



2024 Finance & Operations Report

Compiled from the 2024
Law Firm Statistical Survey

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PwC Law Firm Surveys

Thank you for participating in the Billing Rate and Associate Salary Survey, Law Firm Statistical Survey, and/or Senior Administrative Leaders Compensation and Staffing survey (collectively, the “Surveys”) conducted by PwC Product Sales LLC (“PwC” or “we”). Enclosed are the associated reports (“Reports”) you ordered, which were prepared by PwC based on the data submitted in connection with the Surveys.

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We thank you again for your participation in the Surveys. If you have any questions please do not hesitate to reach out to Carolyn Furina (646) 315-3748 or Nicholas Fulchini (201) 566-2100 from the PwC LFS Survey Team.

Finance and Operations Report

AmLaw Second 100 - Firms (13 members)

Issued: June 2025

Group Report

Confidential

This report is intended solely for the use of Partners and authorized employees of the participating firm.

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Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2024 Law Firm Statistical Survey include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft ® Excel worksheet functions.

Median Value

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

Remarks:

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

Quartile Values

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

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

Remarks:

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

Example

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

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

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

Comparison Group Information

AmLaw Second 100 - Firms

Number of Overall Members in the Group

Law Firm Statistical Survey (LFSS) Submissions
Senior Administrative Leaders Compensation Survey Submissions

Your Firm Displayed in this Report is a Member of the Group

Defined Size Range of Group Members (# of Attorneys)

Maximum
Minimum

Your Firm Size (# of Attorneys)

Average Size of Group Members (# of Attorneys)

Group Information
50
13
37
No Maximum
No Minimum
373

Key Statistics

	2024		2023	
	Your Firm		Group	
	Average	Rank / Of	Median	Median
Net Income per Partner		/ 10	\$610,452	
Net Income per Equity Partner		/ 10	\$902,515	
Gross Fees per Partner		/ 10	\$1,324,270	
Gross Fees per Lawyer		/ 10	\$718,816	
Operating Expenses				
per Lawyer¹		/ 11	\$254,646	
per Timekeeper²		/ 11	166,922	
Net Income per Lawyer³		/ 10	\$458,749	
Leverage				
Ratio of Non-Partner Lawyers⁴ to Partners		/ 11	0.68	
Ratio of Other Lawyers⁵ to Equity Partners		/ 48	2.23	
Realization %				
Accounts Receivable		/ 9 [‡]	98.5	
Work in Process		/ 10	86.0	
Months Invested in Client Services		/ 11	3.1	
				/ 10
				3.2

¹ Excludes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

² Excludes compensation, discretionary benefits and taxes of all Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks. If a firm does not provide a benefits percentage value, a default of 15% of compensation for the attorneys and 20% of compensation for all other timekeepers is used.

³ Includes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

⁴ Includes Associates, Sr., Staff & eDiscovery Attorneys.

⁵ Includes Non-Equity Partners, Associates, Sr., Staff, eDiscovery Attorneys & Of Counsel

**** omitted due to insufficient data**

[‡] less than 75% population response

Estimated Impact of Performance Improvements for Select Key Statistics

	Your Firm Value	Group		
		Target Quartile	Variance	\$ Impact per Equity Partner
Gross Fees per Lawyer				
Operating Expenses per Lawyer ¹				
Net Realization %				
Months Invested in Client Services				

Legend:

Target Quartile - The next highest (or lowest, for expenses and Months Invested) group quartile value relative to your firm's value. The most favorable relative positions (equal to/greater than the 1st quartile or equal to/less than the 3rd quartile) are labeled accordingly.

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

\$ Impact per Equity Partner - The net effect, on a per equity partner basis, of achieving the target quartile level. Results of less than \$5,000 are denoted as such. Results are not applicable either when your firm's value is greater than the 1st quartile/less than the 3rd quartile or when a data value required to calculate the impact is missing.

\$ Impact per Equity Partner Calculations:

Gross Fees per Lawyer: (Variance) * (Number of lawyers) / (Number of Equity Partners)

Operating Expenses per Lawyer: (Variance) * (Number of lawyers) / (Number of Equity Partners)

Net Realization %: (Gross Fees) / (Net Realization) * (Variance) / (Number of Equity Partners)

Months Invested in Client Services: (Gross Fees) / (12 months) * (Variance) / (Number of Equity Partners)

¹ Excludes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

** omitted due to insufficient data

[‡] less than 75% population response

Revenue Summary

Gross Fees per Equity Partner

<i>Your Firm</i>		<i>Group</i>		
<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2024	/ 10	\$3,620,641	\$2,956,839	\$1,736,594
2023	/ 10	3,303,883	2,988,218	2,511,853
2022	/ 8 [‡]	3,287,942	2,714,553	2,179,735
2021	/ 8 [‡]	3,137,833	2,624,514	2,129,724
2020	/ 8 [‡]	2,741,332	2,449,284	1,923,853

Gross Fees per Partner

<i>Your Firm</i>		<i>Group</i>		
<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2024	/ 10	\$1,720,578	\$1,324,270	\$982,400
2023	/ 10	2,004,322	1,484,601	1,222,629
2022	/ 8 [‡]	1,589,978	1,296,604	1,028,768
2021	/ 8 [‡]	1,540,190	1,195,752	1,026,597
2020	/ 8 [‡]	1,385,281	1,123,173	972,782

Gross Fees per Lawyer

<i>Your Firm</i>		<i>Group</i>		
<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2024	/ 10	\$869,380	\$718,816	\$632,842
2023	/ 10	1,050,104	776,893	693,098
2022	/ 8 [‡]	822,862	726,626	651,233
2021	/ 8 [‡]	811,609	705,259	655,049
2020	/ 8 [‡]	757,366	650,976	612,107

Gross Fees per Timekeeper¹

<i>Your Firm</i>		<i>Group</i>		
<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2024	/ 10	\$748,381	\$582,277	\$529,657
2023	/ 10	876,287	668,991	558,673
2022	/ 8 [‡]	731,523	580,541	545,817
2021	/ 8 [‡]	722,263	583,121	536,651
2020	/ 8 [‡]	655,047	547,221	490,900

¹ Includes Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks.

** omitted due to insufficient data

[‡] less than 75% population response

Profitability Summary

Net Income per Equity Partner

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
2024		/ 10	\$1,187,115	\$902,515	\$578,310
2023		/ 10	1,208,625	1,014,620	822,447
2022		/ 8 ‡	1,017,904	923,947	776,370
2021		/ 8 ‡	1,081,756	898,624	817,147
2020		/ 8 ‡	1,035,278	822,338	653,744

Net Income per Partner

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
2024		/ 10	\$760,351	\$610,452	\$496,453
2023		/ 10	970,723	646,129	559,459
2022		/ 8 ‡	737,362	621,212	523,791
2021		/ 8 ‡	813,087	587,814	547,873
2020		/ 8 ‡	680,975	543,744	475,421

Net Income per Lawyer¹

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
2024		/ 10	\$546,699	\$458,749	\$380,072
2023		/ 10	636,572	468,476	430,465
2022		/ 8 ‡	530,912	453,328	407,047
2021		/ 8 ‡	546,996	442,026	408,714
2020		/ 8 ‡	471,740	403,736	363,217

Net Income as a Percent of Gross Fees

	Your Firm		Group		
	Percent	Rank / Of	1 st Quartile %	Median %	3 rd Quartile %
2024		/ 10	48.4	45.8	43.8
2023		/ 10	50.1	46.3	44.5
2022		/ 8 ‡	49.6	47.9	46.9
2021		/ 8 ‡	55.2	49.1	48.2
2020		/ 8 ‡	51.6	49.0	46.9

¹ Includes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Expense Summary

 Operating Expenses per Lawyer¹

(excludes only non-Partner Attorney Compensation & Benefits)

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
2024		/ 11	\$310,304	\$254,646	\$223,299
2023		/ 10	301,418	272,794	252,360
2022		/ 8 ‡	299,329	249,961	235,292
2021		/ 8 ‡	279,711	245,353	229,757
2020		/ 8 ‡	285,587	232,282	224,600

 Operating Expenses per Lawyer²

(excludes both non-Partner Attorney & all other Timekeepers Compensation & Benefits)

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
2024		/ 11	\$285,058	\$212,113	\$195,994
2023		/ 10	278,160	236,286	228,529
2022		/ 8 ‡	275,273	227,613	209,560
2021		/ 8 ‡	264,328	220,326	206,749
2020		/ 8 ‡	253,044	210,001	203,648

Operating Expenses as a Percent of Gross Fees

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
2024		/ 10	53.8	51.2	49.6
2023		/ 10	52.7	50.2	49.1
2022		/ 8 ‡	50.3	49.2	48.3
2021		/ 8 ‡	49.1	47.2	45.8
2020		/ 8 ‡	50.6	48.1	46.3

¹ Excludes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

² Excludes compensation, discretionary benefits and taxes of all Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks. If a firm does not provide a benefits percentage value, a default of 15% of compensation for the attorneys and 20% of compensation for all other timekeepers is used.

