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11 Attorneys for Plaintiffs

12 **UNITED STATES DISTRICT COURT**  
13 **CENTRAL DISTRICT OF CALIFORNIA**

14 NATIONAL RIFLE ASSOCIATION OF  
15 AMERICA; JOHN DOE,

16 Plaintiffs,

17 vs.

18 CITY OF LOS ANGELES; ERIC  
19 GARCETTI, in his official capacity as  
20 Mayor of City of Los Angeles; HOLLY  
21 L. WOLCOTT, in her official capacity as  
22 City Clerk of City of Los Angeles; and  
23 DOES 1-10,

24 Defendants.

Case No.: 2:19-cv-03212 SVW (GJSx)

**DECLARATION OF ANNA M.  
BARVIR IN SUPPORT OF  
PLAINTIFFS' MOTION FOR  
ATTORNEYS' FEES**

Hearing Date: June 15, 2020  
Hearing Time: 1:30 p.m.  
Judge: Stephen V. Wilson  
Courtroom: 10A

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**DECLARATION OF ANNA M. BARVIR**

I, Anna M. Barvir, declare as follows:

1. I am an attorney licensed to practice law in the state of California and before the United States District Court for the Central District of California. I am an attorney and Partner at the law firm Michel & Associates, P.C. (“MAPC”), attorneys of record for Plaintiffs in this action. I have personal knowledge of the facts set forth herein and, if called and sworn as a witness, could and would testify competently thereto.

**Plaintiffs’ Counsel’s Experience**

2. In 2009, I graduated magna cum laude from Whittier Law School, earning my Juris Doctor and a Certificate in Legal Research and Writing. During law school, I served as Executive Editor of the Whittier Law Review and my student-written article, *When Hysteria and Good Intentions Collide: Constitutional Considerations of California’s Sexual Predator Punishment and Control Act*, 29 Whittier L. Rev. 679 (2008), was selected for publication. Upon graduation, I received the Whittier Law School Dean’s Citation Award for Outstanding Leadership and Service to the Law School Community.

3. I have been admitted to practice law before the courts of California since January 2010. I am also currently licensed to practice before the Supreme Court of the United States, the United States Court of Appeals for the D.C., Fourth, Ninth, and Tenth Circuits, and the United States District Courts for the Northern, Southern, Eastern, and Central Districts of California.

4. I began my full-time legal career in the summer of 2010 as an attorney law clerk for MAPC. In February 2012, I took an associate position with MAPC. And in 2019, I was named Special Counsel for and, shortly thereafter, Partner at MAPC.

5. My practice for the past 10 years has focused primarily on matters involving local, state, and federal firearm laws. I regularly advise individuals and firearm businesses regarding statutory and regulatory compliance matters, provide

1 legal analyses of proposed firearm-related legislation to local government officials,  
2 and litigate legal challenges to firearm laws that offend the First and Second  
3 Amendments, violate due process and equal protection, or are preempted by state or  
4 federal law.

5 6. I also focus much of my practice on appellate matters, having briefed  
6 several appeals before the federal courts of appeals, the California Court of Appeal  
7 and California Supreme Court. I have prepared emergency filings for the California  
8 Court of Appeal, the Ninth Circuit, and the U.S. Supreme Court. I have assisted with  
9 the drafting of several petitions for certiorari. I have also argued before the Ninth and  
10 D.C. Circuits, as well as the Washington State Court of Appeals.

11 7. Recently, I served as lead trial counsel in *Duncan v. Becerra*, S.D. Cal.  
12 Case No. 17-cv-01017, a successful Second Amendment and Takings Clause  
13 challenge to California's ban on ammunition magazines over ten rounds. As lead  
14 counsel, I was primarily responsible for all case management and litigation strategy, I  
15 took or defended six expert witness depositions, I handled all aspects of propounding  
16 and responding to written discovery, and I handled plaintiffs' successful motions for  
17 preliminary injunction and summary judgment. The trial court decision granting  
18 summary judgment in plaintiffs' favor is considered by some to be among the most  
19 influential Second Amendment decisions since *McDonald v. City of Chicago*, 561  
20 U.S. 742 (2010).

21 8. I am also lead counsel in *B&L Productions, Inc. v. 22nd District*  
22 *Agricultural Association*, S.D. Cal. Case No. 19-cv-00134, a First Amendment  
23 challenge to the 22nd DAA's 2019 moratorium on gun show events at the Del Mar  
24 Fairgrounds. That case resulted in a favorable decision granting preliminary  
25 injunctive relief and ordering the DAA to reinstate the gun show while litigation  
26 proceeded. The parties have settled plaintiffs' original claims.

27 9. I am also lead counsel in *Wright v. Beck*, C.D. Cal. Case No. 15-cv-  
28 05805 & 9th Cir. Case No. 19-55084. That case involves Fourth and Fourteenth

1 Amendment challenges to the permanent seizure and destruction of about half-a-  
2 million dollars' worth of personal firearm property and the refusal to return about  
3 \$1,000 in cash by the Los Angeles Police Department and Los Angeles City  
4 Attorney's Office. The trial court initially threw out the case on the City's motion to  
5 dismiss. But on appeal, which I briefed and argued, a panel of the Ninth Circuit  
6 unanimously reversed the dismissal. On remand, the trial court granted summary  
7 judgment in the City's favor, and Plaintiff Wright again appealed to the Ninth Circuit.  
8 The appeal has been fully briefed. And, on April 1, 2020, I argued on Mr. Wright's  
9 behalf once more. The case is under submission.

10 10. As a first- and second-year attorney, I was integral to the success of  
11 *Parker v. California*, Fresno Super. Ct. Case No. 10CECG02116, Cal. Ct. App. 5th  
12 Dist. Case Nos. F062480 & F062709, & Cal. Sup. Ct. Case No. S215265, a  
13 constitutional vagueness challenge to A.B. 962's restrictions on sales of handgun  
14 ammunition. Aside from assisting with trial litigation, I handled much of the briefing  
15 on appeal to the California Court of Appeal and Supreme Court, as well as the  
16 successful motion for attorney's fees on appeal. The case was pending (and fully  
17 briefed) before the California Supreme Court when the state legislature amended  
18 A.B. 962 and mooted the appeal. The Fresno County Superior Court awarded  
19 plaintiffs \$225.00 per hour for appellate work I performed in 2011 and 2012 as an  
20 attorney with two years' experience.

21 11. As a seasoned constitutional law attorney, I am often invited by  
22 nonprofit groups to speak at events in Orange County to explain important  
23 constitutional law decisions from the Supreme Court or Ninth Circuit. And as a  
24 firearm-law attorney, I also speak to groups about the ins and outs of California's  
25 complex web of firearm laws.

26 12. I have been recognized by Southern California Super Lawyers magazine  
27 as a "Rising Star" in the field of constitutional law/civil rights litigation from 2013  
28 through 2020.

1 13. I was assigned the role of “Responsible Attorney” in this matter,  
2 responsible for the management of this case and supervision of all professionals  
3 billing to this case since its inception in October 2018.

4 **Authentication of Billing**

5 14. Plaintiffs’ billing records, attached to the Declaration of Haydee Villegas  
6 filed simultaneously herewith, include true and accurate copies of my billing records  
7 for which fee recovery is sought in this matter. *See* Ex. A (attached to the Declaration  
8 of Haydee Villegas filed simultaneously herewith). The records include detailed  
9 descriptions of the work I performed on this matter and the time spent on each task  
10 between October 2018 and February 2020, as well as work I performed on this fee  
11 motion through April 30, 2020. *Id.*

12 15. In the regular course and scope of my daily business activities, I  
13 prepared the descriptions in each billing record that shows my name as the  
14 “Timekeeper,” and I did so at or near the time of the occurrence of the work that I  
15 performed on this matter.

16 16. The descriptions contained within my billing records are a fair and  
17 accurate description of the work I performed on this matter and time spent on each  
18 task. In my professional judgment, the amount of time indicated for each task  
19 described in my billing records is a reasonable amount of time for me to have spent  
20 on the type of work described therein.

21 17. Attached hereto as **Exhibit B** is a true and correct copy of MAPC’s  
22 hourly rate schedule for this civil matter. These rates are consistent with rates charged  
23 by comparable attorneys in or around Los Angeles, California.

24 18. Attached hereto as **Exhibit C**, is a true and correct chart reflecting the  
25 total hours billed, broken down by billing professional and project reference. The  
26 chart also indicates the title and billing rate of each professional, the total number of  
27 hours billed, the total fees billed, and the total fees waived. I created this chart to  
28 assist the Court in assessing the reasonableness of plaintiffs’ fee request, using the

1 final billing report generated by my office manager, Haydee Villegas, and attached to  
2 her declaration as Exhibit A.

3 **Reasonableness of Time Spent and Fees Requested**

4 19. Plaintiffs' fee claim is based on sworn declarations that describe every  
5 activity for which compensation is claimed and on the actual billing "slips" created  
6 for this matter. Ex. A.

7 20. I am familiar with the way MAPC professionals record their time and  
8 prepare client invoices in the normal course and scope of business. These billing  
9 records are initially prepared at or around the time of the billing event and recorded  
10 under specific numbers assigned to each client and matter. As MAPC attorney  
11 designated as "Responsible Attorney" in this matter, I directed my staff to set up a  
12 unique billing matter number to accurately capture time spent on this case. The fees  
13 sought in this case were recorded under that matter number to capture only that time  
14 at issue in this case.

15 21. Each month, as the attorney directly responsible for the management of  
16 this case and most knowledgeable about the work performed in furtherance of it, I  
17 personally reviewed every entry that was billed on this matter since MAPC began  
18 work on this case, and I verified that the time was correctly billed to this matter. I  
19 also personally reviewed the records of all time billed to this matter and made  
20 reductions (or "no charged") for:

- 21 a. Work that might be considered duplicative or excessive;
- 22 b. Secretarial work and mixed secretarial/paralegal work, no matter  
23 who performed it;
- 24 c. Public relations activity related to the case and its subject matter;  
25 and
- 26 d. Entries that were vague or unclear as to the task performed.

27 In short, I approached the task as if I were preparing a bill for a paying client,  
28 recognizing that in this case the paying client is ultimately the taxpayer. As such, the

1 activities for which recovery is sought reflect considerable professional “billing  
2 judgment.” Ultimately, our office does not seek attorneys’ fees for 727.1 hours  
3 expended by the attorneys, law clerks, and paralegals assigned to this case.

4 22. During the period for which Plaintiffs seek fees, I was categorized by  
5 MAPC briefly as “Associate 6,” then as “Special Counsel,” and shortly thereafter as  
6 “Partner.” *See* Ex. B. My \$475 hourly rate is well within the hourly rates charged by  
7 highly specialized firms for attorneys of similar skill, experience, and expertise in  
8 Southern California.

9 23. As the Responsible Attorney in this matter, I determined, directed, and  
10 advanced the strategy pursued by plaintiffs; I supervised the legal analysis and  
11 writing performed; I directed communications with plaintiffs and opposing counsel,  
12 and I directed my team regarding settlement negotiations on behalf of plaintiffs.

13 24. My work was supervised by the firm’s principal, C.D. Michel, a firearms  
14 law attorney and civil rights litigator with over 30 years of experience. Mr. Michel’s  
15 qualifications and significance to the representation of this case are set forth more  
16 fully in the Declaration of C.D. Michel, filed concurrently herewith. Mr. Michel’s  
17 \$650 hourly rate is well within the hourly rates charged by highly specialized firms  
18 for attorneys of similar skill, experience, and expertise in Southern California.

19 25. During this matter, I was assisted by Joshua R. Dale, Managing Partner  
20 at MAPC. Mr. Dale’s qualifications and significance to the representation of this case  
21 are set forth more fully in the Declaration of Joshua R. Dale, filed concurrently  
22 herewith. Mr. Dale’s \$550 hourly rate is will within the hourly rates charged by  
23 highly specialized firms for attorneys of similar skill, experience, and expertise in  
24 Southern California. His contributions were vital to Plaintiffs’ success in this matter.

25 26. Throughout all phases of this litigation, I was assisted by Sean A. Brady,  
26 an experienced firearms law attorney and civil rights litigator and Partner at MAPC.  
27 Mr. Brady’s qualifications and significance to the representation of this case are set  
28 forth more fully in the Declaration of Sean A. Brady, filed concurrently herewith. Mr.



1 Brady's \$475 hourly rate is well within the hourly rates charged by highly specialized  
2 firms for attorneys of similar skill, experience, and expertise in Southern California.

3 27. I was also assisted by Tiffany D. Chevront, a firearms law and  
4 associate at MAPC. Ms. Chevront's qualifications and significance to the  
5 representation of this case are set forth more fully in the Declaration of Tiffany D.  
6 Chevront, filed concurrently herewith. Ms. Chevront's \$325 hourly rate is well  
7 within the hourly rates charged by highly specialized firms for attorneys of similar  
8 skill and experience in Southern California.

9 28. I was also assisted by Alexander A. Frank, a firearms law attorney and  
10 associate at MAPC. Mr. Frank's qualifications and significance to the representation  
11 of this case are set forth more fully in the Declaration of Alexander A Frank, filed  
12 concurrently herewith. Mr. Frank's \$350 hourly rate is well within the hourly rates  
13 charged by highly specialized firms for attorneys of similar skill and experience in  
14 Southern California.

