your Firm							
<b>Total Group</b>	<b>1,464</b>	<b>21.4%</b>	<b>16.5%</b>	<b>20.7%</b>	<b>20.9%</b>	<b>11.5%</b>	<b>9.0%</b>
21 - 25 Years							
Your Firm							
<b>Total Group</b>	<b>1,336</b>	<b>24.3%</b>	<b>17.1%</b>	<b>21.5%</b>	<b>18.2%</b>	<b>11.5%</b>	<b>7.6%</b>
26 - 30 Years							
Your Firm							
<b>Total Group</b>	<b>1,236</b>	<b>30.3%</b>	<b>17.6%</b>	<b>19.7%</b>	<b>15.6%</b>	<b>9.1%</b>	<b>7.7%</b>
31 - 35 Years							
Your Firm							
<b>Total Group</b>	<b>1,252</b>	<b>32.3%</b>	<b>17.6%</b>	<b>17.7%</b>	<b>16.7%</b>	<b>8.7%</b>	<b>6.9%</b>
> 35 Years							
Your Firm							
<b>Total Group</b>	<b>1,415</b>	<b>49.3%</b>	<b>16.6%</b>	<b>14.7%</b>	<b>8.2%</b>	<b>4.7%</b>	<b>6.5%</b>
All Partners							
Your Firm							
<b>Total Group</b>	<b>8,450</b>	<b>28.5%</b>	<b>16.3%</b>	<b>19.1%</b>	<b>17.5%</b>	<b>10.3%</b>	<b>8.3%</b>

\* Includes the number of corresponding full-time, full-year individuals at each level

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## Non-Partner Timekeeper Average Billable Hours Worked

For the 12-month period ending December 31, 2016

Your Firm		Group			Your Firm		Group			
Average Hours		1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			Median
Rank / Of							1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 2 Year
Associates										
Class of										
2016	/ 38 ‡	1,462	1,287	1,046						
2015	/ 53	1,804	1,614	1,494	‡		39.4	17.0	5.1	
2014	/ 54	1,842	1,720	1,632		‡	7.3	1.2	(1.9)	24.0
2013	/ 54	1,840	1,757	1,668			5.0	0.1	(3.7)	3.5
2012	/ 54	1,840	1,744	1,676			6.1	0.6	(3.2)	(0.2)
2011	/ 54	1,867	1,766	1,667			3.9	0.5	(4.2)	(0.9)
2010	/ 53	1,845	1,736	1,649			5.2	0.6	(3.7)	(1.0)
2009	/ 50	1,832	1,742	1,643		‡	3.8	0.0	(4.7)	(1.0)
2008	/ 51	1,850	1,701	1,576		‡	4.2	1.0	(4.3)	(0.9)
2007	/ 49	1,862	1,710	1,580		‡	3.1	(3.1)	(8.7)	(2.5)
Prior	/ 47	1,739	1,648	1,538	‡	‡	3.3	0.4	(3.6)	(1.4)
All Associates										
	/ 54	1,795	1,710	1,618			2.3	0.2	(1.7)	(1.0)
Sr. Attorneys										
	/ 41 ‡	1,542	1,402	1,299	‡	‡	7.7	2.7	(5.1)	(0.1)
Other Attorneys										
Of Counsel	/ 42	1,250	958	652	‡	‡	10.2	(1.3)	(16.4)	(1.1)
Staff Attorneys	/ 37 ‡	1,656	1,498	1,213	‡	‡	6.8	0.8	(9.7)	4.1
All Attorneys										
	/ 55	1,611	1,547	1,463			1.8	0.0	(1.6)	(1.2)
Other Timekeepers										
Lobbyists		**	**	**			**	**	**	**
Specialists	/ 26 ‡	1,393	1,191	848	‡	‡	0.3	(3.6)	(10.3)	0.3
Litigation Support	/ 26 ‡	1,024	747	577	‡	‡	25.5	1.0	(9.0)	(9.7)
Patent Agents	/ 19 ‡	1,650	1,525	1,344	‡		10.6	0.0	(7.3)	**
Case Clerks	/ 20 ‡	936	680	512	‡	‡	41.3	16.3	(1.1)	(9.5)
Law Clerks	/ 29 ‡	683	587	443	‡	‡	2.9	(1.6)	(22.4)	(0.9)
Paralegals										
	/ 53	1,330	1,283	1,143		‡	3.6	0.0	(3.2)	(1.2)

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

*Distribution of Associate & Sr. Attorney Billable Hours Worked**For the 12-month period ending December 31, 2016*