** omitted due to insufficient data

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Professional Liability Insurance

2024 Coverage Amounts

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Agg. Coverage per Partner	/ 9 [‡]	\$730,780	\$718,907	\$403,226
Agg. Coverage per Lawyer	/ 9 [‡]	482,160	401,929	210,360
Agg. Coverage as a % of Revenue	/ 9 [‡]	71.5	58.5	28.4
Max. Coverage per Claim	/ 11	50,000,000	50,000,000	50,000,000

2024 Deductible Amounts

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Agg. Deductible per Partner	/ 9 [‡]	\$14,493	\$14,098	\$10,081
Agg. Deductible per Lawyer	/ 9 [‡]	9,295	7,232	6,029
Deductible Amount per Claim	/ 11	1,000,000	1,000,000	875,000

Non-Attorney Timekeepers Compensation

Select Timekeepers Avg. Compensation - 2024

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Lobbyists	/ 5 [‡]	\$492,083	\$234,500	\$202,667
Specialists	/ 5 [‡]	239,000	219,742	215,000
Litigation Support	/ 7 [‡]	124,417	115,545	86,470
Patent Agents	/ 3 [‡]	167,471	139,316	118,598
Paralegals	/ 11	115,305	109,267	91,292
Case Clerks	/ 4 [‡]	96,364	81,742	74,200
Law Clerks	/ 8 [‡]	217,289	176,917	162,510

Operations per Lawyer

2024

Gross Fees
Operating Expenses

Compensation

	Your Firm	Group			
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Lobbyists		/ 10	\$869,380	\$718,816	\$632,842
Specialists			14,823	7,309	1,229
Litigation Support			8,956	3,745	1,378
Patent Agents			3,083	2,257	1,708
Paralegals			1,447	785	653
Case Clerks			17,486	14,971	10,593
Law Clerks			2,283	670	594
Administrative Management			3,264	2,650	1,709
Practice Group Management			5,692	5,316	4,950
Secretarial			4,245	3,211	2,356
Word Processing			23,277	21,539	18,695
Professional Staff Recruiting			1,341	1,139	898
Human Resources/Personnel			3,293	1,984	764
Professional Development			4,784	3,381	2,715
Finance/Accounting			1,970	908	689
Information Systems			14,852	11,596	10,502
Knowledge Mgmt/Library Services			15,972	11,675	8,334
Marketing			2,089	1,597	956
Business Intake & Conflicts			7,182	5,930	4,493
Other Staff			2,893	2,381	1,419
Other Employee Costs¹			9,258	7,756	5,330
Employee Costs¹			34,176	24,363	15,775
Occupancy			136,566	123,300	105,215
Office Operating Expense			45,808	37,833	33,161
Information Systems			14,136	12,723	9,734
Professional Activities			28,842	26,486	22,938
Marketing			8,919	6,337	4,200
Professional Recruiting			15,954	12,018	6,815
Professional Liability Insurance			6,967	4,002	2,666
Other Insurance & Taxes			8,545	6,417	6,155
Communications			8,634	5,429	2,313
Reference Materials			4,433	3,152	2,629
Professional Services			13,921	9,913	6,671
Client Disbursements Written-Off/Misc.			4,941	3,171	2,908
Other Expenses			3,094	2,055	1,413
Operating Expenses¹			181,882	144,423	117,766
Operating Income			310,304	254,646	223,299
Payments to Former/Inactive			555,725	460,819	409,692
Partners & Of Counsel					
Other Non-Operating Charges/Credits			20,592	8,640	6,281
Net Income Prior to Attorney Compensation			5,254	2,033	296
			\$546,699	\$458,749	\$380,072

Indicates a category where additional detailed benchmarks can be found in the 'Detailed Revenue & Expense Components - per Lawyer' section beginning on page 36.

¹ Excludes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

** omitted due to insufficient data

‡ less than 75% population response

Operations per Timekeeper

		2024					
		<i>Your Firm</i>		<i>Group</i>			
		<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	
Gross Fees			/ 10	\$748,381	\$582,277	\$529,657	
Operating Expenses							
Compensation							
Administrative Management			/ 11	4,837	4,282	4,033	
Practice Group Management			/ 4	‡	3,683	2,814	1,968
Secretarial			/ 11		19,128	17,163	15,688
Word Processing			/ 6	‡	1,148	944	777
Professional Staff Recruiting			/ 11		2,888	1,617	621
Human Resources/Personnel			/ 11		4,208	2,628	2,266
Professional Development			/ 7	‡	1,654	694	572
Finance/Accounting			/ 11		11,819	9,684	8,995
Information Systems			/ 11		13,212	9,984	6,846
Knowledge Mgmt/Library Services			/ 9	‡	1,574	1,360	762
Marketing			/ 11		6,276	4,674	3,707
Business Intake & Conflicts			/ 10		2,437	1,898	1,143
Other Staff			/ 11		7,676	5,846	4,365
Other Employee Costs ¹			/ 9	‡	21,230	16,680	12,018
Employee Costs¹			/ 11		94,229	72,917	60,670
Occupancy			/ 10		36,227	31,157	27,745
Office Operating Expense			/ 10		11,199	10,121	7,779
Information Systems			/ 10		23,078	22,050	19,590
Professional Activities			/ 10		7,160	5,421	3,472
Marketing			/ 10		12,785	9,022	5,592
Professional Recruiting			/ 10		5,585	3,291	2,087
Professional Liability Insurance			/ 10		7,106	5,294	4,951
Other Insurance & Taxes			/ 10		7,352	4,146	1,911
Communications			/ 10		3,875	2,600	2,042
Reference Materials			/ 10		11,710	8,208	5,564
Professional Services			/ 10		3,958	2,600	2,253
Client Disbursements Written-Off/Misc.			/ 10		2,315	1,680	1,181
Other Expenses			/ 10		140,434	116,242	96,212
Operating Expenses¹			/ 11		233,989	166,922	158,234
Operating Income			/ 10		503,958	416,671	349,835
Payments to Former/Inactive Partners & Of Counsel			/ 10		17,003	7,287	5,107
Other Non-Operating Charges/Credits			/ 10		4,175	1,766	232
Net Income Prior to Timekeeper Compensation			/ 10		\$488,869	\$414,895	\$330,785

Your firm total may not foot due to rounding.

¹ Excludes compensation, discretionary benefits and taxes of all Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks. If a firm does not provide a benefits percentage value, a default of 15% of compensation for the attorneys and 20% of compensation for all other timekeepers is used.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Leverage Ratios

	2024	2023	2022	2021	2020
Ratio of Other Lawyers¹ to Equity Partners					
Your Firm					
Group Median	2.23	2.11	**	2.35	**
Ratio of Non-Partner Lawyers² to Partners					
Your Firm					
Group Median	0.68	0.77	0.69	0.64	0.65
Ratio of Non-Partner Timekeepers³ to Partners					
Your Firm					
Group Median	1.15	1.10	0.96	0.93	0.95
Ratio of Paralegals to Lawyers					
Your Firm					
Group Median	0.16	0.11	0.13	0.12	0.12

^ Staffing Ratios

	2024	2023	2022	2021	2020
Ratio of Total Administrative Support Staff to Lawyers					
Your Firm					
Group Median	0.75	0.74	**	0.76	**
Ratio of Total Administrative Support Staff (excluding Secretaries and Word Processors) to Lawyers					
Your Firm					
Group Median	0.48	0.48	**	0.50	**
Ratio of Total Administrative Support Staff to Timekeepers					
Your Firm					
Group Median	0.64	0.60	**	0.63	**
Ratio of Total Administrative Support Staff (excluding Secretaries and Word Processors) to Timekeepers					
Your Firm					
Group Median	0.41	0.38	**	0.42	**
Ratio of Secretaries and Word Processors to Lawyers					
Your Firm					
Group Median	0.25	0.25	**	0.31	**

¹ Includes Non-Equity Partners, Associates, Sr., Staff, eDiscovery Attorneys & Of Counsel

² Includes Associates, Sr., Staff & eDiscovery Attorneys.

³ Includes Associates, Sr., Staff & eDiscovery Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks.

[^] Membership in this section includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

^{**} omitted due to insufficient data

[‡] less than 75% population response

^ **Administrative Staffing Summary**

Headcount per 100 Lawyers

2024

	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 40	3.76	2.88	1.85
Practice Group Management		/ 25 ‡	1.91	1.05	0.91
Secretarial		/ 41	27.60	23.35	18.02
Word Processing		/ 31 ‡	3.24	2.00	1.39
Professional Staff Recruiting		/ 40	2.01	1.35	0.87
Human Resources/Personnel		/ 42	3.42	2.34	1.71
Professional Development		/ 33 ‡	1.25	0.72	0.50
Finance/Accounting		/ 42	12.42	10.45	9.00
Information Systems		/ 42	13.37	10.03	7.93
Knowledge Management/Library Services		/ 39	2.22	1.52	0.98
Marketing		/ 42	5.49	4.54	3.60
Business Intake & Conflicts		/ 41	3.31	2.49	1.86
Other Support Staff		/ 41	13.74	10.38	7.15
Total Administrative Support Staff		/ 42	78.84	74.71	63.18

2023

	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 38	3.50	2.74	2.04
Practice Group Management		/ 23 ‡	1.98	1.23	0.75
Secretarial		/ 39	25.05	23.17	18.38
Word Processing		/ 25 ‡	3.53	1.69	1.32
Professional Staff Recruiting		/ 38	1.63	1.31	0.69
Human Resources/Personnel		/ 39	2.96	2.09	1.69
Professional Development		/ 27 ‡	1.59	0.96	0.47
Finance/Accounting		/ 39	11.45	10.11	8.28
Information Systems		/ 39	11.77	8.68	7.00
Knowledge Management/Library Services		/ 36 ‡	2.25	1.49	1.13
Marketing		/ 38	5.66	4.60	3.65
Business Intake & Conflicts		/ 37 ‡	3.21	2.52	1.50
Other Support Staff		/ 38	13.19	11.58	9.47
Total Administrative Support Staff		/ 39	80.68	73.58	63.13

Admin Leader's Retention Rates

(at December 31, 2024)

	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
C-Suite Leaders		/ 33 ‡	100.0	100.0	100.0
Directors		/ 33 ‡	100.0	100.0	92.3

^ Membership on this page includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

^ **Administrative Staffing Summary**

Headcount per 100 Timekeepers

2024

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 46	3.18	2.59	1.72
Practice Group Management		/ 28 ‡	1.93	0.96	0.77
Secretarial		/ 47	24.31	20.46	16.50
Word Processing		/ 34 ‡	3.32	1.71	1.18
Professional Staff Recruiting		/ 46	2.19	1.33	0.77
Human Resources/Personnel		/ 48	3.06	2.04	1.54
Professional Development		/ 37 ‡	1.11	0.65	0.44
Finance/Accounting		/ 48	10.82	9.12	7.93
Information Systems		/ 48	11.29	8.66	6.84
Knowledge Management/Library Services		/ 44	2.10	1.47	0.77
Marketing		/ 47	4.80	3.93	3.05
Business Intake & Conflicts		/ 46	3.13	2.24	1.48
Other Support Staff		/ 47	13.91	8.81	7.08
Total Administrative Support Staff		/ 48	71.15	63.55	56.63