15 29. I was also assisted by Konstadinos T. Moros, a civil litigator and  
16 associate at MAPC. Mr. Moros' qualifications and significance to the representation  
17 of this case are set forth more fully in the Declaration of Konstadinos T. Moros, filed  
18 concurrently herewith. Mr. Moros' \$375 hourly rate is well within the hourly rates  
19 charged by highly specialized firms for attorneys of similar skill and experience in  
20 Southern California.

21 30. I was also assisted by Imran H. Khundkar, a former Staff Attorney at  
22 MAPC. At MAPC, the Staff Attorney position is temporary, and staff attorneys come  
23 and go at will. Mr. Khundkar, a 2017 graduate of University of California, Irvine  
24 School of Law, was primarily responsible for assisting attorneys with legal research  
25 and discrete litigation support tasks. Mr. Khundkar's \$300 hourly rate is well within  
26 the hourly rates charged by highly specialized firms for attorneys of similar skill and  
27 experience in Southern California.

28 31. I was also assisted extensively by three former law clerks, Megan M.



1 Israelitt, Philip Y. Okita, and McKenzie M. Austin. At MAPC, the law clerk position  
2 is temporary, and clerks come and go at will. Generally, only one or two law clerks  
3 were assigned to this matter at any given time. Law clerks were primarily responsible  
4 for assisting with legal research, preparing research memoranda and case briefs for  
5 use in drafting the pleadings and motions, as well as drafting supporting documents  
6 and marshalling evidence. MAPC's hourly law clerk rate of \$170 is well within the  
7 rates charged by private firms for law clerks of similar skill and experience. This is  
8 especially true for Mr. Okita and Ms. Austin, who worked at MAPC as post-graduate  
9 law clerks who are members of the California Bar.

10 32. Finally, I was assisted by my paralegal, Laura Palmerin, who has about 6  
11 years of experience as a legal secretary and paralegal. Ms. Palmerin's hourly rate of  
12 \$170 is well within the rates charged by private firms for paralegals of similar skill  
13 and experience.

14 33. Considering, among other things, the relative difficulty in successfully  
15 enforcing the First Amendments rights of a high-profile, pro-Second Amendment  
16 organization, the political environment in California, and the controversial nature of  
17 the challenged ordinance, I believed that there was about a 30% chance of success in  
18 this litigation at the time the vital legislation decisions were being made.

19 34. To assist the Court in weighing the reasonableness of Plaintiffs' fee  
20 request, all recoverable time incurred preparing and litigating this lawsuit has been  
21 broken down into seven categories. It is further broken down by the number of hours  
22 billed by each billing professional for whom recovery is sought. Detailed descriptions  
23 are provided below, describing the tasks performed for each category of time spent  
24 and for everyone who billed time during that phase of litigation.

25 35. Attached hereto as **Exhibit D** is a true and correct copy of the  
26 Declaration of Gerald G. Knapton in Support of Plaintiff's Motion for Attorneys'  
27 Fees at 9-11 & Ex. 2 at 89, 97, 102, *Curtin v. County of Orange*, No. 16-cv-00591  
28 (C.D. Cal. Aug. 22, 2017), ECF Nos. 290, 290-2.

**Case Management and Litigation Strategy**

1  
2 36. Our office spent at least **44.5** hours engaged in case management  
3 activities throughout the course of this lawsuit.

4 37. During this phase of litigation, Plaintiffs' counsel: (1) met regularly to  
5 discuss case strategies, theories, arguments, deadlines, and division of tasks; (2)  
6 corresponded by phone and email to strategize and brainstorm case theories and  
7 arguments; (3) communicated with Plaintiffs as needed to apprise them of case status  
8 and discuss case goals and strategies; and (4) prepared motions affecting the briefing  
9 schedule. Exs. A, C.

10 38. I spent about **15.6** hours during this phase of litigation. That time breaks  
11 down as follows: (1) about 7.4 hours were spent in case-management meetings with  
12 the attorneys and other billing professionals assigned to litigate this case; (2) about  
13 3.8 hours were spent communicating with my litigation team via telephone or email  
14 to discuss case strategy, deadlines, assignments, and the like; (3) about 1.0 hours  
15 were spent reviewing and analyzing materials, including legal memoranda, that I  
16 requested from my litigation team regarding legal or procedural issues related to the  
17 management of the case; (4) about 2.1 hours were spent analyzing the various  
18 deadlines and rules and developing a model for the scope of work this litigation  
19 would likely take; and (5) about 1.2 hours were spent drafting correspondence  
20 directly to my clients. Exs. A, C.

21 39. Based on my personal review of Mr. Michel's billing records and my  
22 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
23 matter in this matter, I am aware that Mr. Michel spent **6.3** hours engaged in case  
24 management work. That time breaks down as follows: (1) about 1.3 hours were spent  
25 in case-management meetings with the attorneys and other billing professionals  
26 assigned to litigate this case; (2) about 3.5 hours were spent communicating with the  
27 litigation team and the clients via phone and email; and (3) about 1.5 hours were  
28 spent drafting, reviewing, and revising correspondence to my clients about the status

1 of the case. Exs. A, C.

2 40. Based on my personal review of Mr. Dale's billing records and my role  
3 as Responsible Attorney overseeing the work of all MAPC professionals in this  
4 matter in this matter, I am aware that Mr. Dale spent about **1.2** hours engaged in case  
5 management, all of which was devoted to litigation team meetings where he provided  
6 invaluable experience-based advice on litigation strategies and the like. Exs. A, C.

7 41. Based on my personal review of Mr. Brady's billing records and my role  
8 as Responsible Attorney overseeing the work of all professionals in this matter in this  
9 matter, I am aware that Mr. Brady spent about **4.1** hours engaged in case  
10 management. This time breaks down as follows: (1) about 3.0 hours were spent  
11 engaged corresponding with the litigation team, including meetings, telephone  
12 conferences, and emails; and (2) about 1.1 hours were spent corresponding with the  
13 clients. Exs. A, C.

14 42. Based on my personal review of Ms. Chevront's billing and my role as  
15 Responsible Attorney overseeing the work of all MAPC professionals in this matter  
16 in this matter, I am aware that Ms. Chevront spent about **5.4** hours engaged in case  
17 management. About 2.2 hours were spent on various meetings with other attorneys  
18 and staff. About 0.5 hours were spent on intra-office telephone conferences. About  
19 0.3 hours were spent on exchanging email correspondence. About 2.4 hours were  
20 spent on researching complaint-related issues. Exs. A, C.

21 43. Based on my personal review of Mr. Frank's billing records and my role  
22 as Responsible Attorney overseeing the work of all MAPC professionals in this  
23 matter in this matter, I am aware that Mr. Frank billed just **0.2** hours to case  
24 management activities. Exs. A, C.

25 44. Based on my personal review of the billing records and my role as  
26 Responsible Attorney overseeing the work of all MAPC professionals in this matter, I  
27 am aware that Law Clerks spent about **8.7** hours engaged in case management  
28 activities. About 2.1 hours of this time was billed by former MAPC clerk Israelitt,

1 related to legal research regarding anonymous plaintiffs. About 6.6 hours was  
2 attributed to clerk Austin, who spent 4.8 hours doing legal research, 1.5 hours  
3 drafting legal research memoranda, and the balance writing emails and attending  
4 meetings. Exs. A, C.

5 45. Based on my personal review of Ms. Palmerin's billing records and my  
6 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
7 matter in this matter, I am aware that Ms. Palmerin, spent about **3.0** hours engaged in  
8 case management. That time breaks down as follows: (1) about 0.8 hours devoted to  
9 litigation team communications, including meetings, emails, and telephone  
10 conferences; (2) 1.7 hours were spent legal research or document review regarding  
11 procedural matters; and (3) 0.5 hours involved filing-related activities. Exs. A, C.

#### 12 **Preparing the Case and Complaint**

13 46. Based on my personal review of the billing records in this matter and my  
14 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
15 matter in this matter, I am aware that Plaintiffs' counsel spent at least **136.9** hours  
16 during the "Complaint" phase of the litigation. Exs. A, C.

17 47. I spent about **25.8** hours during this phase of litigation. That time breaks  
18 down as follows: (1) about 0.8 hours were devoted to intra-office email  
19 communications regarding the complaint drafting and review process; (2) about 1.5  
20 hours were spent in meetings during the complaint drafting process; (3) about 19.0  
21 hours were spent drafting, reviewing, and revising the complaint; (4) about 0.4 hours  
22 were spent in intra-office telephone conferences regarding the complaint drafting; (5)  
23 about 1.3 hours were spent on analyzing input from various individuals about  
24 complaint strategy; (6) about 2.8 hours were spent researching and analyzing the  
25 factual background giving rise to the suit to better draft the complaint. Exs. A, C.

26 48. Based on my personal review of Mr. Michel's billing records and my  
27 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
28 matter in this matter, I am aware that Mr. Michel spent about **5.6** hours during the

1 complaint phase. That time breaks down as follows: (1) about 0.4 hours was spent in  
2 meetings about the status of and strategies related to building this case through  
3 opposing the ordinance before it was adopted, gathering relevant evidence, and  
4 preparing the complaint; (2) about 2.5 hours was spent on intra-office  
5 communication, including email and telephone conferences, regarding the status of  
6 and strategies related to preparing the complaint and building this case; (3) about 2.2  
7 hours was spent drafting correspondence; and (4) about 0.5 hours was reading and  
8 analyzing articles about the ordinance to help build the case before filing. Exs. A, C.

9       49. Based on my personal review of Mr. Brady's billing records and my role  
10 as Responsible Attorney overseeing the work of all MAPC professionals in this  
11 matter in this matter, I am aware that Mr. Brady spent about **7.7** hours during the  
12 complaint phase, including time spent drafting, reviewing, revising, and finalizing the  
13 complaint. Exs. A, C.

14       50. Based on my personal review of Ms. Chevront's billing records and my  
15 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
16 matter in this matter, I am aware that Ms. Chevront spent about **63.4** hours during  
17 the complaint phase. This time breaks down as follows: (1) about 6.3 hours were  
18 spent in meetings, generally with the litigation team to discuss strategies for opposing  
19 the ordinance and, later, building a case and preparing the complaint; (2) about 0.8  
20 hour was spent engaged in activities related to various requests for case-relevant  
21 public records my office propounded pursuant to California's Public Record Act  
22 (PRARs); (3) about 5.4 hours were devoted to telephone conferences with the  
23 litigation team and the clients; (4) about 23.8 hours were spent preparing the first  
24 draft of the complaint; (5) about 14.0 hours were spent researching various legal and  
25 factual issues necessary to drafting Plaintiffs' opposition and pre-litigation demand  
26 letters to the City and the complaint; (6) about 4.7 hours were spent drafting and  
27 exchanging emails with the litigation team and the clients; and (7) about 0.8 hour was  
28 spent drafting correspondence to clients. About 6.0 hours were spent drafting letters

1 to the Los Angeles City council opposing the challenged ordinance before it took  
2 effect and demanding repeal of the ordinance before suing. The remainder of her time  
3 was spent finalizing the complaint and assisting with its filing. Exs. A, C.

4 51. Based on my personal review of Mr. Frank's billing records and my role  
5 as Responsible Attorney overseeing the work of all MAPC professionals in this  
6 matter in this matter, I am aware that Mr. Frank spent about **9.3** hours during the  
7 complaint phase performing legal research into the specific elements of Plaintiffs'  
8 First Amendment claim theories. Exs. A, C.

9 52. Based on my personal review of Mr. Khundkar's billing records and my  
10 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
11 matter in this matter, I am aware that Mr. Khundkar spent about **4.3** hours during the  
12 complaint phase, including time spent conducting case-related legal and evidentiary  
13 research, finalizing discrete aspects of the complaint, and participating in meetings  
14 with supervising attorneys regarding the aforementioned tasks. Exs. A, C.

15 53. Based on my personal review of the billing records and my role as  
16 Responsible Attorney overseeing the work of all MAPC professionals in this matter  
17 in this matter, I am aware that Law Clerks spent about **18.4** hours during the  
18 complaint phase. This time breaks down as follows: (1) about 0.8 hour was devoted  
19 to correspondence with the clients; (2) about 0.8 hour was devoted to meetings; (3)  
20 about 5.4 hours were spent on PRAR-related tasks; and (4) about 11.4 hours were  
21 spent conducting legal research and analysis on discrete legal issues necessary to the  
22 drafting of Plaintiffs' complaint and building the case. Exs. A, C.

23 54. Based on my personal review of Ms. Palmerin's billing records and my  
24 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
25 matter in this matter, I am aware that Ms. Palmerin spent about **2.4** hours during the  
26 complaint phase. This time breaks down as follows: (1) about 1.2 hours were spent on  
27 creating, drafting, and revising the complaint; and (2) about 1.0 hour was devoted to  
28 conducting internet research to find and pull articles and other documents relevant to



1 Plaintiffs' claims, profiling the documents in the firm's electronic filing system to be  
2 used as evidence, and distributing the documents to appropriate litigation team  
3 members. The remainder of Ms. Palmerin's complaint-related time (0.2) was spent  
4 exchanging inter-office emails and briefly reviewing the filed complaint. Exs. A, C.