Associates	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
<b>2016</b>							
Your Firm							
<b>Total Group</b>	**	**	**	**	**	**	**
<b>2015</b>							
Your Firm							
<b>Total Group</b>	407	15.2%	13.8%	20.1%	20.6%	19.9%	10.3%
<b>2014</b>							
Your Firm							
<b>Total Group</b>	491	8.4%	5.9%	14.5%	27.7%	26.9%	16.7%
<b>2013</b>							
Your Firm							
<b>Total Group</b>	511	7.6%	6.1%	15.5%	27.8%	26.4%	16.6%
<b>2012</b>							
Your Firm							
<b>Total Group</b>	458	8.5%	6.8%	16.6%	24.2%	29.3%	14.6%
<b>2011</b>							
Your Firm							
<b>Total Group</b>	431	7.2%	7.9%	12.3%	25.3%	29.2%	18.1%
<b>2010</b>							
Your Firm							
<b>Total Group</b>	421	10.0%	7.8%	15.2%	23.3%	27.6%	16.2%
<b>2009</b>							
Your Firm							
<b>Total Group</b>	416	8.9%	8.7%	14.7%	25.5%	27.6%	14.7%
<b>2008</b>							
Your Firm							
<b>Total Group</b>	350	7.1%	11.1%	16.3%	24.3%	27.4%	13.7%
<b>2007</b>							
Your Firm							
<b>Total Group</b>	222	9.5%	9.5%	15.3%	24.8%	27.9%	13.1%
<b>Prior</b>							
Your Firm							
<b>Total Group</b>	446	15.2%	10.3%	17.0%	28.5%	20.4%	8.5%
<b>All Associates</b>							
Your Firm							
<b>Total Group</b>	4,196	10.2%	8.6%	15.7%	25.2%	26.0%	14.3%
<b>Sr. Attorneys</b>							
Your Firm							
<b>Total Group</b>	892 ‡	31.7%	16.8%	17.5%	16.8%	12.6%	4.6%

\* Includes the number of corresponding full-time, full-year individuals at each level

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

## 2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Timekeeper Leverage Ratios

For the 12-month period ending December 31, 2016

	Your Firm		Group		
	Ratio	Rank / Of	1 <sup>st</sup> Quartile	Median	3rd Quartile
Ratio of Other <sup>1</sup> Attys to Equity Partners		/ 55	2.43	1.86	1.31
Ratio of Non-Partner Attys <sup>2</sup> to Partners		/ 55	0.98	0.72	0.58
Ratio of Non-Partner Timekeepers <sup>3</sup> to Partners		/ 54	1.39	1.08	0.88
Ratio of Paralegals to Attorneys		/ 54	0.17	0.13	0.11

For the 12-month period ending December 31, 2015

	Your Firm		Group		
	Ratio	Rank / Of	1 <sup>st</sup> Quartile	Median	3rd Quartile
Ratio of Other <sup>1</sup> Attys to Equity Partners		/ 47	2.20	1.66	1.27
Ratio of Non-Partner Attys <sup>2</sup> to Partners		/ 47	0.84	0.68	0.57
Ratio of Non-Partner Timekeepers <sup>3</sup> to Partners		/ 46	1.33	1.06	0.88
Ratio of Paralegals to Attorneys		/ 46	0.16	0.14	0.11

<sup>1</sup> Other Attorneys include Non-Equity Partners, Associates, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

<sup>2</sup> Non-Partner Attorneys include Associates, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

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

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

**2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT**

AmLaw Second 100 xNYC - (56 members)