2023

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 38	3.06	2.27	1.55
Practice Group Management		/ 23 ‡	1.61	0.92	0.60
Secretarial		/ 39	21.23	19.75	16.06
Word Processing		/ 25 ‡	2.43	1.43	1.09
Professional Staff Recruiting		/ 38	1.37	1.03	0.61
Human Resources/Personnel		/ 39	2.53	1.77	1.39
Professional Development		/ 27 ‡	1.20	0.83	0.40
Finance/Accounting		/ 39	9.63	8.23	7.31
Information Systems		/ 39	9.76	7.64	5.82
Knowledge Management/Library Services		/ 36 ‡	1.66	1.28	0.89
Marketing		/ 38	4.79	3.94	3.13
Business Intake & Conflicts		/ 37 ‡	2.70	2.12	1.23
Other Support Staff		/ 38	11.02	9.41	7.36
Total Administrative Support Staff		/ 39	67.48	59.54	52.13

^ Membership on this page includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

^ Administrative Compensation by Function
Compensation per Lawyer

2024

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 39	9,250	5,987	4,643
Practice Group Management		/ 24 ‡	3,844	2,400	1,474
Secretarial		/ 39	24,330	20,320	16,859
Word Processing		/ 29 ‡	2,893	1,696	1,041
Professional Staff Recruiting		/ 38	2,911	1,769	884
Human Resources/Personnel		/ 40	4,454	3,086	2,415
Professional Development		/ 32 ‡	2,411	1,112	572
Finance/Accounting		/ 40	14,773	11,074	9,528
Information Systems		/ 40	16,566	12,481	8,732
Knowledge Management/Library Services		/ 37 ‡	2,329	1,737	956
Marketing		/ 40	6,891	5,915	4,371
Business Intake & Conflicts		/ 39	3,669	2,586	1,495
Other Support Staff		/ 39	11,048	7,756	4,810
Total Administrative Support Staff		/ 40	98,566	81,283	69,417

Average Compensation per Function

2024

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 45	286,000	225,676	165,000
Practice Group Management		/ 27 ‡	208,083	160,400	136,938
Secretarial		/ 45	96,613	86,706	81,617
Word Processing		/ 31 ‡	96,429	85,667	75,094
Professional Staff Recruiting		/ 43	145,717	119,000	102,250
Human Resources/Personnel		/ 46	146,396	134,200	119,933
Professional Development		/ 35 ‡	179,549	136,053	120,250
Finance/Accounting		/ 46	121,995	103,261	90,977
Information Systems		/ 46	135,812	127,168	114,889
Knowledge Management/Library Services		/ 42	115,221	101,456	88,375
Marketing		/ 45	134,545	122,273	110,852
Business Intake & Conflicts		/ 44	112,380	93,459	81,233
Other Support Staff		/ 45	87,678	78,306	64,000
Total Administrative Support Staff		/ 46	121,557	105,772	96,704

[^] Membership on this page includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

^{**} omitted due to insufficient data

[‡] less than 75% population response

Months of Work Invested in Billed/Unbilled Fees

		2024				
		<i>Your Firm</i>		<i>Group</i>		
		<i>Investment</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Months of Fees Receivable	Mid-Year		/ 11	2.5	2.3	1.9
	Year End		/ 11	2.1	1.6	1.4
Months of Unbilled Fees	Mid-Year		/ 11	2.0	1.6	1.4
	Year End		/ 11	1.5	1.3	1.2
Total Months Invested in Client Services	Mid-Year		/ 11	4.4	4.0	3.5
	Year End		/ 11	3.5	3.1	2.7

		2023				
		<i>Your Firm</i>		<i>Group</i>		
		<i>Percent</i>	<i>Rank / Of</i>	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
Months of Fees Receivable	Mid-Year		/ 10	2.1	1.8	1.7
	Year End		/ 10	1.7	1.5	1.4
Months of Unbilled Fees	Mid-Year		/ 10	2.2	2.0	1.6
	Year End		/ 10	1.6	1.6	1.3
Total Months Invested in Client Services	Mid-Year		/ 10	4.6	3.8	3.5
	Year End		/ 10	3.5	3.2	3.0

Realization

		2024				
		<i>Your Firm</i>		<i>Group</i>		
		<i>Percent</i>	<i>Rank / Of</i>	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
Accounts Receivable¹			/ 9 [‡]	98.7	98.5	98.1
			/ 10	91.3	86.0	77.9
			/ 9 [‡]	90.0	83.7	75.3
Work in Process²			/ 9 [‡]	98.6	97.5	90.1
			/ 9 [‡]	89.6	86.7	76.8
			/ 8 [‡]	84.4	77.3	71.5
		2023				
Accounts Receivable¹			/ 9 [‡]	98.6	97.5	90.1
			/ 9 [‡]	89.6	86.7	76.8
			/ 8 [‡]	84.4	77.3	71.5

¹ Collections as a percent of collections plus write-offs for the year.

² Actual billings as a percent of standard value of the services billed.

³ The product of Accounts Receivable realization and Work in Process realization.

** omitted due to insufficient data

[‡] less than 75% population response

Aged Summary of Fees Receivable and Unbilled Fees

Accounts Receivable

2024

	<i>Your Firm</i>		<i>Group</i>		
	Percent	Rank / Of	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
1-60 Days		/ 11	54.3	46.2	38.8
61-90 Days		/ 11	9.3	8.3	7.6
91-120 Days		/ 11	6.7	6.4	5.0
121-180 Days		/ 11	7.8	6.7	6.1
> 180 Days		/ 11	41.8	30.6	22.5
Total			100.0	100.0	100.0
Reserve¹ as a Percent of Total		/ 3 ‡	28.6	23.5	12.5

2023

	<i>Your Firm</i>	<i>Group</i>
1-60 Days	/ 10	57.4
61-90 Days	/ 10	10.0
91-120 Days	/ 10	6.2
121-180 Days	/ 9 ‡	7.0
> 180 Days	/ 10	30.8
Total		100.0
Reserve¹ as a Percent of Total		**

Work in Process²

2024

	<i>Your Firm</i>		<i>Group</i>		
	Percent	Rank / Of	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
1-60 Days		/ 11	80.5	63.7	56.2
61-90 Days		/ 11	6.7	5.9	4.7
91-120 Days		/ 11	4.1	3.3	2.7
121-180 Days		/ 11	5.3	4.4	3.0
> 180 Days		/ 11	28.2	18.3	9.6
Total			100.0	100.0	100.0
Reserve¹ as a Percent of Total			**	**	**

2023

	<i>Your Firm</i>	<i>Group</i>
1-60 Days	/ 10	76.6
61-90 Days	/ 10	6.5
91-120 Days	/ 10	5.0
121-180 Days	/ 9 ‡	6.1
> 180 Days	/ 10	37.6
Total		100.0
Reserve¹ as a Percent of Total		**

¹ Reserve for uncollectible amounts.

² Excludes contingency work.

** omitted due to insufficient data

‡ less than 75% population response

Aged Summary of Fees Receivable and Unbilled Fees per Lawyer

Accounts Receivable

2024

	<i>Your Firm</i>		<i>Group</i>		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
1-60 Days		/ 11	\$69,515	\$57,034	\$50,647
61-90 Days		/ 11	13,417	10,474	8,208
91-120 Days		/ 11	8,866	7,632	6,737
121-180 Days		/ 11	11,546	8,756	7,323
> 180 Days		/ 11	51,845	35,149	26,126
Total		/ 11	139,642	126,113	113,692
Reserve¹ as a Percent of Total		/ 3 ‡	54,581	29,571	15,916

2023

1-60 Days	/ 10	\$65,005	\$58,232	\$49,919
61-90 Days	/ 10	11,228	10,404	7,412
91-120 Days	/ 10	8,992	5,914	5,131
121-180 Days	/ 9 ‡	10,069	7,388	6,013
> 180 Days	/ 10	33,591	28,565	21,508
Total	/ 10	132,269	108,913	101,973
Reserve¹ as a Percent of Total		**	**	**

Work in Process²

2024

	<i>Your Firm</i>		<i>Group</i>		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
1-60 Days		/ 11	\$80,518	\$66,214	\$49,670
61-90 Days		/ 11	6,958	5,414	3,263
91-120 Days		/ 11	4,381	3,323	2,021
121-180 Days		/ 11	5,668	3,605	1,756
> 180 Days		/ 11	25,828	11,182	7,219
Total		/ 11	104,549	98,462	81,902
Reserve¹ as a Percent of Total			**	**	**

2023

1-60 Days	/ 10	\$82,431	\$66,856	\$57,621
61-90 Days	/ 10	9,163	5,767	3,590
91-120 Days	/ 10	6,213	4,029	1,883
121-180 Days	/ 9 ‡	8,077	5,835	2,899
> 180 Days	/ 10	44,652	30,381	9,734
Total	/ 10	137,336	100,356	88,777
Reserve¹ as a Percent of Total		**	**	**

¹ Reserve for uncollectible amounts.

² Excludes contingency work.

** omitted due to insufficient data

‡ less than 75% population response

Permanent Capital and Debt per Partner¹

2024

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Permanent Capital		/ 9 [‡]	\$234,874	\$188,316	\$103,633
Short Term Debt					
Minimum Level		/ 8 [‡]	1,390	0	0
Maximum Level		/ 8 [‡]	50,410	22,820	2,042
Long Term Debt					
Minimum Level		/ 8 [‡]	97,041	7,929	0
Maximum Level		/ 8 [‡]	125,800	90,884	13,261
Total Debt					
Minimum Level		/ 8 [‡]	47,961	1,868	0
Maximum Level		/ 8 [‡]	214,274	123,601	41,979
Capital and Total Maximum Debt		/ 8 [‡]	445,486	311,436	239,971

2023

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Permanent Capital		/ 10	\$202,936	\$167,193	\$80,562
Short Term Debt					
Minimum Level		/ 8 [‡]	15,381	0	0
Maximum Level		/ 8 [‡]	47,641	9,553	0
Long Term Debt					
Minimum Level		/ 8 [‡]	31,322	0	0
Maximum Level		/ 8 [‡]	149,058	57,090	0
Total Debt					
Minimum Level		/ 8 [‡]	26,980	0	0
Maximum Level		/ 8 [‡]	255,424	85,828	31,320
Capital and Total Maximum Debt		/ 6 [‡]	612,529	337,946	235,591

Number of members paying interest on capital	3
Median interest rate paid	8.2

¹ Calculations are based on an annual full time equivalent basis. Permanent capital calculations are based on the type of partner (Equity and/or Non-Equity) that contributes capital at your firm. All debt calculations are based only on the number of Equity Partners. If your firm indicated that both Equity and Non-Equity partners contribute capital, no 'Your Firm' value will be displayed for the capital and maximum debt calculation. Permanent capital consists of a mixture of actual out-of-pocket contributions made by partners and undistributed firm earnings to be held indefinitely. It does not include undistributed earnings that are to be distributed at a predetermined point in the near future.