5 **Motion Practice**

6 55. Based on my personal review of the billing records in this matter and my  
7 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
8 matter in this matter, I am aware that Plaintiffs spent at least **479.2** hours engaged in  
9 motion practice in this matter. Exs. A,C.

10 56. During this phase of litigation, Plaintiffs' counsel strategized,  
11 researched, drafted, and prepared Plaintiffs' Motion for Preliminary Injunction and  
12 Plaintiffs' Opposition to Defendants' Motion to Dismiss, as well as all supporting  
13 documents and evidence. Plaintiffs' counsel also prepared for, traveled to, and  
14 attended the hearing on those motions. Exs. A, C.

15 57. I spent about **186.9** hours during this most vital phase of litigation—the  
16 phase that ultimately led to the favorable merits ruling on Plaintiffs' behalf and  
17 ushered in the repeal of the City's ordinance. The bulk of my time (177.6 hours) was  
18 spent drafting, reviewing, revising Plaintiffs' motion-related memoranda and  
19 supporting documents, as well as conducting legal research necessary to that effort.  
20 The remainder of my time during this phase of litigation breaks down as follows: (1)  
21 about 6.3 hours were spent in meetings regarding all aspects of the filings from  
22 discussing points of law to assigning tasks; (2) about 3.0 hours were spent on motion-  
23 related email and telephone communications with my litigation team, opposing  
24 counsel, and my clients. Exs. A, C.

25 58. Based on my personal review of Mr. Michel's billing records and my  
26 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
27 matter in this matter, I am aware that Mr. Michel spent about **1.4** hours during the  
28 motions phase, including time spent reviewing the Court's MPI order and engaging in



1 related email correspondence with the litigation team. Exs. A, C.

2 59. Based on my personal review of Mr. Dale's billing records and my role  
3 as Responsible Attorney overseeing the work of all MAPC professionals in this  
4 matter in this matter, I am aware that Mr. Dale spent about **0.4** hours during the  
5 motions phase, reviewing the motion for preliminary injunction reply and providing  
6 feedback and assistance to the attorneys handling that motion. Exs. A, C.

7 60. Based on my personal review of Mr. Brady's billing records and my role  
8 as Responsible Attorney overseeing the work of all MAPC professionals in this  
9 matter in this matter, I am aware that Mr. Brady spent about **80.4** hours during the  
10 motions phase. That time breaks down as follows: (1) about 23.1 hours was devoted  
11 to various tasks related to the motion for preliminary injunction, such as brief drafting  
12 and revision, legal research, logistical coordination, preparation for and appearance at  
13 oral argument, and external client contact; (2) about 48.2 hours was devoted to  
14 opposing the City's motion to dismiss, for which he was engaged in essentially the  
15 same tasks associated with the MPI. The balance of this time (roughly 9 hours) was  
16 devoted to tasks that were necessary, but tangential to these two main litigation  
17 projects that consumed the majority of Mr. Brady's time. These tasks included  
18 coordinating stipulations, meetings, and other management activities. Exs. A, C.

19 61. Based on my personal review of Ms. Chevront's billing records and my  
20 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
21 matter, I am aware that Ms. Chevront spent about **82.4** hours during the motions  
22 phase. This time breaks down as follows: (1) about 44.5 hours were devoted to  
23 drafting, reviewing, and revising filings; (2) about 24.9 hours were spent conducting  
24 legal research and analysis of issues arising necessary to preparing Plaintiffs' moving  
25 and opposition papers; (3) about 4.1 hours were spent communicating with the  
26 litigation team, through meetings, telephone conferences, and emails, to discuss the  
27 status of, strategies for, assignments related to, and other aspects of motions practice;  
28 and (4) about 8.1 hours were spent preparing for and attending the hearing on

1 Plaintiffs' motion for preliminary injunction and the City's motion to dismiss. The  
2 remainder of this time (less than an hour) was spent analyzing the City's moving  
3 papers to assist me and Mr. Brady prepare Plaintiffs' opposition. Exs. A, C.

4 62. Based on my personal review of Mr. Frank's billing records and my role  
5 as Responsible Attorney overseeing the work of all MAPC professionals in this  
6 matter, I am aware that Mr. Frank spent about **45.3** hours during the motions phase.  
7 That time breaks down as follows: (1) roughly 32.0 hours were spent conducting  
8 legal research to find answers to discrete legal questions in support of motion  
9 practice; and (2) about 10.0 hours were spent drafting discrete sections of motions  
10 papers at the direction of partners. The balance of time was spent in brief meetings  
11 with my supervising attorneys regarding these assignments Exs. A, C.

12 63. Based on my personal review of Mr. Khundkar's billing records and my  
13 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
14 matter in this matter, I am aware that Mr. Khundkar spent about **21.9** hours during the  
15 motions phase, including time spent conducting legal research related to Plaintiffs'  
16 preliminary injunction motion and supporting request for judicial notice (10.9);  
17 drafting, reviewing, and revising the request for judicial notice and conducting  
18 research to compile all evidence and reports submitted as part of that request (6.3);  
19 proofreading and cite checking Plaintiffs' preliminary injunction motion (4.5); and  
20 meeting with his supervising attorney (0.2). Exs. A, C.

21 64. Based on my personal review of the billing records and my role as  
22 Responsible Attorney overseeing the work of all MAPC professionals in this matter  
23 in this matter, I am aware that Law Clerks spent about **43.0** hours during the motions  
24 phase. This time breaks down as follow: (1) about 32.6 hours were devoted to legal  
25 research and analysis necessary to preparing the memoranda in support of Plintiffs'  
26 motion for preliminary injunction and in opposing to the City's motion to dismiss; (2)  
27 about 8.8 hours were spent on drafting assignments, usually memoranda to senior  
28 attorneys; and (3) about 1.6 hours were spent in meetings and intra-office

1 communications with the litigation team or supervising attorneys. Exs. A, C.

2 65. Based on my personal review of Ms. Palmerin's billing records and my  
3 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
4 matter in this matter, I am aware that Ms. Palmerin spent about **17.5** hours during the  
5 motions phase. That time breaks down as follows: (1) about 8.2 hours were spent  
6 drafting, reviewing, and revising templates and rough drafts of motion-related  
7 documents including notices, memorandums of points and authorities, declarations,  
8 and stipulations; (2) about 4.6 hours were devoted to various filing-related activities,  
9 including compiling and preparing exhibits and preparing mandatory chambers  
10 copies; (3) about 0.9 hour was spent engaged in communications with litigation team,  
11 including emails, meetings, and telephone conferences; (4) about 0.4 hour was spent  
12 drafting correspondence to the court clerk; (5) about 0.8 hour was spent reviewing,  
13 comparing, and analyzing the City's motion to dismiss and opposition to preliminary  
14 injunction; and (6) 2.6 hours was spent assisting counsel prepare for hearing. Exs. A,  
15 C.

### 16 **Discovery**

17 66. Based on my personal review of the billing records and my role as  
18 Responsible Attorney overseeing the work of all MAPC professionals in this matter  
19 in this matter, I am aware that Plaintiffs' counsel spent at least **17.9** hours strategizing  
20 and drafting written discovery, as well as analyzing Defendants' discovery responses.  
21 Ex. A, C.

22 67. I spent about **2.6** hours during this phase of litigation. That time breaks  
23 down as follows: (1) about 2.0 hours were devoted to correspondence, including  
24 meetings and written correspondence, with my litigation team about the status of and  
25 strategy for discovery; and (2) about 0.6 hour was spent reviewing and revising  
26 discovery-related documents;. Exs. A, C.

27 68. Based on my personal review of Mr. Michel's billing records and my  
28 role as Responsible Attorney overseeing the work of all MAPC professionals in this

1 matter in this matter, I am aware that Mr. Michel spent about **0.3** hours during the  
2 discovery phase. All of this time was devoted to reviewing documents produced in  
3 response the PRAR requests and intra-office correspondence about them. Exs. A, C.

4 69. Based on my personal review of Mr. Brady's billing records and my role  
5 as Responsible Attorney overseeing the work of all MAPC professionals in this  
6 matter in this matter, I am aware that Mr. Brady spent about **1.2** hours during the  
7 discovery phase. This time was devoted entirely to the PRARs our office sent  
8 regarding this litigation. It involved reviewing responsive documents and engaging  
9 intra-office communication about the responses. Exs. A, C.

10 70. Based on my personal review of Ms. Chevront's billing records and my  
11 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
12 matter in this matter, I am aware that Ms. Chevront spent about **1.4** hours during the  
13 discovery phase, reviewing PRAR materials and in meetings with law clerks  
14 regarding tasks related to those PRARs. Exs. A, C.

15 71. Based on my personal review of the billing records and my role as  
16 Responsible Attorney overseeing the work of all MAPC professionals in this matter  
17 in this matter, I am aware that Law Clerks spent about **7.7** hours during the discovery  
18 phase. This time breaks down as follows: (1) about 5.5 hours were spent drafting,  
19 reviewing, revising, and finalizing case-related PRARs; (2) about 0.9 hour was spent  
20 on communicating with supervising attorneys via email or in meetings; and (3) about  
21 1.0 hour was spent drafting content for the Rule 26 initial disclosures. Exs. A, C.

22 72. Based on my personal review of Ms. Palmerin's billing records and my  
23 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
24 matter in this matter, I am aware that Ms. Palmerin spent about **4.7** hours during the  
25 discovery phase. That time breaks down as follows: (1) about 2.5 hours were spent on  
26 activities related to propounding PRARs and compiling, reviewing, and distributing  
27 responses to those requests; (2) about 0.3 hours were spent engaged in  
28 communications with the litigation team, including emails and meetings; and (3)

1 about 1.9 hours were spent drafting specific discovery requests. Exs. A, C.

2 **Settlement**

3 73. Based on my personal review of the billing records in this matter and my  
4 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
5 matter in this matter, I am aware that Plaintiffs' counsel spent at least **111.7** hours  
6 engaged in settlement-related work and negotiations, including interoffice strategy  
7 meetings, written, email, and telephonic correspondence with our clients and with  
8 opposing counsel. Exs. A, C.

9 74. I spent about **26.5** hours during this phase of litigation, which required  
10 significant efforts to research and advise my clients on the significance of settling  
11 Plaintiffs' claims, strategize with my litigation team in light of our clients' goals, and  
12 assist Mr. Brady with negotiations with opposing counsel. Ultimately, I spent about  
13 15.8 hours drafting, reviewing, and revising written correspondence, including  
14 emails, letters, and memoranda, for my litigation team and my clients. This time also  
15 includes conducting legal research and analyzing the legal research memoranda of  
16 my team members as needed to prepare these memoranda. I spent about 3.7 hours in  
17 meetings with my litigation team to discuss our research findings and our clients'  
18 goals and to prepare to advise our clients on settlement in light of the same. I also  
19 spent about 2.9 hours in telephone conferences with my litigation team and with my  
20 clients discussing the same. Finally, I spent about 4.1 hours drafting, reviewing, and  
21 revising settlement terms. Exs. A, C.

22 75. Based on my personal review of Mr. Michel's billing records and my  
23 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
24 matter in this matter, I am aware that Mr. Michel spent about **8.5** hours during the  
25 settlement phase. All of this time was spent corresponding with the litigation team  
26 and clients regarding status of, strategy for, viability of, and advice regarding  
27 settlement. Exs. A, C.

28 76. Based on my personal review of Mr. Dale's billing records and my role

1 as Responsible Attorney overseeing the work of all MAPC professionals in this  
2 matter in this matter, I am aware that Mr. Dale spent about **3.5** hours during the  
3 settlement phase. That time breaks down as follows: (1) about 2.8 hours were spent in  
4 meetings with attorneys, generally to discuss settlement status, strategy, terms, and  
5 feasibility; and (2) about 0.7 hours were spent on legal research regarding a nuanced  
6 damages question relevant to settlement Exs. A, C.

7 77. Based on my personal review of Mr. Brady's billing records and my role  
8 as Responsible Attorney overseeing the work of all MAPC professionals in this  
9 matter in this matter, I am aware that Mr. Brady spent about **40.7** hours during the  
10 settlement phase. That time breaks down as follows: (1) about 10.1 hours were  
11 devoted to written intra-office correspondence (including email), as well as written  
12 correspondence (including email) with opposing counsel and with the clients; (2)  
13 about 14.7 hours were spent analyzing legal issues relevant to whether plaintiffs  
14 could settle, analyzing settlement offer terms, and writing intra-office memoranda  
15 and client memoranda regarding settlement negotiations; (3) about 5.4 hours were  
16 devoted to intra-office meetings necessary to coordinate settlement logistics and  
17 provide and gain input from others on various settlement-related tasks; and (4) about  
18 5.0 hours was devoted to telephone conferences, including intra-office  
19 communications, as well as communications with opposing counsel or my clients.  
20 The balance of roughly 5.5 hours consists of billing entries which do not completely  
21 fit within one of the sub-categories because they essentially combine elements of all  
22 the above. Exs. A, C.

23 78. Based on my personal review of Ms. Chevront's billing records and my  
24 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
25 matter in this matter, I am aware that she spent about **0.2** hours during the settlement  
26 phase. Exs. A, C.