**Partner Average Fees Billed**

For the 12-month period ending December 31, 2016

<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
<i>Average Fees</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 - 2 Year</i>	<i>% Change - 1 Year</i>			<i>Median</i>
<i>Rank / Of</i>							<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>	<i>% Change - 2 Year</i>
<b>Equity Partners</b>										
<u><b>By Years of Experience</b></u>										
< 11 Years	/ 22 ‡	\$826,504	\$620,807	\$494,284	‡	‡	(0.0)	(6.9)	(28.1)	(5.4)
11 - 15 Years	/ 51	922,641	766,570	635,291			6.2	2.2	(5.3)	3.1
16 - 20 Years	/ 52	990,885	746,436	609,954			4.9	0.7	(3.9)	3.1
21 - 25 Years	/ 52	924,343	759,166	667,958			4.0	1.0	(4.3)	1.1
26 - 30 Years	/ 52	997,767	757,621	662,684			5.5	0.1	(3.4)	3.2
31 - 35 Years	/ 52	952,596	789,806	656,672			6.2	1.1	(2.3)	4.3
> 35 Years	/ 52	926,730	740,073	645,458			7.2	2.8	(5.2)	6.3
<b>All Equity Partners</b>	/ 52	968,790	742,097	648,901			2.7	1.4	(1.3)	3.4
<b>Non-Equity Partners</b>										
<u><b>By Years of Experience</b></u>										
< 11 Years	/ 45	\$712,972	\$588,845	\$536,846	‡	‡	9.8	5.5	(5.3)	7.9
11 - 15 Years	/ 49	789,422	615,880	514,013			8.4	2.5	(3.8)	5.4
16 - 20 Years	/ 48	729,379	594,173	511,882			11.0	2.8	(9.2)	8.4
21 - 25 Years	/ 47	714,194	617,767	523,916	‡	‡	15.1	1.9	(5.7)	7.0
26 - 30 Years	/ 44	740,838	598,996	492,351	‡	‡	20.2	2.5	(5.2)	7.3
31 - 35 Years	/ 42	700,173	579,309	446,127	‡	‡	10.3	(0.1)	(7.1)	12.3
> 35 Years	/ 42	616,338	473,583	409,892	‡	‡	18.6	1.9	(6.3)	(2.2)
<b>All Non-Equity Partners</b>	/ 49	747,614	584,900	517,414	‡	‡	8.2	5.3	(1.7)	5.4
<b>All Partner Composite</b>										
<u><b>By Years of Experience</b></u>										
< 11 Years	/ 50	\$823,253	\$623,473	\$514,327		‡	6.0	2.1	(6.7)	2.9
11 - 15 Years	/ 52	853,042	672,921	576,917			5.4	1.0	(3.0)	2.3
16 - 20 Years	/ 52	963,062	714,783	586,822			6.2	2.4	(2.4)	4.5
21 - 25 Years	/ 52	880,891	722,296	628,234			3.8	2.1	(1.4)	3.2
26 - 30 Years	/ 52	1,019,934	722,011	624,932			5.9	0.5	(3.0)	5.1
31 - 35 Years	/ 52	904,520	752,551	618,280			6.0	2.7	(1.2)	6.3
> 35 Years	/ 52	908,662	669,942	565,098			7.3	1.8	(3.6)	5.6
<b>All Partner Composite</b>	/ 52	914,293	684,881	605,368			4.1	1.8	(0.6)	3.5

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

2017 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

**Non-Partner Timekeeper Average Fees Billed**  
For the 12-month period ending December 31, 2016

	Your Firm		Group			Your Firm		Group			
								% Change - 1 Year		Median	
	Average Fees	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	% Change - 2 Year
Associates											
Class of											
2016		/ 38 ‡	\$269,596	\$178,895	\$135,871						
2015		/ 52	463,562	382,988	293,737	‡		112.2	83.5	47.7	
2014		/ 53	548,432	424,039	362,885		‡	29.9	16.7	2.5	99.8
2013		/ 53	613,778	437,994	386,634			18.1	9.2	3.9	31.3
2012		/ 53	688,334	468,654	399,280			17.8	11.5	1.1	22.9
2011		/ 53	684,118	508,910	416,280			16.0	7.8	2.2	21.4
2010		/ 52	691,706	526,121	461,809			15.9	6.5	0.2	16.0
2009		/ 49	740,604	530,617	474,927		‡	10.5	4.7	(0.1)	13.8
2008		/ 50	724,092	559,245	487,677			10.3	4.9	(3.4)	12.6
2007		/ 49	741,634	570,780	478,669		‡	7.8	0.0	(6.7)	4.3
Prior		/ 46	647,850	555,260	489,758	‡	‡	8.8	0.0	(7.3)	6.1
All Associates		/ 53	633,344	482,798	423,156			6.9	2.1	(0.2)	6.1
Sr. Attorneys		/ 40 ‡	\$666,592	\$537,142	\$431,837	‡	‡	10.9	1.7	(1.7)	2.3
Other Attorneys											
Of Counsel		/ 41 ‡	571,503	434,456	306,526	‡	‡	12.2	0.0	(13.2)	2.0
Staff Attorneys		/ 37 ‡	456,577	346,234	278,245	‡	‡	15.5	1.7	(6.0)	12.1
All Attorneys		/ 53	770,767	599,608	527,712			4.7	2.1	(0.7)	5.5
Paralegals		/ 52	279,690	243,187	196,441		‡	5.5	2.3	(2.0)	5.1

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