** omitted due to insufficient data

[‡] less than 75% population response

Permanent Capital and Debt as a Percent of Gross Fees¹

2024

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile %	Median %	3 rd Quartile %
Permanent Capital		/ 9 ‡	8.3	6.7	5.8
Short Term Debt					
Minimum Level		/ 8 ‡	0.0	0.0	0.0
Maximum Level		/ 8 ‡	1.8	0.9	0.1
Long Term Debt					
Minimum Level		/ 8 ‡	3.6	0.3	0.0
Maximum Level		/ 8 ‡	6.0	3.6	0.4
Total Debt					
Minimum Level		/ 8 ‡	2.5	0.1	0.0
Maximum Level		/ 8 ‡	7.7	5.1	1.5
Capital and Total Maximum Debt		/ 8 ‡	16.3	12.0	8.6

2023

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile %	Median %	3 rd Quartile %
Permanent Capital		/ 10	8.7	6.6	4.5
Short Term Debt					
Minimum Level		/ 8 ‡	0.5	0.0	0.0
Maximum Level		/ 8 ‡	1.5	0.3	0.0
Long Term Debt					
Minimum Level		/ 8 ‡	0.9	0.0	0.0
Maximum Level		/ 8 ‡	4.4	1.9	0.0
Total Debt					
Minimum Level		/ 8 ‡	0.9	0.0	0.0
Maximum Level		/ 8 ‡	7.3	3.2	1.0
Capital and Total Maximum Debt		/ 6 ‡	15.6	10.9	8.3

¹ Permanent capital consists of a mixture of actual out-of-pocket contributions made by partners and undistributed firm earnings to be held indefinitely. It does not include undistributed earnings that are to be distributed at a predetermined point in the near future. If your firm indicated that both Equity and Non-Equity partners contribute capital, no 'Your Firm' value will be displayed for the capital and maximum debt calculation.

** omitted due to insufficient data

‡ less than 75% population response

Expense Recovery

Your Firm	Group			
	# of Members Responding	1 st Quartile	Median	3 rd Quartile
Copying / Printing / Scanning				
Unit charge per page (black/white)	‡	4	\$0.15	\$0.12
Unit charge per page (color)	‡	4	\$1.00	\$0.70
Recovery Percentage	‡	5	51.3	4.9
Long Distance Telephone				
Percent mark-up	‡	5	0.0	0.0
Recovery Percentage	‡	5	63.6	0.0
Overnight Mail				
Percent mark-up	‡	6	0.0	0.0
Recovery Percentage	‡	6	82.2	58.9
Automated Legal Research				
Percent mark-up	‡	6	0.0	0.0
Recovery Percentage	‡	7	25.7	4.0
Messenger - Percent mark-up				
	‡	5	0.0	0.0
Client Meals & Entertainment - Recovery Percentage				
			**	**
Secretarial / Administrative Staff Overtime - Recovery Percentage				
	‡	3	47.4	5.5
				3.5

Client Disbursements

Your Firm	Group			
	# of Members Responding	1 st Quartile	Median	3 rd Quartile
Annual Client Disbursements as a % of Gross Fees				
	‡	4	8.1	6.8
				6.4
Unrecovered Client Disbursements at Year End as a % of Billed and Unbilled Fees at Yr. End				
	‡	5	8.2	4.6
				4.3
Write Off Less Recovery as % of Annual Client Disbursements				
	‡	4	3.1	1.5
				0.2

Client Concentration

Percent of revenue generated by clients with collections:

Your Firm	Rank / Of	Group	1 st Quartile	Median	3 rd Quartile
Greater than \$10m	/ 12		0.8	0.0	0.0
Between \$5m - \$10m	/ 12		5.0	1.0	0.0
Between \$1m - \$5m	/ 12		29.5	23.8	14.8
Between \$501k - \$1m	/ 12		15.7	13.7	8.1
Between \$100k - \$500k	/ 12		31.7	30.0	25.5
Less than \$100k	/ 12		39.5	29.3	20.7

Percentage of clients with revenue:

Your Firm	Rank / Of	Group	1 st Quartile	Median	3 rd Quartile
Greater than \$10m	/ 11		0.0	0.0	0.0
Between \$5m - \$10m	/ 11		0.1	0.0	0.0
Between \$1m - \$5m	/ 11		1.2	0.7	0.2
Between \$501k - \$1m	/ 11		1.8	1.0	0.7
Between \$100k - \$500k	/ 11		10.2	7.4	4.6
Less than \$100k	/ 11		94.4	90.7	86.7

Bank Borrowings/Line of Credit

With how many banks or financial institutions does your firm carry a line of credit?

What is the aggregate dollar amount of credit available? (000s)

What is the aggregate amount available to draw? (000s)

What is the remaining term of your (largest) line of credit? (months)

What is the interest rate of your (largest) line of credit?

What is the average annual spread of your variable interest rates?

What is the outstanding obligation of all property/equipment lease agreements? (000s)

Your Firm	Group	1 st Quartile	Median	3 rd Quartile
		1	1	1
		\$36,250	\$20,000	\$13,000
		\$33,869	\$17,145	\$13,000
		‡	16	14
		‡	7.8	7.3
		‡	2.4	0.8
		‡	\$0	\$0

Is the interest rate of your (largest) line fixed or floating?

Your Firm	Group	# of Members Responding	% Fixed	% Floating
		10	10.0	90.0

Operations Summaries

Functional Cost Structure

The functional statistics on the following pages offer a different perspective from the traditional Survey reporting on expenses and staffing. This methodology combines compensation costs with related operating expenses by function.

The responsibilities of each function, and the expenses included within each function are as follows:

Administrative Management

The Administrative Management function is responsible for the overall management of all or most of the non-legal administrative support functions in the firm. Expenses included within this function are the compensation of the Executive Director, Office Manager(s), and other Administrative Management supervisors and staff.

Practice Group Management

The Practice Group Management function works operationally and strategically with senior management or other Administrative Managers to ensure the appropriate allocation of resources, development of strategic plans, effectiveness and accountability of the firm's practice groups.

Professional Staff Recruiting

The Professional Staff Recruiting function is responsible for the recruitment and hiring of the professional staff. Expenses included within this function are the 1) Compensation of the Director of Professional Staff Recruiting, and all Professional Staff Recruiting supervisors and staff, and 2) Expenses associated with Professional Staff Recruiting activities.

Human Resources/Personnel*

The Human Resources function is responsible for hiring and training the administrative support staff. Other responsibilities include salary determination, benefits administration, employee relations and government compliance. Expenses included within this function are the compensation of the Director of Human Resources, and Human Resources supervisors and staff.

Professional Development

The Professional Development function includes all employees who manage or assist with the professional growth, training and development of attorneys.

Finance/Accounting*

The Finance/Accounting function is responsible for bookkeeping, billing and collections. Expenses included within this function are the compensation of the Director of Finance, Controller and Finance/Accounting supervisors and staff.

Information Systems (IS)*

The IS function includes all staff and costs associated with analyzing, planning, and managing all aspects of the firm's automated systems, including data processing, word processing, telecommunications, litigation support, systems procedures, security, and upgrades. Expenses included within this function are the 1) Compensation of the C.I.O./Director of IS and all IS supervisors and staff and 2) Expenses associated with the operations and maintenance of the firm's hardware and software, including depreciation and lease payments/rental expenses.

Library/Information Services

The Library function includes all staff and costs associated with the provision of research and information support, including the maintenance of the firm's law library and all related resources. Expenses included within this function are the 1) Compensation of the Director of Library and all Library supervisors and staff, and 2) Expenses associated with acquiring/maintaining reference materials.

Marketing

The Marketing function includes all staff and costs associated with the business development and client retention activities of the firm. Expenses included within this function are the 1) Compensation of the Director of Marketing and all Marketing supervisors and staff, and 2) Expenses associated with client development/retention.

Business Intake & Conflicts

The Business Intake & Conflicts function includes all employees who are responsible for reviewing all new business to determine if there are any client conflicts.

Office Operations (Other Support Staff)*

The Office Operations function includes all staff and costs associated with the basic operations of the office, including receptionists, telephone staff, mail clerks, internal messengers, reproduction clerks, maintenance staff, food service staff, etc. Expenses included within this function are the 1) Compensation of "Other" Directors, supervisors and staff, and 2) Expenses associated with the operations of the firm's physical environment - primarily Occupancy and most non-technology related Office Operating expenses.

*Outsourcing information for this function can be found on page 35.