27 79. Based on my personal review of Mr. Frank's billing records and my role  
28 as Responsible Attorney overseeing the work of all MAPC professionals in this



1 matter in this matter, I am aware that he spent about **10.8** hours during the settlement  
2 phase. That time includes legal research and analysis into the impact of a potential  
3 merits loss on fee recovery and drafting of research memoranda to supervising  
4 attorneys reporting on findings. Exs. A, C.

5 80. Based on my personal review of Mr. Moros' billing records and my role  
6 as Responsible Attorney overseeing the work of all MAPC professionals in this  
7 matter in this matter, I am aware that he spent about **12.3** hours during the settlement  
8 phase. The entirety of that time was devoted to legal research and analysis of  
9 procedural and legal questions relevant to settlement at the partners' direction. Exs.  
10 A, C.

11 81. Based on my personal review of the billing records and my role as  
12 Responsible Attorney overseeing the work of all MAPC professionals in this matter  
13 in this matter, I am aware that Law Clerks spent about **7.6** hours during the settlement  
14 phase, all attributable to clerk Austin, who devoted about 5.6 hours to necessary legal  
15 research assignments and about 2.0 hours in meetings with supervising attorneys.  
16 Exs. A, C.

17 82. Based on my personal review of Ms. Palmerin's billing records and my  
18 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
19 matter in this matter, I am aware that Ms. Palmerin spent about **1.6** hours during the  
20 settlement phase, including time spent reviewing and revising the parties' joint  
21 stipulation and related documents, emailing members of the litigation team and the  
22 court clerk, and preparing the mandatory chambers copies of the parties' joint  
23 stipulation and related documents. Exs. A, C.

#### 24 **Pretrial and Trial Preparation**

25 83. Based on my personal review of the billing records in this matter and my  
26 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
27 matter in this matter, I am aware that Plaintiffs' Counsel spent at least **75.6** hours in  
28 handling pretrial matters and preparing for trial. Exs. A, C.



1           84. During this phase of litigation, Plaintiffs' counsel's activities included  
2 meetings, correspondence, drafting key trial documents such as the pre-trial  
3 conference order and memorandum of contentions of fact and law, preparation of  
4 exhibit list, telephone conferences, and other miscellaneous clerical support tasks.  
5 Exs. A, C.

6           85. I spent about **31.9** hours during this phase of litigation. That time breaks  
7 down as follows: (1) about 5.8 hours were spent in meetings with my litigation team  
8 regarding all aspects of trial preparation; (2) about 0.7 hours were spent  
9 communicating with my litigation team via email or telephone; (3) about 24.4 hours  
10 were spent drafting, reviewing, and revising pre-trial documents, and (4) about 1.0  
11 hour was spent on research and analysis and document review relevant to trial  
12 preparation. Exs. A, C.

13           86. Based on my personal review of Mr. Michel's billing records and my  
14 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
15 matter in this matter, I am aware that Mr. Michel spent about **4.6** hours during the  
16 pre-trial preparation phase. All of this time was spent corresponding with my  
17 litigation team and my clients regarding status of, strategy for, viability of, and advice  
18 regarding trial and trial preparation. This included (1) about 1.3 hours in telephone  
19 conferences; (2) about 2.0 hours in meetings; (3) about 0.4 hours drafting and  
20 revising written correspondence; and (4) about 0.9 reviewing and revising pre-trial  
21 filings. Exs. A, C.

22           87. Based on my personal review of Mr. Dale's billing records and my role  
23 as Responsible Attorney overseeing the work of all MAPC professionals in this  
24 matter in this matter, I am aware that Mr. Dale spent about **5.2** hours during the pre-  
25 trial preparation phase. The entirety of this time was spent in meetings with partners  
26 and associates discussing strategy, assigning tasks, and troubleshooting issues. Exs.  
27 A, C.

28           88. Based on my personal review of Mr. Brady's billing records and my role

1 as Responsible Attorney overseeing the work of all MAPC professionals in this  
2 matter in this matter, I am aware that Mr. Brady spent about **14.7** hours during the  
3 pre-trial preparation phase. That time breaks down as follows: (1) about 3.4 hours  
4 was devoted to litigation team meetings about trial concerns, assignments, themes,  
5 jury selection, etc.; (2) about 2.4 hours was devoted to correspondence (including  
6 emails) about pre-trial tasks and objectives; (3) about 7.6 hours was devoted to  
7 reviewing, revising, and analyzing pre-trial filings and documents, including  
8 Plaintiffs' Exhibit List and Memorandum of Contentions of Fact & Law; and (4)  
9 about 1.3 hours of was devoted to intra-office and client telephone conferences  
10 related to trial preparation. Exs. A, C.

11 89. Based on my personal review of Ms. Chevront's billing records and my  
12 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
13 matter in this matter, I am aware that Ms. Chevront spent about **5.7** hours during the  
14 pre-trial preparation phase. The entirety of this time was related to compiling exhibits  
15 and preparing a first draft of Plaintiffs' Exhibit List. Exs. A, C.

16 90. Based on my personal review of Mr. Frank's billing records and my role  
17 as Responsible Attorney overseeing the work of all MAPC professionals in this  
18 matter in this matter, I am aware that Mr. Frank spent about **11.3** hours during the  
19 pre-trial preparation phase. That time includes preparing first drafts of the Joint  
20 Pretrial Conference Order and Plaintiffs' Memorandum of Contentions of Fact and  
21 Law (about 8.9 hours), as well as conducting legal research into discrete issues raised  
22 by supervising attorneys (about 1.8 hours) and meeting with supervisors to discuss  
23 those legal research projects and findings (about 0.6 hours). Exs. A, C.

24 91. Based on my personal review of Mr. Moros' billing records and my role  
25 as Responsible Attorney overseeing the work of all MAPC professionals in this  
26 matter in this matter, I am aware that Mr. Moros spent about **1.7** hours during the pre-  
27 trial preparation phase. The entirety of that time was devoted to researching the  
28 admissibility of certain evidence and reporting my findings to my supervising

1 attorneys for use in preparing evidence for trial. Exs. A, C.

2 92. Based on my personal review of Ms. Palmerin's billing records and my  
3 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
4 matter in this matter, I am aware that Ms. Palmerin spent about **0.5** hour during the  
5 pre-trial preparation phase. Exs. A, C.

6 **Motion for Attorney's Fees & Application to Tax Costs**

7 93. Based on my personal review of the billing records and my role as  
8 Responsible Attorney overseeing the work of all MAPC professionals in this matter  
9 in this matter, I am aware that Plaintiffs' counsel spent at least **110.8** hours on  
10 activities necessary to bringing this fee motion and the application to tax costs  
11 through April 30, 2020. This does not account for hours not yet billed on replying to  
12 Defendants' anticipated opposition and preparing for and participating in any hearing  
13 on this motion. Exs. A, C.

14 94. I spent about **63.20** hours during this phase of litigation. That time  
15 breaks down as follows: (1) about 1.6 hours were devoted to a detailed review of the  
16 firm's billing to this matter to ensure that only time that is recoverable was included  
17 in Plaintiffs' fee request; (2) about 56.3 hours were devoted to drafting, reviewing,  
18 and revising Plaintiffs' fee motion and conducting related legal research necessary to  
19 support the motion; (3) about 4.0 hours were spent communicating with my litigation  
20 team, especially Mr. Frank, via meeting, telephone calls, and emails to discuss the fee  
21 motion, brainstorm arguments, and delegate tasks; (4) about 1.3 hours spent preparing  
22 exhibits and the Application to the Clerk to Tax Costs. I anticipate spending another  
23 15 hours preparing Plaintiffs' reply to the City's opposition to this motion and  
24 another 8-10 hours if the Court orders a hearing, though these hours were not  
25 included as part of Plaintiffs' fee request. Exs. A, C.

26 95. Based on my personal review of Mr. Michel's billing records and my  
27 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
28 matter in this matter, I am aware that Mr. Michel declined to bill any hours towards

1 Plaintiffs' fee request. Exs. A, C.

2 96. Based on my personal review of Mr. Dale's billing records and my role  
3 as Responsible Attorney overseeing the work of all MAPC professionals in this  
4 matter in this matter, I am aware that Mr. Dale spent about **.80** hours during the fee  
5 motion phase, including time spent reviewing, revising, and approving his supporting  
6 declaration. Exs. A, C.

7 97. Based on my personal review of Mr. Brady's billing records and my role  
8 as Responsible Attorney overseeing the work of all MAPC professionals in this  
9 matter in this matter, I am aware that Mr. Brady spent about **1.5** hours during the fee  
10 motion phase, including time spent reviewing, revising, and approving his supporting  
11 declaration. Exs. A, C.

12 98. Based on my personal review of Ms. Chevront's billing records and my  
13 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
14 matter in this matter, I am aware that Ms. Chevront spent about **.20** hours during the  
15 fee motion preparation phase, including time spent reviewing, revising, and  
16 approving her supporting declaration. Exs. A, C.

17 99. Based on my personal review of Mr. Frank's billing records and my role  
18 as Responsible Attorney overseeing the work of all MAPC professionals in this  
19 matter in this matter, I am aware that Mr. Frank spent about **33.20** hours during the  
20 fee motion phase researching, drafting, and preparing Plaintiffs' Motion for  
21 Attorney's Fees and all necessary supporting documents. This also includes time in  
22 meetings and telephone conferences with me to strategize, discuss arguments and  
23 evidence and assigning tasks. Exs. A, C.

24 100. Based on my personal review of Mr. Moros' billing records and my role  
25 as Responsible Attorney overseeing the work of all MAPC professionals in this  
26 matter in this matter, I am aware that Mr. Moros spent about **.50** hours during the fee  
27 motion preparation phase, including time spent reviewing, revising, and approving  
28 his supporting declaration. Exs. A, C.

1 101. Based on my personal review of the billing records and my role as  
2 Responsible Attorney overseeing the work of all MAPC professionals in this matter  
3 in this matter, I am aware that Law Clerks spent about **9.6** hours during the fee  
4 motion phase, including time spent drafting and revising early drafts of all MAPC  
5 billing professionals' supporting declarations. Exs. A, C.

6 102. Based on my personal review of Ms. Palmerin's billing records and my  
7 role as Responsible Attorney overseeing the work of all MAPC professionals in this  
8 matter in this matter, I am aware that Ms. Palmerin spent about **1.8** hours during the  
9 pre-trial preparation phase, including time spent drafting, reviewing and revising the  
10 moving papers and supporting documents, communicating with the attorneys  
11 preparing the motion, and preparing and finalizing the motion for filing. Exs. A, C.

12 **Procedural History of the Underlying Litigation**

13 103. On or about May 24, 2019, I caused to be filed Plaintiffs' Motion for  
14 Preliminary Injunction. That same day, the City filed its motion to dismiss.  
15 Opposition papers for both motions were initially due on June 17, 2019 and the  
16 hearing was scheduled for July 8, 2019, but due to an unexpected death in my family,  
17 we requested that the Court briefly continue both, a request the Court granted. The  
18 Court later continued the hearing again sua sponte.

19 104. Ultimately, the Court heard oral argument on both motions on or about  
20 August 12, 2019. The Court tentatively denied the City's motion to dismiss. But  
21 instead of ruling on Plaintiffs' preliminary injunction motion or taking it under  
22 submission, the Court continued the hearing and invited the parties to file  
23 supplemental evidence, if they found it necessary. Convinced that Plaintiffs had met  
24 their burden to prove they were likely to succeed on the merits of their constitutional  
25 claims and that the City had failed to meet its burden on reply, Plaintiffs elected not  
26 to file supplemental material. They did, however, prepare a motion to file a sur-reply  
27 to be filed in the event the City's filing exceeded the scope of what the Court  
28 authorized the parties to submit. The City ultimately opted not to file anything at all,

1 so Plaintiffs abandoned the filing.

2 105. On December 11, 2020, the Court issued its order granting Plaintiffs’  
3 motion for preliminary injunction and denying in part and granting in part the City’s  
4 motion to dismiss. In light of the Court’s finding that Plaintiffs had shown they were  
5 likely to succeed on the merits of their claims, the parties very soon began to  
6 investigate whether settlement was possible and what such might look like.

7 106. On December 17, 2020, the Court issued a Civil Trial Preparation Order,  
8 setting trial for February 25, 2020, the pretrial conference for February 10, 2020, and  
9 a January 21, 2020 deadline for pretrial filings. This gave the parties just over one  
10 month to conduct discovery, consider settlement, and prepare pretrial filings. As such  
11 this timeframe drove counsel to simultaneously devote themselves almost singularly  
12 to the responsibilities of trial preparation *and* settlement negotiations throughout  
13 January 2020.

14 107. The City filed an answer to the complaint on December 24, 2019. To  
15 comply with the Court’s tight trial schedule and to weigh whether settlement of the  
16 parties’ dispute would be possible or trial was necessary, Plaintiffs began to prepare  
17 written discovery requests for the City and third-party government bodies. My office  
18 served informal discovery on third parties via PRARs between December 27, 2019  
19 and January 7, 2020, and served formal written discovery on the City on or about  
20 January 9, 2020—just 16 days (including the Christmas and New Years’ holidays)  
21 after the City filed its answer.