Operations per Lawyer

Functional Cost Structure

2024

	Your Firm		Group			
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile	Average
Gross Fees		/ 10	\$869,380	\$718,816	\$632,842	\$780,832
Direct Practice Support Expenses						
Non-Atty Timekeeper Compensation						
Lobbyists		/ 6 ‡	14,823	7,309	1,229	8,443
Specialists		/ 5 ‡	8,956	3,745	1,378	9,628
Litigation Support		/ 7 ‡	3,083	2,257	1,708	2,483
Patent Agents		/ 4 ‡	1,447	785	653	1,314
Paralegals		/ 11	17,486	14,971	10,593	14,241
Case Clerks		/ 4 ‡	2,283	670	594	2,207
Law Clerks		/ 9 ‡	3,264	2,650	1,709	2,881
Secretarial & Word Processing Comp		/ 11	23,536	22,580	19,769	21,636
Direct Practice Support Employee						
Benefits & Taxes¹		/ 11	11,955	9,675	8,498	11,345
Total Direct Practice Support Expenses¹		/ 11	64,542	56,224	53,049	61,421
Direct Margin¹		/ 10	808,128	665,144	574,759	718,293
Indirect Expenses						
Administrative Management		/ 11	5,692	5,316	4,950	5,308
Practice Group Management		/ 4 ‡	4,245	3,211	2,356	3,390
Professional Staff Recruiting		/ 11	10,966	5,793	2,876	7,083
Human Resources/Personnel		/ 11	4,784	3,381	2,715	4,083
Professional Development		/ 7 ‡	1,970	908	689	1,374
Finance/Accounting		/ 11	14,852	11,596	10,502	12,076
Information Systems		/ 11	46,605	40,665	35,038	41,917
Knowledge Mgmt/Library Services		/ 11	14,835	10,463	6,196	10,943
Marketing		/ 11	25,465	16,754	9,709	18,498
Business Intake & Conflicts		/ 10	2,893	2,381	1,419	2,318
Office Operations		/ 10	79,306	62,597	48,513	68,175
Insurance & Taxes		/ 10	14,795	13,383	10,530	15,051
Professional Activities		/ 10	8,919	6,337	4,200	6,505
Professional Services		/ 10	4,941	3,171	2,908	4,194
Client Disb Written-Off/Misc.		/ 10	3,094	2,055	1,413	3,743
Indirect Employee Benefits & Taxes/						
Other Employee Costs		/ 7 ‡	27,390	20,322	13,234	20,820
Total Indirect Expenses		/ 11	256,373	181,550	165,898	203,119
Total Operating Expenses¹		/ 11	310,304	254,646	223,299	264,540
Payments to Former Partners		/ 10	20,592	8,640	6,281	14,362
Other Non-Operating Charges/Credits		/ 10	5,254	2,033	296	2,547
Net Income Prior to Attorney Compensation		/ 10	\$546,699	\$458,749	\$380,072	\$481,092

Your firm total may not foot due to rounding.

¹ Excludes compensation, discretionary benefits and payroll taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

** omitted due to insufficient data

‡ less than 75% population response

Operations as a Percent of Gross Fees

Functional Cost Structure

	2024					
	<i>Your Firm</i>		<i>Group %</i>			
	<i>Percent</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Gross Fees		100.0	100.0	100.0	100.0	100.0
Direct Practice Support Expenses						
Non-Partner Timekeeper Compensation						
Associates, Sr., Staff & eDiscovery Attys		/ 10	14.8	12.8	11.7	16.1
Lobbyists		/ 5 ‡	1.6	1.2	0.1	1.1
Specialists		/ 5 ‡	1.2	0.5	0.1	1.0
Litigation Support		/ 6 ‡	0.5	0.2	0.2	0.3
Patent Agents		/ 3 ‡	0.3	0.1	0.1	0.2
Paralegals		/ 10	2.9	2.3	1.3	2.0
Case Clerks		/ 4 ‡	0.3	0.1	0.1	0.3
Law Clerks		/ 8 ‡	0.4	0.4	0.3	0.3
Secretarial & Word Processing Comp		/ 10	3.7	2.9	2.7	3.0
Direct Practice Support Employee Benefits & Taxes		/ 10	5.5	3.8	3.2	4.3
Total Direct Practice Support Expenses		/ 10	24.8	23.6	21.3	27.1
Direct Margin		/ 10	78.7	76.4	75.2	72.9
Indirect Expenses						
Administrative Management		/ 10	0.9	0.8	0.7	0.8
Practice Group Management		/ 3 ‡	0.7	0.4	0.3	0.5
Professional Staff Recruiting		/ 10	1.2	0.8	0.6	0.9
Human Resources/Personnel		/ 10	0.5	0.4	0.4	0.5
Professional Development		/ 7 ‡	0.3	0.1	0.1	0.2
Finance/Accounting		/ 10	1.9	1.5	1.2	1.6
Information Systems		/ 10	6.7	5.4	5.0	5.8
Knowledge Mgmt/Library Services		/ 10	1.7	1.5	1.2	1.5
Marketing		/ 10	2.9	2.4	1.9	2.4
Business Intake & Conflicts		/ 10	0.4	0.3	0.2	0.3
Office Operations		/ 10	9.4	8.4	7.8	8.5
Insurance & Taxes		/ 10	1.9	1.6	1.3	2.0
Professional Activities		/ 10	1.1	0.8	0.6	0.9
Professional Services		/ 10	0.7	0.4	0.3	0.6
Client Disb Written-Off/Misc.		/ 10	0.4	0.3	0.2	0.5
Indirect Employee Benefits & Taxes/ Other Employee Costs		/ 7 ‡	2.9	2.5	2.2	2.5
Total Indirect Expenses		/ 10	30.7	28.3	26.9	28.0
Total Operating Expenses		/ 10	53.8	51.2	49.6	55.1
Payments to Former Partners		/ 9 ‡	2.5	1.3	0.9	2.1
Other Non-Operating Charges/Credits		/ 10	0.6	0.3	0.0	0.3
Net Income		/ 10	48.4	45.8	43.8	42.8

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

Operations per Timekeeper

Functional Cost Structure

	2024				
	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Gross Fees		/ 10	\$748,381	\$582,277	\$529,657
Direct Practice Support Expenses					
Secretarial & Word Processing Comp		/ 11	19,657	17,992	16,289
Direct Practice Support Employee Benefits & Taxes ¹		/ 11	5,339	3,820	3,332
Total Direct Practice Support Expenses¹		/ 11	24,795	22,921	20,865
Direct Margin¹		/ 10	730,446	558,678	504,797
Indirect Expenses					
Administrative Management		/ 11	4,837	4,282	4,033
Practice Group Management		/ 4 [‡]	3,683	2,814	1,968
Professional Staff Recruiting		/ 11	8,511	4,420	2,346
Human Resources/Personnel		/ 11	4,208	2,628	2,266
Professional Development		/ 7 [‡]	1,654	694	572
Finance/Accounting		/ 11	11,819	9,684	8,995
Information Systems		/ 11	39,905	32,959	28,986
Knowledge Mgmt/Library Services		/ 11	12,124	8,337	5,248
Marketing		/ 11	19,579	12,628	7,838
Business Intake & Conflicts		/ 10	2,437	1,898	1,143
Office Operations		/ 10	69,809	48,955	40,005
Insurance & Taxes		/ 10	12,596	10,948	8,469
Professional Activities		/ 10	7,160	5,421	3,472
Professional Services		/ 10	3,958	2,600	2,253
Client Disb Written-Off/Misc.		/ 10	2,315	1,680	1,181
Indirect Employee Benefits & Taxes/					
Other Employee Costs		/ 7 [‡]	22,624	16,193	11,176
Total Indirect Expenses		/ 11	216,044	142,885	134,689
Total Operating Expenses¹		/ 11	233,989	166,922	158,234
Payments to Former Partners		/ 10	17,003	7,287	5,107
Other Non-Operating Charges/Credits		/ 10	4,175	1,766	232
Net Income Prior to Timekeeper Compensation		/ 10	\$488,869	\$414,895	\$330,785
					\$424,297

Your firm total may not foot due to rounding.

¹ Excludes compensation, discretionary benefits and taxes of all Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks. If a firm does not provide a benefits percentage value, a default of 15% of compensation for the attorneys and 20% of compensation for all other timekeepers is used.

^{** omitted due to insufficient data}

^{‡ less than 75% population response}

Administrative Management Staffing Summary

	Your Firm FTEs		
	2024	2023	% Change
Total Administrative Management			
Total Legal Staff			
Total Timekeepers			

	Your Firm	Rank / Of	Group			
			1 st Quartile	Median	3 rd Quartile	Average
Administrative Management Headcount as a Percent of Total Indirect Support Headcount						

^ 2024	/ 46	7.5	5.3	3.5	5.9
^ 2023	/ 38	8.1	5.7	3.8	6.6

Administrative Management Headcount per 100 Lawyers

^ 2024	/ 40	3.76	2.88	1.85	3.15
^ 2023	/ 38	3.50	2.74	2.04	3.38

Administrative Management Headcount per 100 Timekeepers

^ 2024	/ 46	3.18	2.59	1.72	3.94
^ 2023	/ 38	3.06	2.27	1.55	2.62

Expense Summary

	Your Firm (000's)		
	2024	2023	% Change
Total Administrative Management			
Revenue			
Total Indirect Expense			

	Your Firm	Rank / Of	Group			
			1 st Quartile	Median	3 rd Quartile	Average
Administrative Management Costs per Lawyer						

2024	/ 11	\$5,692	\$5,316	\$4,950	\$5,308
2023	/ 9 ‡	\$5,892	\$5,259	\$5,113	\$5,758

Administrative Management Costs per Timekeeper

2024	/ 11	\$4,837	\$4,282	\$4,033	\$4,386
2023	/ 9 ‡	\$5,034	\$4,341	\$3,979	\$4,952

Administrative Management Costs as a Percent of Revenue

2024	/ 10	0.9	0.8	0.7	0.8
2023	/ 9 ‡	0.9	0.8	0.5	0.7

[‡] Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

Practice Group Management Staffing Summary

	<i>Your Firm FTEs</i>		
	2024	2023	% Change
Total Practice Group Management			
Total Legal Staff			
Total Timekeepers			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
		1 st Quartile	Median	3 rd Quartile
<i>Practice Group Management Headcount as a Percent of Total Indirect Support Headcount</i>				
^ 2024	/ 28 ‡	3.9	2.2	1.5
^ 2023	/ 23 ‡	3.5	2.2	1.5

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
		1 st Quartile	Median	3 rd Quartile
<i>Practice Group Management Headcount per 100 Lawyers</i>				
^ 2024	/ 25 ‡	1.91	1.05	0.91
^ 2023	/ 23 ‡	1.98	1.23	0.75

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
		1 st Quartile	Median	3 rd Quartile
<i>Practice Group Management Headcount per 100 Timekeepers</i>				
^ 2024	/ 28 ‡	1.93	0.96	0.77
^ 2023	/ 23 ‡	1.61	0.92	0.60

Expense Summary

	<i>Your Firm (000's)</i>		
	2024	2023	% Change
Total Practice Group Management			
Revenue			
Total Indirect Expense			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
		1 st Quartile	Median	3 rd Quartile
<i>Practice Group Management Costs per Lawyer</i>				
2024	/ 4 ‡	\$4,245	\$3,211	\$2,356
2023	/ 4 ‡	\$2,667	\$2,150	\$1,762

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
		1 st Quartile	Median	3 rd Quartile
<i>Practice Group Management Costs per Timekeeper</i>				
2024	/ 4 ‡	\$3,683	\$2,814	\$1,968
2023	/ 4 ‡	\$2,293	\$1,785	\$1,463

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
		1 st Quartile	Median	3 rd Quartile
<i>Practice Group Management Costs as a Percent of Revenue</i>				
2024	/ 3 ‡	0.7	0.4	0.3
2023	/ 4 ‡	0.4	0.3	0.2

[^] Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

^{**} omitted due to insufficient data

[‡] less than 75% population response

Professional Staff Recruiting Staffing Summary

	<i>Your Firm FTEs</i>		
	2024	2023	% Change
Total Professional Staff Recruiting			
Total Legal Staff			
Total Timekeepers			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
		1 st Quartile	Median	3 rd Quartile
Professional Staff Recruiting Headcount as a Percent of Total Indirect Support Headcount				
^ 2024	/ 46	3.8	2.7	1.8
^ 2023	/ 38	3.6	2.5	1.5

Professional Staff Recruiting Headcount per 100 Lawyers

^ 2024	/ 40	2.01	1.35	0.87	1.61
^ 2023	/ 38	1.63	1.31	0.69	1.39

Professional Staff Recruiting Headcount per 100 Timekeepers

^ 2024	/ 46	2.19	1.33	0.77	2.00
^ 2023	/ 38	1.37	1.03	0.61	1.16

Expense Summary

	<i>Your Firm (000's)</i>		
	2024	2023	% Change
Total Professional Staff Recruiting			
Revenue			
Total Indirect Expense			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
		1 st Quartile	Median	3 rd Quartile
Professional Staff Recruiting Costs per Lawyer				
2024	/ 11	\$10,966	\$5,793	\$2,876
2023	/ 10	\$11,154	\$7,131	\$6,237

Professional Staff Recruiting Costs per Timekeeper

2024	/ 11	\$8,511	\$4,420	\$2,346	\$5,872
2023	/ 10	\$8,725	\$6,028	\$5,640	\$6,756

Professional Staff Recruiting Costs as a Percent of Revenue

2024	/ 10	1.2	0.8	0.6	0.9
2023	/ 10	1.1	1.0	0.8	0.9

[^] Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

^{**} omitted due to insufficient data

[‡] less than 75% population response

Human Resources/Personnel

Staffing Summary

	<i>Your Firm FTEs</i>		
	2024	2023	% Change
Total Human Resources/Personnel			
Total Legal Staff			
Total Timekeepers			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			1 st Quartile	Median	3 rd Quartile	Average
Human Resources/Personnel Headcount as a Percent of Total Indirect Support Headcount						
^ 2024		/ 48		6.3	4.7	3.2
^ 2023		/ 39		6.8	4.5	3.2

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			1 st Quartile	Median	3 rd Quartile	Average
Human Resources/Personnel Headcount per 100 Lawyers						
^ 2024		/ 42		3.42	2.34	1.71
^ 2023		/ 39		2.96	2.09	1.69

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			1 st Quartile	Median	3 rd Quartile	Average
Human Resources/Personnel Headcount per 100 Timekeepers						
^ 2024		/ 48		3.06	2.04	1.54
^ 2023		/ 39		2.53	1.77	1.39

Expense Summary

	<i>Your Firm (000's)</i>		
	2024	2023	% Change
Total Human Resources/Personnel			
Revenue			
Total Indirect Expense			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			1 st Quartile	Median	3 rd Quartile	Average
Human Resources/Personnel Costs per Lawyer						
2024		/ 11		\$4,784	\$3,381	\$2,715
2023		/ 10		\$4,748	\$3,075	\$2,287

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			1 st Quartile	Median	3 rd Quartile	Average
Human Resources/Personnel Costs per Timekeeper						
2024		/ 11		\$4,208	\$2,628	\$2,266
2023		/ 10		\$4,066	\$2,715	\$1,955

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			1 st Quartile	Median	3 rd Quartile	Average
Human Resources/Personnel Costs as a Percent of Revenue						
2024		/ 10		0.5	0.4	0.4
2023		/ 10		0.5	0.4	0.3

[^] Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

^{**} omitted due to insufficient data

[‡] less than 75% population response

Professional Development

Staffing Summary

	Your Firm FTEs			% Change
	2024	2023	Group	
Total Professional Development				
Total Legal Staff				
Total Timekeepers				
Your Firm Rank / Of	1 st Quartile	Median	3 rd Quartile	Average
Professional Development Headcount as a Percent of Total Indirect Support Headcount				
^ 2024 / 37 ‡	2.3	1.6	1.1	1.8
^ 2023 / 27 ‡	2.6	2.1	1.1	2.0
Professional Development Headcount per 100 Lawyers				
^ 2024 / 33 ‡	1.25	0.72	0.50	0.92
^ 2023 / 27 ‡	1.59	0.96	0.47	1.07
Professional Development Headcount per 100 Timekeepers				
^ 2024 / 37 ‡	1.11	0.65	0.44	1.44
^ 2023 / 27 ‡	1.20	0.83	0.40	0.87

Expense Summary

	Your Firm (000's)			% Change
	2024	2023	Group	
Total Professional Development				
Revenue				
Total Indirect Expense				
Your Firm Rank / Of	1 st Quartile	Median	3 rd Quartile	Average
Professional Development Costs per Lawyer				
2024 / 7 ‡	\$1,970	\$908	\$689	\$1,374
2023 / 5 ‡	\$1,594	\$789	\$786	\$1,463
Professional Development Costs per Timekeeper				
2024 / 7 ‡	\$1,654	\$694	\$572	\$1,151
2023 / 5 ‡	\$1,594	\$698	\$676	\$1,287
Professional Development Costs as a Percent of Revenue				
2024 / 7 ‡	0.3	0.1	0.1	0.2
2023 / 5 ‡	0.1	0.1	0.1	0.2

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

Finance/Accounting Staffing Summary

	Your Firm FTEs		
	2024	2023	% Change
Total Finance/Accounting			
Total Legal Staff			
Total Timekeepers			

Your Firm	Rank / Of	Group		
		1 st Quartile	Median	3 rd Quartile

Finance/Accounting Headcount as a Percent of Total Indirect Support Headcount

^ 2024	/ 48	26.7	22.0	18.6	22.5
^ 2023	/ 39	24.1	20.5	17.7	21.0

Finance/Accounting Headcount per 100 Lawyers

^ 2024	/ 42	12.42	10.45	9.00	11.95
^ 2023	/ 39	11.45	10.11	8.28	10.19

Finance/Accounting Headcount per 100 Timekeepers

^ 2024	/ 48	10.82	9.12	7.93	15.73
^ 2023	/ 39	9.63	8.23	7.31	8.28

Expense Summary

	Your Firm (000's)		
	2024	2023	% Change

Total Finance/Accounting

Revenue

Total Indirect Expense

Your Firm	Rank / Of	Group		
		1 st Quartile	Median	3 rd Quartile

Finance/Accounting Costs per Lawyer

2024	/ 11	\$14,852	\$11,596	\$10,502	\$12,076
2023	/ 10	\$12,091	\$10,025	\$8,659	\$10,231

Finance/Accounting Costs per Timekeeper

2024	/ 11	\$11,819	\$9,684	\$8,995	\$9,902
2023	/ 10	\$10,426	\$8,868	\$7,827	\$8,760

Finance/Accounting Costs as a Percent of Revenue

2024	/ 10	1.9	1.5	1.2	1.6
2023	/ 10	1.4	1.2	1.1	1.2

[^] Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

^{**} omitted due to insufficient data

[‡] less than 75% population response

Information Systems

Staffing Summary

	<i>Your Firm FTEs</i>		
	2024	2023	% Change
Total Information Systems			
Total Legal Staff			
Total Timekeepers			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Information Systems Headcount as a Percent of the Total Indirect Support Headcount					
^ 2024	/ 48	23.1	19.9	16.5	20.1
^ 2023	/ 39	21.4	18.9	16.4	19.8
Information Systems Headcount per 100 Lawyers					
^ 2024	/ 42	13.37	10.03	7.93	10.75
^ 2023	/ 39	11.77	8.68	7.00	9.82
Information Systems Headcount per 100 Timekeepers					
^ 2024	/ 48	11.29	8.66	6.84	13.31
^ 2023	/ 39	9.76	7.64	5.82	8.00

Expense Summary

	<i>Your Firm (000's)</i>		
	2024	2023	% Change
Total Information Systems¹			
Revenue			
Total Indirect Expense			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Information Systems Costs per Lawyer					
2024	/ 11	\$46,605	\$40,665	\$35,038	\$41,917
2023	/ 10	\$46,192	\$41,955	\$34,679	\$41,914
Information Systems Costs per Timekeeper					
2024	/ 11	\$39,905	\$32,959	\$28,986	\$34,183
2023	/ 10	\$42,706	\$35,145	\$30,314	\$35,866
Information Systems Costs as a Percent of Revenue					
2024	/ 10	6.7	5.4	5.0	5.8
2023	/ 10	6.0	4.9	4.3	5.1

¹ The expenses associated with the operations and maintenance of the firm's hardware and software (including depreciation and lease payments/rental expenses) and all communications related expenses.