22 108. On January 21, 2020, the City repealed the Ordinance, prompting parties  
23 to intensify their regular and ongoing communications to negotiate a timely end to the  
24 litigation. But because this was the very same day the parties’ pretrial filings were  
25 due and because settlement was neither final nor assured, my office had to prepare  
26 and file Plaintiffs’ Exhibit List, Witness List, and Memorandum of Contentions of  
27 Fact and Law. And because settlement was still not final a week later, my office also  
28 had to prepare to file the Joint Pre-trial Conference Order due on January 30, 2020.

1           109. Though Plaintiffs have exercised “billing judgment,” having waived  
2 many hours billed to settlement and trial preparation for purposes of this fee motion,  
3 my firm was almost singularly focused on this case throughout most of January 2020  
4 because discovery, settlement, and trial preparation—all of which generally demand  
5 many hours of attorney and paralegal work over the course of many months or  
6 years—were condensed into just a month and a half after the Court issued the Civil  
7 Trial Preparation Order, setting trial for February 25, 2020. This precluded many  
8 MAPC attorneys, but particularly Mr. Brady and me, from devoting significant time  
9 to any other fee-paying work for the entire month. Additionally, the significant  
10 investment of attorney time here was, in large part, because of the clients’ need to  
11 fully understand the details, from both short- and long-term perspectives, of the  
12 different pathways to resolution. Given the broader First Amendment significance of  
13 the case, as well as the number of ambiguous legal issues demanding in-depth  
14 research and analysis, Plaintiffs’ counsel was called to invest considerable time to  
15 fully understand and advise their clients on the broader impact of settlement and the  
16 best course to realizing their goals.

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I declare under penalty of perjury under the laws of the United States that the foregoing is true and correct. Executed within the United States on April 30, 2020.



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Anna M. Barvir  
Declarant



# **EXHIBIT B**



## ATTORNEY FEE / RATE SCHEDULE

### *National Rifle Association, Inc. v. City of Los Angeles*

<b>Timekeeper:</b>	<b>Hourly Rate</b>
Senior Partner	\$ 650
Managing Partner	\$ 550
Partner	\$ 500
Of Counsel	\$ 450
Special Counsel	\$ 450
Associate 6	\$ 425
Associate 5	\$ 400
Associate 4	\$ 375
Associate 3	\$ 350
Associate 2	\$ 325
Associate 1	\$ 300
Paralegal	\$ 170
Law Clerk	\$ 170

**Responsible Attorney:** Anna M. Barvir

**Paralegal:** Laura Palmerin

# **EXHIBIT C**

**SUMMARY OF PLAINTIFFS' FEE CLAIM\***

TIMEKEEPER	RATE	MGMT	COMP	MOT	DISC	SETTLE	PRE	TOTAL HRS	TOTAL FEES	POST	POST FEES
BARVIR	\$ 475.00	15.6	25.8	186.9	2.6	26.5	31.9	289.3	\$ 137,417.50	63.2	\$ 30,020.00
BRADY	\$ 475.00	4.1	7.7	80.4	1.2	40.7	14.7	148.8	\$ 70,680.00	1.5	\$ 712.50
CHEUVRONT	\$ 325.00	5.4	63.4	82.4	1.4	0.2	5.7	158.5	\$ 51,512.50	0.2	\$ 65.00
DALE	\$ 550.00	1.2	0.0	0.4	0.0	3.5	5.2	10.3	\$ 5,665.00	0.8	\$ 440.00
FRANK	\$ 350.00	0.2	9.3	45.3	0.0	10.8	11.3	76.9	\$ 26,915.00	33.2	\$ 11,620.00
KHUNDKAR	\$ 300.00	0.0	4.3	21.9	0.0	0.0	0.0	26.2	\$ 7,860.00	0.0	\$ -
MICHEL	\$ 650.00	6.3	5.6	1.4	0.3	8.5	4.6	26.7	\$ 17,355.00	0.0	\$ -
MOROS	\$ 375.00	0.0	0.0	0.0	0.0	12.3	1.7	14.0	\$ 5,250.00	0.5	\$ 187.50
PALMERIN	\$ 170.00	3.0	2.4	17.5	4.7	1.6	0.5	29.7	\$ 5,049.00	1.8	\$ 306.00
CLERKS	\$ 170.00	8.7	18.4	43.0	7.7	7.6	0.0	85.4	\$ 14,518.00	9.6	\$ 1,632.00
<b>TOTALS</b>		<b>44.5</b>	<b>136.9</b>	<b>479.2</b>	<b>17.9</b>	<b>111.7</b>	<b>75.6</b>	<b>865.8</b>	<b>\$ 342,222.00</b>	<b>110.8</b>	<b>\$ 44,983.00</b>

ABBREVIATIONS	
<b>COMP</b>	Pre-Litigation Work, Drafting Complaint, Building the Case
<b>MOT</b>	Motion for Preliminary Injunction; Opposition to Motion to Dismiss
<b>DISC</b>	Discovery
<b>SETTLE</b>	Settlement
<b>PRE</b>	Pre-Trial and Trial Preparation
<b>POST</b>	Post-Dismissal Activity, Fee Motion & Bill of Costs

LODESTAR	\$ 342,222.00
MULT	1.25
<b>TOTAL</b>	<b>\$ 427,777.50</b>
POST	\$ 44,983.00
<b>GRAND</b>	<b>\$ 472,760.50</b>

\*A further breakdown of Plaintiffs' fee claim can be found at paragraphs 36-103 of the Declaration of Anna M. Barvir in Support of Plaintiffs' Motion for Attorneys Fees. Ms. Barvir's task and/or project, and the billing professionals who were

**SUMMARY OF HOURS/FEES WAIVED**

TIMEKEEPER	RATE	HOURS
BARVIR	\$ 475.00	302.4
BRADY	\$ 475.00	149.1
CHEUVRONT	\$ 350.00	158.7
DALE	\$ 550.00	10.3
MICHEL	\$ 650.00	26.0
PALMERIN	\$ 140.00	30.1
CLERKS	\$ 140.00	50.5
		<b>727.1</b>

# **EXHIBIT D**

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5 Attorneys for Plaintiff  
6 ALEXA CURTIN  
7

8 UNITED STATES DISTRICT COURT  
9 CENTRAL DISTRICT OF CALIFORNIA  
10

11 ALEXA CURTIN,

12 Plaintiff,

13 v.

14 COUNTY OF ORANGE;  
15 NICHOLAS LEE CAROPINO,  
16 individually and as Deputy Sheriff for  
the County of Orange; and DOES 1  
through 50,  
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18 Defendant.  
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Case No. No.: 8:16-CV-00591-SVW-PLA

Assigned to Hon. Stephen V. Wilson

**DECLARATION OF GERALD G. KNAPTON  
IN SUPPORT OF PLAINTIFF'S MOTION  
FOR ATTORNEYS' FEES;  
EXHIBITS 1, 2 & 3**

1 I, Gerald G. Knapton, make this declaration in support of Plaintiff's Motion  
2 for Attorneys' Fees. I state and declare that the below sets forth the opinions that I  
3 have reached at this time in this action:

4 I. BACKGROUND AND EXPERT QUALIFICATIONS

5 1. My background, qualifications as an expert on attorneys' fees issues,  
6 and relevant experience are fully set forth in Exhibit 1. In brief, I received my  
7 undergraduate education at Brown University and the University of California,  
8 Berkeley. I obtained my JD from the School of Law at the University of California,  
9 Los Angeles in 1976. Today, I am a partner and shareholder of the law firm  
10 Ropers, Majeski, Kohn & Bentley, which has offices in Los Angeles (where I am  
11 based), San Francisco, Redwood City, San Jose, Las Vegas, New York City,  
12 Boston, and Paris. I am licensed to practice before all courts of the State of  
13 California (since 1977), before all federal District Courts sitting in California, and  
14 before the United States Courts of Appeals for the 9th and 3rd Circuits.

15 2. For well over 20 years, in connection with hundreds of litigation  
16 matters, I have opined as an expert on the reasonableness and necessity of  
17 attorneys' fees. My work as an attorneys' fees expert frequently involves reviewing  
18 legal invoices and supporting work product. I have personally reviewed thousands  
19 of invoices for legal work, including numerous matters based in Los Angeles and  
20 Orange County, totaling far in excess of \$4.5 billion in fees.

21 3. Though I have opined as an attorneys' fees expert in all variety of  
22 matters, I have particular experience in cases, like this one, that involve public  
23 actors. I have reviewed the legal work and fees requested in many governmental  
24 lawsuits, including many, as here, with *Monell* theories seeking to find liability  
25 against a governmental entity based on how it conducted itself in regards to the  
26 "bad acts" of its employees.

27 4. I have acted as an attorneys' fees expert for the City of Los Angeles  
28 for over 20 years, and also for the County of Los Angeles, other cities and the State



1 of California to a lesser degree.

2 5. Many of my assignments for the City of Los Angeles and for other  
3 clients have involved trials where terrible things were done by law enforcement or  
4 fire department personnel and the main issue was whether the governmental entity  
5 would also be liable. In my experience these are hard-fought battles.

6 6. I have also acted as an attorneys' fees expert for many other kinds of  
7 litigation, including the Rampart Station litigation, operations of county jails under  
8 consent decrees, uniformed-officer-policing-activities cases, assault & battery  
9 matters, overtime cases, commercial disputes, wage and labor matters, individual  
10 and class actions involving statutory interpretation, pharmaceutical cases, patent-  
11 infringement suits, intellectual-property matters, environmental-contamination and  
12 compliance matters, notice-compliance matters (for "clean water act" and "catalyst"  
13 cases), accounting cases, "civil rights" cases, retail-credit-compliance litigation,  
14 truth-in-lending lawsuits, discrimination lawsuits, Brown Act matters, FEHA  
15 matters, FSLA lawsuits, and a wide variety individual actions.

16 7. My client base is similarly diverse and expansive. I have been retained  
17 as an attorneys' fees expert by law firms, bankruptcy court judges (as a court-  
18 appointed expert), corporations, partnerships, insurance companies, cities, counties,  
19 the State of California, trustees, plaintiffs, defendants, and individuals at both the  
20 trial and appellate level.

21 8. About half the time, I am retained to offer my opinion in support of a  
22 fee request; in the other half, I am retained to offer my opinion in opposition to a  
23 fee request. My time is billed by my firm and neither my firm nor I are otherwise  
24 compensated for work on this matter.

25 9. In some cases, I only review hourly rates for "reasonableness" in light  
26 of the work performed and comparable market rates. In other cases, I also review  
27 invoices and work product submitted as part of a settlement or a motion for  
28 attorneys' fees. I have performed each type of analysis in dozens of cases for

1 various clients, and I have reviewed hundreds of motions for attorneys' fees and  
2 their supporting invoices, many based on "attorneys' fee provisions," codes,  
3 statutes, or common law doctrines. Because of this work, I have deep experience  
4 and knowledge regarding the rack rates and discounted rates charged by small,  
5 medium, large, and very large law firms for litigation work in Los Angeles and  
6 Orange County. I have similarly deep experience and knowledge regarding the  
7 reasonable amount of time needed to accomplish litigation- and trial-related tasks.

8 10. I write and lecture frequently on the issue of determining reasonable  
9 legal fees in fee-shifting matters. My articles have been featured in American Bar  
10 Association Magazine, National Law Journal, California Lawyer, Los Angeles  
11 Daily Journal, and numerous other publications.

12 11. I have also qualified and testified to a judge or jury as an attorneys'  
13 fees expert on about 56 occasions, and have submitted declarations many hundreds  
14 of times to California courts applying the state and federal "civil rights" statutes as  
15 well as "private attorney general statute," or California Code of Civil Procedure §  
16 1021.5 ("C.C.P. § 1021.5").

## 17 II. INTRODUCTION AND SUMMARY OF CONCLUSIONS

18 12. On March 30, 2016 Plaintiff Alexa Curtin sued Defendant County of  
19 Orange and Deputy Nicholas Lee Caropino for violation of 42 U.S.C. § 1983 (the  
20 "civil rights" statute) arising out of a sexual assault and rape she suffered at the  
21 hands of an Orange County Sheriff Deputy.

22 13. Mr. Jass was the sole attorneys for Ms. Curtin in this matter from  
23 inception until March of 2017 when others joined the team for pretrial and jury trial  
24 work.

25 14. The time submitted by only Mr. Jass is 787.9 hours, which is about  
26 42% of all time submitted.

27 15. The total time is 1,880.9 hours for the work from inception through  
28 8/21/2017, although further time is likely to be incurred for the motion, reply memo

1 and hearing time.

2 16. This is a very reasonable amount of time to take a matter such as this  
3 to a jury verdict in my opinion.