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

Knowledge Management/Library Services Staffing Summary

	<i>Your Firm FTEs</i>		
	2024	2023	% Change
Total Knowledge Mgmt/Library Svcs			
Total Legal Staff			
Total Timekeepers			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
		1 st Quartile	Median	3 rd Quartile
Knowledge Mgmt/Library Svcs Headcount as a Percent of the Total Indirect Support Headcount				
^ 2024	/ 44	4.3	3.1	1.9
^ 2023	/ 36 ‡	4.5	3.4	2.1

Knowledge Management/Library Services Headcount per 100 Lawyers

^ 2024	/ 39	2.22	1.52	0.98	1.80
^ 2023	/ 36 ‡	2.25	1.49	1.13	1.89

Knowledge Management/Library Services Headcount per 100 Timekeepers

^ 2024	/ 44	2.10	1.47	0.77	2.27
^ 2023	/ 36 ‡	1.66	1.28	0.89	1.60

Expense Summary

	<i>Your Firm (000's)</i>		
	2024	2023	% Change
Total Knowledge Mgmt/Library Svcs			
Revenue			
Total Indirect Expense			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
		1 st Quartile	Median	3 rd Quartile
Knowledge Management/Library Services Costs per Lawyer				
2024	/ 11	\$14,835	\$10,463	\$6,196
2023	/ 10	\$15,976	\$14,071	\$12,382

Knowledge Management/Library Services Costs per Timekeeper

2024	/ 11	\$12,124	\$8,337	\$5,248	\$8,924
2023	/ 10	\$13,725	\$11,962	\$10,699	\$11,970

Knowledge Management/Library Services Costs as a Percent of Revenue

2024	/ 10	1.7	1.5	1.2	1.5
2023	/ 10	1.9	1.6	1.5	1.6

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

Marketing Staffing Summary

	<i>Your Firm FTEs</i>		
	2024	2023	% Change
Total Marketing			
Total Legal Staff			
Total Timekeepers			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			1 st Quartile	Median	3 rd Quartile	Average
Marketing Headcount as a Percent of the Total Indirect Support Headcount						
^ 2024		/ 47		10.9	9.3	7.6
^ 2023		/ 38		11.1	9.7	7.8
Marketing Headcount per 100 Lawyers						
^ 2024		/ 42		5.49	4.54	3.60
^ 2023		/ 38		5.66	4.60	3.65
Marketing Headcount per 100 Timekeepers						
^ 2024		/ 47		4.80	3.93	3.05
^ 2023		/ 38		4.79	3.94	3.13
						6.77
						3.81

Expense Summary

	<i>Your Firm (000's)</i>		
	2024	2023	% Change
Total Marketing			
Revenue			
Total Indirect Expense			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			1 st Quartile	Median	3 rd Quartile	Average
Marketing Costs per Lawyer						
2024		/ 11	\$25,465	\$16,754	\$9,709	\$18,498
2023		/ 10	\$24,652	\$21,137	\$17,254	\$21,712
Marketing Costs per Timekeeper						
2024		/ 11	\$19,579	\$12,628	\$7,838	\$15,302
2023		/ 10	\$20,981	\$18,730	\$13,411	\$18,782
Marketing Costs as a Percent of Revenue						
2024		/ 10	2.9	2.4	1.9	2.4
2023		/ 10	3.0	2.3	2.0	2.6

[^] Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

^{**} omitted due to insufficient data

[‡] less than 75% population response

Business Intake & Conflicts Staffing Summary

	<i>Your Firm FTEs</i>			<i>% Change</i>
	<i>2024</i>	<i>2023</i>	<i>Group</i>	
Total Business Intake & Conflicts				
Total Legal Staff				
Total Timekeepers				

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Business Intake & Conflicts Headcount as a Percent of the Total Indirect Support Headcount

^ 2024	/ 46	7.2	5.3	4.0	5.4
^ 2023	/ 37 ‡	6.9	4.9	3.8	5.2

Business Intake & Conflicts Headcount per 100 Lawyers

^ 2024	/ 41	3.31	2.49	1.86	3.01
^ 2023	/ 37 ‡	3.21	2.52	1.50	2.51

Business Intake & Conflicts Headcount per 100 Timekeepers

^ 2024	/ 46	3.13	2.24	1.48	3.79
^ 2023	/ 37 ‡	2.70	2.12	1.23	2.09

Expense Summary

	<i>Your Firm (000's)</i>			<i>% Change</i>
	<i>2024</i>	<i>2023</i>	<i>Group</i>	
Total Business Intake & Conflicts				
Revenue				
Total Indirect Expense				

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Business Intake & Conflicts Costs per Lawyer

2024	/ 10	\$2,893	\$2,381	\$1,419	\$2,318
2023	/ 9 ‡	\$2,845	\$2,393	\$1,848	\$2,215

Business Intake & Conflicts Costs per Timekeeper

2024	/ 10	\$2,437	\$1,898	\$1,143	\$1,895
2023	/ 9 ‡	\$2,447	\$1,926	\$1,578	\$1,916

Business Intake & Conflicts Costs as a Percent of Revenue

2024	/ 10	0.4	0.3	0.2	0.3
2023	/ 9 ‡	0.3	0.3	0.2	0.3

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

Office Operations *Staffing Summary*

Your Firm FTEs

Your Firm	Rank / Of	Group			
		1 st Quartile	Median	3 rd Quartile	Average
<i>Office Operations Headcount as a Percent of the Total Indirect Support Headcount</i>					
	/ 47	28.7	22.2	17.2	23.3
	/ 38	32.5	23.3	18.9	24.7
<i>Office Operations Headcount per 100 Lawyers</i>					
	/ 41	13.74	10.38	7.15	12.41
	/ 38	13.19	11.58	9.47	12.09
<i>Office Operations Headcount per 100 Timekeepers</i>					
	/ 47	13.91	8.81	7.08	17.49
	/ 38	11.02	9.41	7.36	9.92

Expense Summary

Your Firm (000's)

Your Firm	Rank / Of	Group			
		1 st Quartile	Median	3 rd Quartile	Average
Office Operations Costs per Lawyer					
	/ 10	\$79,306	\$62,597	\$48,513	\$68,175
	/ 10	\$120,116	\$72,866	\$64,160	\$87,368
Office Operations Costs per Timekeeper					
	/ 10	\$69,809	\$48,955	\$40,005	\$55,935
	/ 10	\$105,646	\$62,413	\$53,485	\$75,882
Office Operations Costs as a Percent of Revenue					
	/ 10	9.4	8.4	7.8	8.5
	/ 10	11.5	10.0	9.1	10.1

[^] Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

*** omitted due to insufficient data*

‡ less than 75% population response

2024 Office Operations

Office Space Information

	Your Firm	Rank / Of	Group			
			1 st Quartile	Median	3 rd Quartile	Average
Occupancy Costs as a Percent of Gross Fees		/ 10	6.6	5.4	4.8	5.6
Occupancy Costs per Lawyer		/ 10	\$45,808	\$37,833	\$33,161	\$44,975
Square Feet per Lawyer		/ 10	1,053	948	825	956
Net Occupancy Costs per Square Foot		/ 9 ‡	\$48	\$44	\$36	\$49

Outsourced Support Services Information

	Your Firm	# of Members Reporting	% of Total Department ² that is Outsourced		Outsourced Costs per Lawyer	
			Your Firm Percent	Group Median %	Your Firm	Group Median
HR/Personnel		**		**		**
Information Systems		3	‡	14.3	‡	1,567
Knowledge Mgmt/Lib Svcs		3	‡	**	‡	1,142
Marketing/Business Dev		**	**	**		**
Office Operations & Support ¹		4	‡	24.0	‡	3,265

Outsourced Office Operations Information

	Your Firm	# of Members Reporting	Outsourced Costs per Lawyer	
			Your Firm	Group Median
Acctg Svcs - Billings		**		**
Acctg Svcs - Collections		**		**
Photocopying & Mail Room		3	‡	\$5,559
Messengers		**		**

¹ Includes photocopying, mail room, and messengers.

² Outsource expense divided by the sum of the outsourced expense and the related firm compensation expense.

** omitted due to insufficient data

‡ less than 75% population response

Detailed Revenue Components - *per Lawyer*

Gross Fees

<i>Your Firm</i>		2024		
<i>Average</i>	<i>Rank/Of</i>	<i>1st Quartile</i>	<i>Group Median</i>	<i>3rd Quartile</i>
	/ 9 †	\$889,642	\$728,562	\$676,882
		**	**	**
		**	**	**
		**	**	**
		**	**	**
		**	**	**
	/ 5 †	53	(63)	(163)
		**	**	**
		**	**	**
		**	**	**
		**	**	**
		**	**	**
	=====	/ 10	\$869,380	\$718,816
	=====			\$632,842

Include Fees For:

- Legal services: Law Firm Timekeepers
- Legal services: Contract Timekeepers
- Directors' fees
- Other professional service income
- Revenue from other personal services
- Recovery of non-legal time (support staff time billed)
- Other

Deduct (if included above):

Fees paid to outside participating attys for client svcs
Expenses associated with the contract timekeepers
Fees paid to consulting orgs. for lit. support services
Any hard disb. recoveries for non-personnel expenses

Total Gross Fees

Your firm total may not foot due to rounding.

*** omitted due to insufficient data*

‡ less than 75% population response

Detailed Expense Components - per Lawyer

Occupancy & Office Operating

Occupancy Expenses

	2024	Your Firm	Group		
		Average	1 st Quartile	Median	3 rd Quartile
Rent - premises only	/ 10	\$37,888	\$31,463	\$28,767	
Building chargebacks		**	**	**	
Depreciation of owned premises		**	**	**	
Utilities	/ 9 ‡	902	777	341	
Occupancy and real estate taxes	/ 5 ‡	5,305	619	500	
Leasehold improvements (amortization)	/ 8 ‡	1,526	1,094	394	
Maintenance and repairs to premises	/ 7 ‡	1,550	1,245	497	
Off-site storage	/ 9 ‡	1,809	1,330	907	
Office moving settlement costs	/ 4 ‡	215	101	66	
Outside consultant fees (architects)		**	**	**	
Office housekeeping	/ 3 ‡	538	231	164	
Security	/ 4 ‡	537	292	67	
Other	/ 6 ‡	1,658	1,380	429	
Subtotal	/ 10	\$49,110	\$37,833	\$33,161	
Deduct: Sublease income & occupancy from clients for OT		4,218	2,084	638	
Total Occupancy	/ 10	\$45,808	\$37,833	\$33,161	