4 III. BACKGROUND FACTS AND EVENTS:

5 17. Based on what I have learned I understand that the facts of the matter  
6 are these: In the early morning hours of June 27, 2014 sheriff's deputies, including  
7 Deputy Caropino, responded to a call regarding a dispute between Ms. Curtin and  
8 her husband. After investigating, the deputies concluded no crime had occurred,  
9 and the couple should part ways for the night. Deputy Caropino then placed Ms.  
10 Curtin in his patrol car and drove her to her car, which was parked nearby. When  
11 they arrived at Ms. Curtin's car, she was told to get out of the patrol car, and lean  
12 against the hood of the car with her hands behind her back. Ms. Curtin said Deputy  
13 Caropino then searched her purse and would not let her leave because he could not  
14 find her driver's license. In searching her car, Deputy Caropino found a pair of Ms.  
15 Curtin's underwear and asked her why her "panties" were "wet." Deputy Caropino  
16 asked her, "Can you explain these to me?" Ms. Curtin replied, "I don't know what  
17 you're talking about." Deputy Caropino then told her that if she left she would be  
18 in "big trouble" and "I suggest you stay here, because when I get back here, I'm  
19 going to f--- the s---- out of you." Terrified of his power and knowing that she had  
20 a suspended license and was under the influence, Ms. Curtin remained in her car.  
21 About 20 to 30 minutes later, Deputy Caropino returned and ordered her to let him  
22 into her car. Plaintiff was afraid and feared for her own safety, and she complied  
23 with all of his commands.

24 18. After violently penetrating Ms. Curtin with his fist, Deputy Caropino  
25 then shoved Plaintiff's head down towards his genitals and forced her to orally  
26 copulate him despite her cries of pain. Deputy Caropino then forced sexual  
27 intercourse with Ms. Curtin and then ejaculated on the front seat of her car. Before  
28 leaving, Deputy Caropino asked Plaintiff for her phone number so he could text her

1 and they could do this again. Ms. Curtin was 21 years old at the time of the  
2 incident.

3 Prior, Similar Assault by the Deputy:

4 19. During discovery it was revealed that in February 2014, four months  
5 before Alexa Curtin was raped, another women – Jane Doe T.L. – had come  
6 forward and filed a government claim form with the County concerning a sexual  
7 assault and rape by Deputy Caropino. Despite the claim of serious misconduct, the  
8 County did not investigate the claim for almost nine months and during that time  
9 left Deputy Caropino on patrol, with a badge and a gun. Deputy Caropino was  
10 even promoted during those four months to a Field Training Officer, where he was  
11 responsible for training other officers.

12 The Court's Pretrial Rulings:

13 20. Plaintiff filed a motion for partial summary judgment on the issues that  
14 Deputy Caropino was acting under the color of authority at the time he sexually  
15 assaulted and raped plaintiff, and that the assault and rape violated her  
16 constitutional rights. The County opposed the motion, arguing that the motion was  
17 "frivolous" and in "bad faith." I understand that the County even threatened to seek  
18 sanctions against Plaintiff's counsel for filing the motion. The district court granted  
19 the motion highlighting the fact that the County failed to submit any evidence  
20 actually disputing the facts set forth by Plaintiff. Further, the district court agreed  
21 with the legal analysis set forth by Plaintiff concerning the color of authority and  
22 the constitutional violations at issue.

23 21. I understand that while the County had not filed its own motion for  
24 summary judgment on the issue of *Monell* liability, at the Final Status Conference,  
25 the district court issued its tentative to *sua sponte* grant summary judgment on the  
26 issue of *Monell* liability. The court explained that based on its understanding of the  
27 allegations and evidence as revealed in motion *in limine* briefing, Plaintiff did not  
28 have sufficient evidence to support a finding of *Monell* liability. The court

1 permitted Plaintiff one week (the week before trial was set to begin) to file an  
2 opposition to its *sua sponte* motion for summary judgment. Notably, because the  
3 County had designated every single document, deposition and audio/video  
4 recording as confidential – Plaintiff was forced to comply with the onerous  
5 procedure of filing all of the documents under seal. In the opposition, Plaintiff  
6 outlined the evidence and legal analysis supporting four separate theories of *Monell*  
7 liability.

8         22. Specifically, Plaintiff highlighted the evidence that revealed: (1) an  
9 official policy where the County initiates an Internal Affairs (IA) investigation upon  
10 a claim of officer misconduct but tolls such an investigation until the conclusion of  
11 the parallel criminal investigation – all the while permitting the officer to remain on  
12 patrol and interacting with civilians; (2) an official written policy providing only  
13 that “unwelcome solicitation of a personal or sexual relationship while on duty or  
14 through the use of official capacity,” is prohibited, thus permitting officers to  
15 engage civilians in the solicitation of sexual relationships while on duty so long as  
16 the solicitation is allegedly welcomed (which, as explained below, can never be  
17 given the circumstance); (3) an unwritten practice and policy within the County  
18 where officers across the rank participate in a Code of Silence, protecting fellow  
19 officers from investigation and consequences of their wrongdoing, and entirely  
20 ignoring findings of untruthfulness by officers; and (4) ratification by final  
21 policymakers concerning the decision to toll the IA investigation of the sexual  
22 assault and rape claim by Jane Doe T.L., leaving Deputy Caropino on patrol and  
23 even promoting him to a Field Training Officer during the pending criminal  
24 investigation, at which time he foreseeably raped another woman – Plaintiff Alexa  
25 Curtin.

26         23. After reviewing the opposition, as well as the County’s response, the  
27 District Court granted summary judgment to the County as to all but one theory of  
28 *Monell* liability – finding that the evidence supported the existence of a policy

1 and/or practice within the County to toll all internal affairs (“IA”) investigations  
2 until the resolution of the criminal investigation. The Court held that a jury must  
3 decide whether the policy caused Plaintiff’s constitutional violation.

4 IV. THE JURY’S VERDICT

5 24. A jury of 8 was empaneled and after two days of trial testimony  
6 (August 2nd and 3d, 2017) , the court instructed the jury and they began  
7 deliberating. Over Plaintiff’s objection, the court instructed the jury pursuant to  
8 Ninth Circuit Model Jury Instruction No. 9.8, which requires an additional showing  
9 of deliberate indifference when proceeding under a theory of inaction. Further,  
10 while the jury was instructed that Deputy Caropino acted under the color of  
11 authority and that he violated Plaintiff’s constitutional rights, and that the County  
12 had a policy of tolling IA investigations until after the conclusion of the criminal  
13 investigation, the jury was required to find:

14 (1) the policies of the defendant County of Orange were not adequate  
15 to prevent violations of law by its police officers;

16 (2) the defendant County of Orange was deliberately indifferent to the  
17 substantial risk that its policies were inadequate to prevent violations of law  
18 by its police officers; and

19 (3) the failure of the defendant County of Orange to prevent violations  
20 of law by police officers caused the deprivation of the plaintiff’s rights by  
21 Nichols Caropino;

22 25. That is, the County’s failure to prevent violations of law by its police  
23 officers is so closely related to the deprivation of the plaintiff’s rights as to be the  
24 moving force that caused the ultimate injury.

25 26. On August 3, 2017 within about 40 minutes, the jury returned its  
26 unanimous verdict in Plaintiff’s favor.

27 27. On August 4, the issue of damages was tried before the jury. Again  
28 within something less than an hour, the jury returned its verdict awarding Plaintiff



1 \$2,250,000.00 in damages against Nicholas Caropino and County of Oange (ECF  
2 278 filed 08/08/2017).

3 V. THE FEE MOTION

4 28. Through this Motion, Plaintiff seeks a lodestar of 1,880.9 hours and  
5 \$1,044,055 in fees under the federal civil rights statute.

6 29. The attorneys representing Plaintiff appear to be efficient and highly  
7 skilled litigators, possessing expertise in an area of the law rarely addressed by  
8 appellate opinions. Indeed, in my experience most theories of *Monell* never survive  
9 to trial and yet Plaintiff's counsel navigated uniquely difficult legal analyses and  
10 successfully obtained a substantial jury verdict against the County of Orange on  
11 *Monell* liability.

12 VI. OVERVIEW OF THE STAFFING

13 30. This is a chart of the time incurred by counsel for Ms. Curtin:

14

Name	Hours	Rate	Fees
<b>Partners</b>			
R. Browne Greene (1966, SBN 38441)	90.4	\$875	\$79,100
Daniel Balaban (2006, SBN 243652)	167.0	\$750	\$125,250
Holly N. Boyer (2002, SBN 221788)	442.3	\$750	\$331,725
Shea S. Murphy (2008, SBN 255554)	290.6	\$550	\$159,830
Jeremy D. Jass (2011, SBN 279466)	787.9	\$400	\$315,160
<b>Associates:</b>			

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Vanessa L. Loftus- Brewer (2009, SBN 265213)	56.4	\$350	\$19,740
Steffi A. Jose (2015, SBN 299410)	20.7	\$300	\$6,210
Joseph S. Persoff (2015, SBN 307986)	25.6	\$275	\$7,040
	<b>1,880.9</b>		<b>\$1,004,055</b>

31. The background of these lawyers is set out in Exhibit 3. The time from inception to March of 2017 is by only one lawyer, Mr. Jass, a former police officer. He is joined by others, including the very well-known Mr. Greene for the trial. The time by all the lawyers is well under 2,000 hours over 17 months and this represents a very reasonable time for taking a case such as this from inception to trial to a jury in my opinion.

VII. HOURLY RATES:

32. As part of my practice, I frequently review professionally prepared data assemblages of actual hourly rates offered by large, established, and well-respected companies such as Thomson Reuters, AIPLA, and Wolters Kluwer. Because these data assemblages are based on actual hourly rates paid, not self-reported data, I have found that they accurately reflect real-world billing rates charged by law firms and paid by clients. Wolters Kluwer’s dataset assemblage is called the “Real Rate Report.” The most recent Real Rate Report is dated 2016 (the “2016 Report” or “RRR”). The 2016 Report contains anonymized data reflecting actual rates paid by 97 companies to more than 5,900 law firms and 213,000 timekeepers from 2010 to 2015.

33. This is a \$19.8 billion dataset (Exhibit 2, page 8). It contains categorized data on rates by type of practice, attorney category and experience, and

1 certain regions, including the Los Angeles-Long Beach-Santa Ana area (Exhibit 2  
 2 at page 232). Though the 2016 Report does not contain data specific to only  
 3 Orange County, based on my experience and knowledge, the rates charged for  
 4 litigation in Orange County firms very closely track the rates charged by Los  
 5 Angeles firms. Thus, the 2016 Report’s Los Angeles data is a strong and reliable  
 6 proxy for hourly rates charged by firms for legal work in Santa Ana.

7 34. Many courts agree with me that it is better to use actual data on rates  
 8 that are paid rather than rely on self-reported rates or claims for rates. See, for  
 9 example, *Rueda v. ADT LLC*, 2016 U.S. Dist. LEXIS 4361, \*3-4 & n.3 (C.D. Cal.  
 10 Jan. 14, 2016) (recognizing that the Real Rate Report was “a much better reflection  
 11 of true market rates than self-reported rates in all practice areas as part of a national  
 12 survey of top firms” while noting that the Report may still result in inflated rates for  
 13 plaintiff’s counsel as it is based on rates paid by companies, who are generally  
 14 willing to pay higher fees as compared to individual clients).

15 35. The entire 2016 Report containing relevant background and  
 16 foundational information is attached as Exhibit 2.

17 36. Pages 62, 70 and 75 have the data on rates for Los Angeles/Santa Ana  
 18 and this reflects what I see actually paid for litigation.

19 37. Here for ease of reference from page 62 of Exhibit 2 is an accurate and  
 20 correct “snip” of the rates for litigation based on 1,552 examples:

21 **Cities**

By Matter Type

22 2015—Real Rates for Partners and Associates Trend Analysis (Mean)

City	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Los Angeles, CA	Litigation	Partner	662	\$340.00	\$525.00	\$745.00	\$563.85	\$525.35	\$529.53
		Associate	890	\$248.13	\$375.00	\$525.00	\$399.20	\$375.58	\$366.49
	Non-Litigation	Partner	736	\$476.89	\$675.00	\$903.52	\$692.23	\$657.18	\$627.75
		Associate	1,211	\$348.00	\$469.00	\$630.00	\$489.26	\$477.17	\$445.31

27  
 28 38. Here from pages 70 and 75 of Exhibit 2 is an accurate compilation of

1 two sections of the 2015 Report showing the range of rates for partners and then  
2 associates in Los Angeles at all-sized firms based on 916 examples for partners and  
3 818 examples for associates.

4 2015—Real Rates for Partners Trend Analysis (Mean)

City	Years of Experience	n	First Quartile	Median	Third Quartile	2015	2014	2013
Los Angeles, CA	Fewer Than 21 Years	403	\$392.86	\$539.97	\$760.00	\$576.41	\$533.91	\$532.52
	21 or More Years	558	\$411.76	\$645.83	\$875.00	\$661.19	\$614.93	\$611.72

8 2015—Real Rates for Associates Trend Analysis (Mean)

City	Years of Experience	n	First Quartile	Median	Third Quartile	2015	2014	2013
Los Angeles, CA	Fewer Than 3 Years	116	\$296.17	\$395.50	\$460.00	\$387.67	\$394.87	\$410.55
	3 to Fewer Than 7 Years	348	\$350.00	\$531.50	\$675.00	\$524.46	\$485.08	\$447.14
	7 and More Years	354	\$255.00	\$423.50	\$626.00	\$460.21	\$427.79	\$407.30

13 39. This data reflects that, averaging across all-sized law firms and all  
14 practice areas in Los Angeles, partners charge hourly rates between \$392.86 (first  
15 quartile) and \$875.00 (third quartile), with a mean of \$661.39 and a median of  
16 \$645.83, while associates charge hourly rates between \$296.17 (first quartile) and  
17 \$675.00 (third quartile), with a mean of \$460.21 and a median of \$531.50.

18 VIII. COMPARING REQUESTED RATES TO THE DATA ON RATES  
19 PAID FOR LITIGATION IN LOS ANGELES/SANTA ANA:

20 40. *Monell* cases are difficult to bring in my experience because of the  
21 inevitable fierce opposition by the government. This was compounded here by the  
22 requirement to the jury to link the violation to the cause of the injury. Because of  
23 this I believe that the rates shown in the Third Quartile are the best measure of the  
24 rates to be applied to the reasonable time.

25 41. The Third Quartile rates are not the highest rates in the dataset, but are  
26 the middle point between the Median rates and the highest rates.

27 42. Here is a chart comparing Plaintiff's' claimed rates against the Third  
28 Quartile (or even Median) rates actually paid for comparable legal services in the



1 local community per the 2016 real Rate Report. As is reflected in the chart,  
2 Plaintiff's' claimed rates are in all cases within the ranges for comparable rates;  
3 indeed, in most cases, they fall well below comparable rates:

Name	Requested Rate	RRR Rate & page
<b>Partners</b>		
R. Browne Greene (1966, SBN 38441)	\$875	\$875 (page 70 for 21+ years)
Daniel Balaban (2006, SBN 243652)	\$750	\$760 (page 70 for fewer than 21 years)
Holly N. Boyer (2002, SBN 221788)	\$750	\$760 (page 70 for fewer than 21 years)
Shea S. Murphy (2008, SBN 255554)	\$550	\$745 (page 62 for partners)
Jeremy D. Jass (2011, SBN 279466)	\$400	\$745 (page 62 for partners or median rate of \$525 for partners)
<b>Associates:</b>		
Vanessa L. Loftus-Brewer (2009, SBN 265213)	\$350	\$525 (page 62 for associates)
Steffi A. Jose (2015, SBN 299410)	\$300	\$460 (page 75 for associates)
Joseph S. Persoff (2015, SBN 307986)	\$275	\$460 (page 75 for associates)

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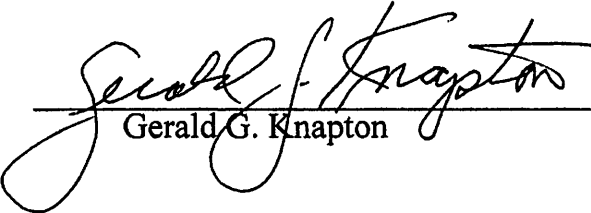
43. In my opinion, Plaintiff's claimed rates are reasonable and consistent with non-contingent hourly rates paid for comparable litigation work by law firms in the Los Angeles/Santa Ana community.

IX. CONCLUSION:

44. Because counsel for Ms. Curtin incurred a reasonable amount of time of 1,880.9 hours litigating this case at reasonable hourly rates, in my opinion Plaintiff's requested lodestar of attorneys' fees of \$1,044,055 is reasonable and necessary.

I declare under penalty of perjury under the laws of the United States of America that the foregoing is true and correct.

Executed on August 22, 2017 at Los Angeles, California.

  
Gerald G. Knapton

# EXHIBIT 1

Qualifications and Experience of Gerald G. Knapton

1. My current *curriculum vitae* is attached at the end of this summary.
2. I was educated at Brown University; U.C., Berkeley; and the School of Law at U.C.L.A. I am an attorney at law licensed to practice before all Courts of the State of California, all federal District Courts in California and before the 9th Circuit and the 3rd Circuit Court of Appeals and am a Registered Foreign Lawyer in Hong Kong. I am a senior partner (shareholder) of the law firm Ropers, Majeski, Kohn & Bentley, a professional corporation, which has offices in San Francisco, Redwood City, San Jose, Los Angeles, Boston, New York City, Seattle, Las Vegas, West L.A. and Paris, France.
3. I was admitted to practice law in California in December of 1977 and have been practicing law continuously since that time. Our law firm is a multi-service law firm offering litigation and transactional legal services domestically and internationally and handles a wide range of civil litigation in state and federal courts.
4. The undersigned has, over the years, developed a sub-specialty in litigation management, mediation of fee issues, legal ethics, retainer agreements, professional billing practices and opining on the reasonableness & necessity of legal fees, costs and experts' charges. By the term "litigation management" I mean the entire process of setting guidelines for billing practices for attorneys and budgets so that litigation matters are handled efficiently as well as retrospective reviews of the legal billings of law firms (as well as the work product) to determine their reasonableness and necessity for trial and appellate services. In addition, the undersigned is often called upon to consult, mediate or testify as an expert witness in legal ethics, Brandt Fees, fee matters or fee dispute matters, including a great many motions for fees under fee-shifting language such as "civil rights" and "private attorney general" statutes. I have prepared MCLE articles for "California Lawyer" on fee-shifting fee applications and have lectured at the California State Bar Annual Meetings on how to determine reasonable attorney's fees in a number of contexts.



5. ***I personally have reviewed far in excess of \$4.5 billion dollars in fees and the related work product.*** I review legal and expert bills for professional services for a great variety of clients who have some questions about the charges. Sometimes it is just a question of reasonableness & necessity or how to allocate among the charges for a variety of legal work and at other times I review bills from opponents and their lawyers that are being submitted as part of a settlement or as part of a motion to shift fees. Many times I am asked to apportion charges among insurance companies or several clients who have agreements to share some, but not all, of the “reasonable & necessary” charges.

6. I review legal bills almost every day for law firms, corporations, partnerships, insurance companies, cities, counties, trustees, and individuals. I have written and lectured on the issue of ethics in billing and on the reasonableness and allocation of legal fees and I have qualified and testified as an expert witness on the reasonableness & necessity of fees on more than 50 occasions before juries and judges both in federal and state court trials and in arbitrations.

7. From 2001 to 2006 I was a member of the California State Bar’s Committee on Mandatory Fee Arbitration (“CMFA”). I was the vice-chair of CMFA from 2003 to 2005 and was Chair of CMFA from 2005 to 2006. CMFA trains state arbitrators and 43 local bar programs and their arbitrators in how to determine reasonable legal fees in about 5,000 “mandatory fee” arbitrations per year.

8. The undersigned has reviewed and rendered opinions on the legal and experts’ billings and legal work of hundreds of law firms throughout the United States, including many in California. I have reviewed thousands of bills for defending and prosecuting litigated matters of many kinds and also for many transactional matters. I have looked at about a thousand fee applications in individual matters and in class actions or complex litigation where one party is claiming fees under the terms of a written agreement, an indemnity agreement or an insurance policy, or fees under settlement agreements, by the “catalyst theory,” and also under fee-shifting statutes such as the Anti-

SLAPP, Labor Code, state and federal “Civil Rights,” “Private Attorney General Statute” or other fee-shifting statutes or common fund fee spreading doctrines to form my opinions on allocations and reasonableness – as well as on the prevailing market rates for many locations.

9. While I review actual invoices from law firms and see the rates actually charged I have also done fee surveys and as part of my practice I have read and subscribe to almost all of the fee surveys or database compilations available such as the Thomson-Reuters/Westlaw CourtExpress Legal Billing Reports (which are compiled two or three times each year from Bankruptcy Court filings); (Wolters Kluwer company’s ) CEB/Datacert/TyMetrix Legal Analytics “Real Rate Report” of 2012, 2013, 2014, 2015 and 2016 (which are extracted from TyMetrix 360 and LegalView actual payments); ALM Legal Intelligence Survey of Law Firm Economics; the AIPLA Report of the Economic Survey (which is compiled in odd numbered years and available in August or September); National Law Journal Survey; the *Laffey Matrix*, now named the *USAO Attorney’s Fees Matrix* (published each year by the District of Columbia Office of the United States Attorney in June or July of each year); United States Bureau of Labor Statistics (BLS) and Oregon’s Economic Survey Report as well as the Florida and Texas Bars’ Surveys/Fact Sheets of rates as part of my work. I am familiar with the legal billing practices of almost all of the major law firms in the United States and have been called upon since 1992 to render opinions regarding the reasonableness of these billing practices, rates and fees. I have written articles on attorneys’ fees for the *Los Angeles Daily Journal*, the Recorder, American Bar Association Magazine and several MCLE and “expert advice” articles for *California Lawyer*.

10. In addition to the MCLE articles I have also conducted MCLE programs on legal fees and mediation practices for the Council on Litigation Management and I have spoken on what is required for a fee application for several years past in MCLE seminars by several sponsors to lawyers as the fee portion part of seminars on insurance litigation.

I have lectured on the subject of attorneys' fees at many events including the 2003, 2004, 2005, 2006 and 2008 Annual Meeting of the State Bar of California. I prepared MCLE materials and lecture on fees and ethics at the 2003, 2004, 2005 and 2006 State Bar Meetings. The *League of California Cities* asked me to author an article on fee shifting for the "Directory of Municipal Practitioners" regarding the evaluation of attorneys' fees. I was a contributing editor to Mealey's "Attorney Fees" and have written "expert commentary" at their request.

11. Because I have done work as an expert for proponents and (in other cases) opponents of lawyers' charges, I was jointly retained by both a prominent small city and a large insurance company which were adverse to each other but which agreed to accept my report as binding on them both.

12. I was one of the 3 members of the CMFA sub-committee that drafted the California State Bar of California Sample Written Fee Agreement forms. I frequently consult with lawyers or law firms or clients about various aspects of retainer agreements or fee-sharing arrangements, including budgets and alternatives to hourly billing.

13. Since 1992 I have reviewed many, many thousands of legal invoices and often the work product that was done to generate the legal bills. My practice involves looking at work product and legal bills almost every day from a very wide variety of circumstances:

Lawyers' bills to corporate (or individual) clients

Fee applications to shift fees to opponents

Bankruptcy court fee applications

Class action legal fee applications (fee-shifting or fee-spreading)

Expert's charges for litigated cases

Invoices to educational institutions

Legal invoices to insurance companies

Reinsurer LAE submissions to Retrocessionaires

Legal Bills in “Duty to Defend” situations

Legal bills in “burning limits” insurance policy contexts

Bills being shifted by contract

Bills to insureds being paid by insurance companies

Bills to cities or other governments

*Cumis* fee submissions

*Brandt* fee issues

Bills to individuals

Bills to partnerships

Bills to Non-Profits

Bills to religious organizations

Charges to be divided/allocated among many payors

14. In many instances I am trying to determine what a reasonable fee is by either the *quantum meruit* approach or by applying the terms of the written retainer agreement or by determining a “lodestar” amount under the terms of a fee-shifting law or court opinions. Many times I am provided with legal bills (and sometime the bills by all sides of a dispute to allow a comparison to be made). The invoices I see may be “shadow billing” (submitted, although payment made on a flat-sum basis), show discounts for many reasons but they also show the face rates—or the rates can easily be calculated. My experience has been that the undiscounted rates charged by counsel selected by clients run from about one hundred fifty to over one thousand dollars per hour. I now see face rates in the range of \$125 up to \$1,850 per hour on a regular basis. Some of the information I have been provided is pursuant to restrictions of one kind or another although there is no restriction on my considering the data. In many of these retentions there are discounts for a number of reasons, including the volume of work, the prominence of the client, the prominence of the particular matter, statutory limits, marketing pressures, *pro-bono* considerations, statutory schemes, government discounts,

affiliation discounts, prompt-payment discounts, etc. There are also ramifications of blended rates, bonus payments, monthly caps, deferred payments, part-contingency deals, etc.

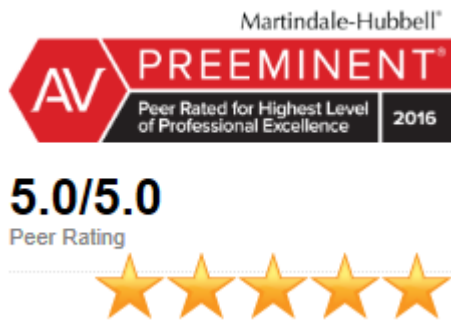
15. I also review the legal work and many times discuss what was done (or not done) with the lawyers. By reason of this I have come to know the typical and reasonable hourly rates, the normal staffing deployed, the typical and reasonable amounts of time that are charged for legal work as well as the manner in which such work is described.

16. By reason of all of this work, I have developed an expertise and understanding of the ethics, retainer terms, law firm hourly rates, expert's charges, budgets, charges for litigation, arbitrations, appeals and transactional work in major metropolitan areas in many parts of the United States area over the last few years.

17. When challenged, all courts have agreed that I am well-qualified to offer my opinions (although some have not agreed with any or all my recommendations). My methods and testimony as an expert on the reasonableness & necessity of legal fees and rates has been upheld by the appellate court in *Cates v. Chiang*, 213 Cal.App.4<sup>th</sup> 791 (filed February 7, 2013, *Review Denied*).