Office Operating Expenses

	2024	Your Firm	Group		
		Average	1 st Quartile	Median	3 rd Quartile
Photocopying	/ 7 ‡	\$1,730	\$632	\$353	
Stationery, printing, supplies and binding	/ 10	1,444	1,254	641	
Small office equipment (non-IS related)	/ 6 ‡	362	57	30	
Facilities management/sub-contracted svcs	/ 4 ‡	4,735	3,152	1,565	
Office furniture & fixtures depreciation	/ 10	2,754	1,458	594	
Interest expense for purchased assets (non-IS)		**	**	**	
Maintenance and repairs to office equipment	/ 8 ‡	225	170	91	
Rental of office furniture & fixtures	/ 7 ‡	221	89	54	
Administrative dues/education	/ 7 ‡	652	304	200	
Admin travel, meals and accommodations	/ 9 ‡	2,519	1,423	911	
Overtime parking and taxi charges		**	**	**	
Overtime meals for administrative staff		**	**	**	
Automotive expenses	/ 3 ‡	234	45	44	
Non-lawyer hiring expense	/ 7 ‡	2,044	575	160	
Office coffee, soda, parties, etc.	/ 8 ‡	1,732	1,512	610	
Moving expenses for admin inter-office transfer		**	**	**	
Gifts, flowers for employees	/ 4 ‡	126	121	120	
Plants - rental and care	/ 3 ‡	101	67	63	
Banking/Merchant fees	/ 9 ‡	3,083	1,547	765	
Other	/ 8 ‡	3,786	991	247	
Subtotal	/ 10	\$14,136	\$11,883	\$9,734	
Deduct: Client reimbursement of hard/soft disbs.	/ 4 ‡	489	319	(312)	
Total Office Operating Expenses	/ 10	\$14,136	\$12,723	\$9,734	

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

Detailed Expense Components - per Lawyer

Information Systems, Professional Activities & Marketing

2024

	<i>Your Firm</i>	<i>Group</i>		
	<i>Average</i>	<i>Rank/Of</i>	<i>1st Quartile</i>	<i>Median</i>
			<i>3rd Quartile</i>	
Information Systems Expenses				
Depreciation of technology	/ 9 [‡]	\$4,444	\$2,456	\$1,583
Computer supplies and equipment (non-capitalized)	/ 10	1,092	576	258
Interest on debt for purchased technology		**	**	**
Amortization of software		**	**	**
Lease payment/rental expenses	/ 3 [‡]	3,633	2,299	1,576
Maintenance and repairs to computer equipment	/ 8 [‡]	1,056	538	297
Software licensing fees	/ 6 [‡]	17,858	14,292	11,916
Software maintenance fees	/ 6 [‡]	16,759	15,626	11,983
Outside consulting service fees	/ 10	5,269	1,985	1,508
Other	/ 7 [‡]	3,736	2,398	805
Subtotal	/ 10	\$28,842	\$26,486	\$24,290
Deduct: Client reimbursement of hard/soft disbs.	/ 3 [‡]	2,739	1,804	958
Total Information Systems	/ 10	\$28,842	\$26,486	\$22,938
Professional Activities Expenses				
Professional association dues	/ 10	\$1,954	\$1,428	\$1,137
Association travel, meals and accommodations	/ 7 [‡]	1,514	442	162
Continuing legal education and seminars	/ 9 [‡]	2,416	1,690	1,183
Partner/firm meetings and retreats	/ 9 [‡]	4,665	1,503	488
New Associate development programs	/ 4 [‡]	126	74	43
Bar Review Fees	/ 4 [‡]	268	150	89
Other	/ 3 [‡]	1,375	67	50
Total Professional Activities	/ 10	8,919	6,337	4,200
Marketing Expenses				
Advertising and listings in publications/directories	/ 9 [‡]	\$529	\$241	\$121
Brochures and other publications	/ 6 [‡]	804	457	110
Internet home page and website expenses	/ 7 [‡]	958	804	378
Marketing consulting and training	/ 7 [‡]	1,679	1,634	1,029
Market research	/ 7 [‡]	640	431	137
Seminar expenses (where firm is a sponsor)	/ 6 [‡]	2,414	1,504	970
Club dues and expenses	/ 8 [‡]	836	303	121
Practice/Business development meals & ent.	/ 9 [‡]	2,763	946	736
Attendance at industry meetings	/ 5 [‡]	1,883	1,585	1,181
Client relations & business promotion expenses	/ 10	4,057	1,886	1,283
Travel, meals & accommodations				
seminars/speaking engagements	/ 6 [‡]	2,214	943	105
Other	/ 7 [‡]	704	366	211
Total Marketing	/ 10	\$15,954	\$12,018	\$6,815

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

Detailed Expense Components - per Lawyer
Professional Staff Recruiting, Other Insurance/Taxes & Communications

2024

	Your Firm		Group Median	3 rd Quartile
	Average	Rank/Of	1 st Quartile	
Professional Staff Recruiting Expenses				
Travel, meals and accommodations	/ 9 ‡		\$249	\$168
Summer associate program costs	/ 7 ‡		559	463
Brochures and other publications			**	**
Recruiting agency fees and advertising		/ 10	4,077	3,379
Campus registration fees/Interview fees			**	**
Relocation of new lawyer hires			**	**
Moving exp. for inter-office transfer of legal staff			**	**
Other	/ 5 ‡		447	374
Total Professional Staff Recruiting		/ 10	\$6,967	\$4,002
				\$2,666

Other Insurance & Taxes

Insurance

Property	/ 7 ‡		\$2,041	\$692	\$370
Auto	/ 4 ‡		43.3	35.765	29.4
Travel/Accident			**	**	**
Cyber crime	/ 4 ‡		1,105.1	774.965	362.9
Employee benefits/Fiduciary liability	/ 4 ‡		217.8	160.495	132.5
Other	/ 3 ‡		2,222	545	288
Taxes					
Personal Property	/ 8 ‡		391	205	175
State and local business taxes and fees	/ 9 ‡		2,368	873	852
Local profit-related taxes	/ 3 ‡		3,646	1,017	655
Unincorporated business taxes	/ 3 ‡		2,004	1,619	819
Sales & Use tax	/ 5 ‡		588	378	236
Other	/ 6 ‡		2,303	519	43
Total Other Insurance & Taxes		/ 10	\$8,634	\$5,429	\$2,313

Communications Expenses

Telephone	/ 9 ‡		\$1,290	\$1,111	\$511
Postage	/ 10		985	491	284
Smartphones	/ 5 ‡		1,914	1,246	727
Video teleconferencing	/ 3 ‡		210	154	86
Outside data communication	/ 7 ‡		1,931	1,054	854
Maintenance & repairs to equipment			**	**	**
Outside messenger services	/ 7 ‡		350	97	45
Depreciation on purchased telephone systems			**	**	**
Depreciation/rent on telecommunications systems			**	**	**
Other			**	**	**
Subtotal		/ 10	\$4,433	\$3,606	\$2,638
Deduct: Client reimbursement of hard/soft disb.		/ 4 ‡	442	196	82
Total Communications		/ 10	\$4,433	\$3,152	\$2,629

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

Detailed Expense Components - *per Lawyer*

Reference Materials, Professional Services & Client Disbursements Written-Off/Misc.

2024

Reference Materials Expenses

	<i>Your Firm</i>	Group		
	<i>Average</i>	<i>Rank/Of</i>	<i>1st Quartile</i>	<i>Median</i>
Purchases of books, subscriptions, etc.	/ 10		\$9,388	\$6,956
Depreciation of capitalized library books			**	**
Automated legal research services	/ 6 ‡		7,859	5,759
Library software maintenance costs	/ 4 ‡		5,347	2,216
Supplies & research materials			**	**
Other	/ 4 ‡		506	279
Subtotal	/ 10		\$16,306	\$10,346
Deduct: Client reimbursement of hard/soft disbs.	/ 5 ‡		987	944
Total Reference Materials	/ 10		\$13,921	\$9,913
				\$6,671

Professional Services Expenses

Fees paid to outside attorneys for services to the firm (vs. to clients)	/ 7 ‡		1,391	872	801
Accounting/bookkeeping	/ 7 ‡		1,473	986	791
Auditing	/ 5 ‡		797	509	466
Human Resource & Training Consultants	/ 6 ‡		702	414	218
Payroll processing	/ 6 ‡		336	189	118
Management consulting	/ 4 ‡		526	399	288
Legal Survey participation fees	/ 4 ‡		103	64	39
Other	/ 9 ‡		1,457	1,141	655
Total Professional Services	/ 10		\$4,941	\$3,171	\$2,908

Client Disbs. Written-Off & Miscellaneous Expenses

Unbilled disbursements written-off	/ 7 ‡		\$2,588	\$1,917	\$1,014
Billed disbursements written-off	/ 10		2,537	1,786	363
Business meals and entertainment chargeable to clients written-off			**	**	**
Miscellaneous	/ 3 ‡		1,702	(135)	(212)
Subtotal	/ 10		\$5,706	\$2,700	\$1,673
Deduct: Subsequent recoveries of unbilled and billed disbs.			**	**	**
Total Client Disb. Written-Off & Miscellaneous	/ 10		\$3,094	\$2,055	\$1,413

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

Detailed Expense Components - per Lawyer

Payments to Of Counsel, Former/Inactive Partners & Non-Operating Charges/Credits

2024

Payments to Of Counsel & Former/Inactive Partners

Payments to former/inactive

partners (and estates, where applicable)

Unfunded retirement plan payments

Payments to Of Counsel

Total Pmts. to OC & Former/Inactive Ptnrs

Your Firm	1 st Quartile	Group Median	3 rd Quartile
Average	Rank/Of		
	/ 5 ‡	\$8,894	\$5,056
		**	**
	/ 6 ‡	22,618	9,912
	/ 10	\$20,592	6,535
			\$8,640
			\$6,281

Non-Operating Charges & Credits

Charges

Charitable contributions

Political contributions

Interest on loans to fund working capital needs

Interest on retained earnings

Currency conversion fees

Malpractice settlement fees

Other

Subtotal Charges

Credits

Gains (losses) on sale of assets

Interest/dividend income

Other

Subtotal Credits

Total Non-Operating Charges & Credits

	/ 10	\$2,638	\$1,361	\$551
	/ 4 ‡	428	185	85
	/ 5 ‡	1,743	1,575	956
		**	**	**
	/ 3 ‡	416	119	67
		**	**	**
	/ 5 ‡	465	119	62
	/ 10	\$4,089	\$2,545	\$1,485
	/ 5 ‡	(49)	(86)	(115)
	/ 8 ‡	2,684	1,249	915
		**	**	**
	/ 9 ‡	\$1,399	\$1,162	(\$49)
	/ 10	\$5,254	\$2,033	\$296

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response