18. The following pages have my current curriculum vitae.

*Curriculum Vitae*  
**GERALD G. KNAPTON, ESQ.**



(2017)

**Firm Name:**

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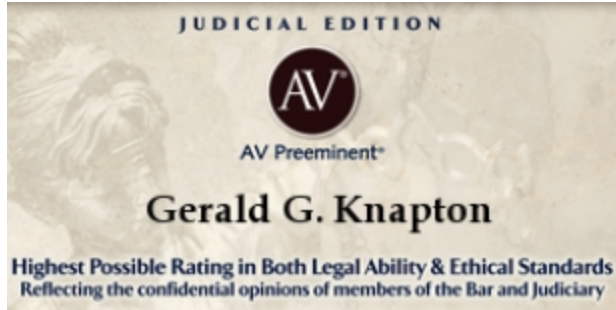
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**E-mail:** [gerald.knapton@rmkb.com](mailto:gerald.knapton@rmkb.com)

**Status:** Senior Partner (Shareholder)

(Prior experience as general counsel and as partner and associate at L.A. law firms)

**Ratings:** AV Preeminent in 2017 by Martindale-Hubbell and Preeminent “AV” in 2017 Judicial Edition Martindale-Hubbell/Reed Elsevier/Lexis-Nexis rating:



(2017)

**Admissions to Practice Law:**

California (SBN 077038)	: 1977	Hong Kong (registered foreign lawyer*)	: 2007
Central District of California	: 1978	Ninth Circuit Court of Appeals	: 1978
Southern District of California	: 1979	Northern District of California	: 1979
Eastern District of California	: 1981	Third Circuit Court of Appeals	: 1998

**Member:**

**California State Bar Committee on Mandatory Fee Arbitration**

(2001- 2006; Vice-Chair 2004 – 2005; Chair 2005-2006).

Los Angeles County Bar Association member 2003 to 2012

Los Angeles County Bar Association Professional Responsibility & Ethics Committee (2005 – 2008).

Pasadena Humane Society & SPCA – Board of Directors 2008 – 2017.

Council on Litigation Management (member 2009 – 2012).

American Bar Association (member 1978 – 1983; 2009 to 2011).

**Education:**

Brown University (Providence, Rhode Island) and

University of California, Berkeley, B.A., 1973 (With Highest Honors & Phi Beta Kappa).

University of California, Los Angeles, School of Law, J.D., 1976

Pepperdine University School of Law – Straus Institute for Dispute Resolution, 2003

**Litigation/Trial Experience:**

More than 48 cases to court, jury and arbitration panel(s).

More than 8 Court of Appeals and Supreme Court matters.



**Testifying expert:**

Qualified and testified more than 50 times to jury, court or arbitrator as an expert on the reasonableness and necessity of litigation fees and costs.

**Fee Dispute Matters:**

Far over \$4.5 billion dollars in nationwide legal fees, experts' fees and costs and work product reviewed. Litigation management and fee matters concerning attorney's fees and related costs ranging from \$20,000 to in excess of \$800,000,000.00 in charges. Lawyer to lawyer approach backed by computer technology. Lectures and seminars, written and oral opinions, declarations and expert testimony on reasonableness of fees in hundreds of matters throughout the United States, Canada and other common law jurisdictions. Analysis of *Cumis*, fee-shifting, lodestar, agreement-based, common-fund, panel and retained counsel's fees. "CAFA" projections. *Buss* and *Brandt* and other allocations. Cost-control training, including budgets, alternative fee programs, guidelines and retainer agreements. California State Bar Sub-Committee member on drafting the 2005 State Bar Sample Fee Agreements. Chief outside auditor of legal fees for the several governmental entities. Retained by insurance companies, law firms, governmental entities, corporations and private individuals as fee expert, *in support of and opposing* requests for fees. **Designated "binding" neutral by existing clients, an adverse prominent city and large insurer.** Retained as mediator in fee disputes.

**Author:**

"Budgets, Performance Metrics and You" (ADTA Program Handout -76<sup>th</sup> Meeting, Nashville April 2017). "What Every Lawyer Should Know About the Latest Interpretation of California's Cost-Shifting Settlement Statute" (MCLE article, January 5, 2017) *California Lawyer*; "How to Prove an Attorney's Reasonable Hourly Fee" Expert Advice/Practical Tips *California Lawyer* November 2015; "Can You Prove Your Hourly Rate to the Court?" *Daily Journal* October 19, 2015; "2 Routes to Hourly Rates for Lawyers" April 15, 2015 *Law 360*; "Recovering Fees In Family Law Practice" 2015 - Volume 37 No. 1 *Family Law Newsletter*, California State Bar; "Wrangling with whether and when actual trial begins" *Los Angeles Daily Journal*, February 4, 2015; "Recovering Fees from Clients" *California Lawyer*, July 2014; "Catalyst theory still a viable route to attorney fees" *Los Angeles Daily Journal*, June 19, 2013. "One-way fee shifting proves risky" *Los Angeles Daily Journal*, March 21, 2013. "Welcome to the cafeteria of *Jankey v. Lee*" [federal preemption law] *Los Angeles Daily Journal*, December 27, 2012. "For the Love of a Family Pet," *The Recorder*, October 19 & 22, 2012. "State high court to review fee award in disability access suit," *Los Angeles Daily Journal*, October 17, 2012. "Warning: Some Cost Shifting May Occur" *California Lawyer* (MCLE article September 2012). "Legislative History Says No Fee-Shifting in Meal and Rest Break Litigation," *Los Angeles Daily Journal*, May 16, 2012. "Labor Code Fee Shifting Provisions," *Los Angeles Daily Journal*, February 17, 2012. "Fee Shifting Statutes and Self Representation" *The Recorder* November 2011. "Recoverable Attorney Fees for Public Entities" Public CEO (July 22, 2011). "The fine art of actually collecting legal fees" *National Law Journal*, June 15, 2009. "Arbitration & Mediation", *The Recorder* April 15, 2009. "Attorney's Guide to Arbitrating and Litigating a Fee Dispute," September 2008 program materials at California State Bar Annual Meeting in Monterey, CA. "Controlling the Costs of E-Discovery," *Los Angeles Daily Journal*, August 6, 2008. October 2006 California State Bar Meeting materials and speaker at MCLE program on California State Bar retainer agreements. September, 2005 California State Bar meeting materials for and speaker at 2 MCLE programs: "New State Bar Sample Written Fee Agreements" and "Overview of the Mandatory Fee Arbitration Process." "Billing Guidelines Offer Base Against Which to Measure Results." *San Francisco and Los Angeles Daily Journal* November 24, 2004. October 2004 California State Bar meeting materials for, and speaker at, 2 MCLE programs: "Getting It Right From the Beginning" and "Do's and Don'ts For Collecting Attorneys Fees". "Vroom, Vroom. Three Categories

For Fee Shifting Means Finding The Right Gear”, *The Recorder & Cal Law* (Practice Center, August 18, 2004). “Ethics of Attorneys Fees”, *California Lawyer* (MCLE article July, 2004). “Attorney Liens Must Comply With ‘Fletcher’ Requirements”, *San Francisco and Los Angeles Daily Journal*, June 29, 2004. “‘Catch-All’ Arbitration Clauses Don’t Give Parties Firm Footing”, *San Francisco and Los Angeles Daily Journal*, June 4, 2004. “Attorney-Client Fee Conflicts” *San Francisco and Los Angeles Daily Journals* (January 26, 2004). “Attorneys Fees Applications” MCLE, *California Lawyer* (January, 2004 revision). “Paper Cutter” (Electronic Invoicing) *Daily Journal Extra* (December 29, 2003). “Appealing Arbitration Awards”, *Los Angeles Daily Journal* (October 6, 2003). “Fees in Flux” MCLE Program materials for, and speaker at, 2003 California State Bar Meeting. “Shaping Arbitration”, *Los Angeles Daily Journal Verdicts & Settlements* (March 8, 2002). “The Catalyst Theory May Still Live”, *Expert Advice, California Lawyer* (November, 2001). “Policy Language Is Winning Against Recoupment But A New Battle Looms” *Mealey’s Attorney Fees*, Vol. 3, #11 (June, 2001). “Why Don’t Clients Pay? What You Need to Know to Avoid Collections Headaches” *Law Practice Management Magazine* (American Bar Association) Vol. 27, # 3 (April, 2001). “The Choice Of The Yardstick Is The Most Crucial Decision”, *Mealey’s Attorney Fees*, Vol. 3, #2 (September, 2000). “A Lawyers Bill May Be Reduced or Forfeited by Ethical Violations”, *Expert Advice, California Lawyer* (February, 2000). “How Do You Prove the “Lodestar” for In-house Counsel Fees?”, *Mealey’s Attorney Fees*, Vol. 2, #1 (August, 1999). “Attorneys Fees Applications”, MCLE, *California Lawyer* (May, 1999). “Paying the Other Side’s Legal Fees: Attorneys’ Fees Calculations Under Fee-Shifting Statutes.”, *The Directory of Municipal Practitioners*, § II, G. (League of California Cities, 1997).

#### Recent Speaking engagements:

USC/Gould School of Law, Second Annual Advanced Arbitration Institute July 28, 2017  
Association of Southern California Defense Counsel MCLE program on recovering fees by motion and the ethics of legal billing on November 3, 2016.  
Law firm pricing program to large law firm on June 17, 2015.  
Plaintiffs Securities Law Firm: In-house MCLE program “Optimal Timekeeping Procedures; Avoiding Objectionable Case-Related Expenses.” August 9, 2012  
Smart Business Los Angeles – July 2012 edition. “How to ensure your money is well spent with the right law firm during litigation.”  
ACI’s 6<sup>th</sup> Annual Forum “Reducing Legal Costs” October 20-21, 2011  
Provisors, LLP “Effective Motions for Attorney’s Fees” July 8, 2011  
Mercury Insurance Group on Mediation for CLM February 2011  
Sonoma Risk Insurance MCLE on Contract Litigation Insurance 2010  
How to Review Legal Bills, CLM program in Columbia, SC June 2010  
Strafford’s Ethical Pitfalls in Client Billing & Fee Collection, July 29, 2009.  
State Bar Annual Meeting, September, 2008 (Monterey) on arbitrating or litigating fee disputes.  
Bermuda offshore carriers program May, 2008.  
State Bar Annual Meeting, 2006 (Monterey) on retainer agreements.  
CELA Annual Conference speaker on retainer agreement, September 15, 2006  
Bridgeport MCLE program on Insurance Bad Faith August 25, 2006  
Class Action/UCL MCLE Program section on Attorney’s Fees, April, 2006  
Quisenberry Insurance Bad Faith Litigation Seminar, January, 2006  
State Bar Annual Meeting, 2005 (San Diego) on retainer agreements and arbitration.  
Quisenberry Seminar in January, 2005 on fees and ethics.  
State Bar Annual Meeting, 2004 (Monterey) on fees and ethics.  
State Bar Annual Meeting, 2003 (Anaheim) on fees and ethics.

Employment History of Gerald G. Knapton, Esq. (CA SBN 077038):

2002 to present. Ropers, Majeski, Kohn & Bentley apc – Sr. Partner/Shareholder  
1992 to 2002 Cooper Kardaras & Kelleher LLP (formerly known as Cooper, Brown, Kardaras & Scharf) - Partner (& Manager of Auditors, Inc.)  
1992 to 1992 First National Group, Inc. - General Counsel  
1989 to 1991 Northland Financial Company - Vice President  
1983 to 1989 First National Group, Inc. - General Counsel  
1982 to 1983 Schroeder, Forde & Knapton - Business/Bank Litigation Partner  
1978 to 1982 Hahn Cazier & Leff - Business Litigation Associate  
1977 to 1978 Kirtland & Packard - Tort Defense Litigation Associate  
1973 to 1977 California Attorney General and Law Offices of Kenneth L. Knapp; law clerk while attending and after law school.

*Business Experience* prior to law school:

Rogers Corporation (Manufacturing Company)  
Branch Motor Express (Trucking Company)  
Adley Express (Trucking Company).

Others to be provided upon request. End of list.

# EXHIBIT 2





*2016 Real Rate Report<sup>®</sup>:  
Lawyer Rates, Trends,  
and Analysis*



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## A Letter to Our Readers

Welcome to the sixth edition of the *Real Rate Report*<sup>®</sup>, the industry's leading data-driven report for lawyer rates and matter costs.

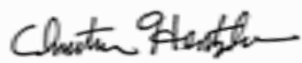
We continue to see many changes in the way Legal departments work with their law firms. As the market for legal services evolves, we see greater reliance on internal analytics and the usage of data resources such as Wolters Kluwer's ELM Solutions LegalVIEW<sup>®</sup> data warehouse. Legal departments are doing more with our data than benchmarking the cost of their law firms and negotiating preferred rates. They are getting more granular, monitoring lawyer staffing and billing patterns to manage their matters actively. Law firms are also benefiting more, using our data not only to create accurate budgeting projections but also to monitor the level of service provided to their clients.

This year's report analyzes more than \$19.6 billion in legal spending data from corporations' and law firms' e-billing and time management solutions as well as other industry sources. As in past *Real Rate Reports*, users get a unique look into matter costs because we use actual invoice data at a depth and granularity not available anywhere else. In addition, we have provided a first-time analysis of lawyer billing behaviors which highlight potentially inappropriate lawyer invoicing and demonstrate how these exceptions can add significant cost. Using this information, Legal departments and law firms can set joint expectations for reasonable billing practices and discuss potential invoicing issues early enough to prevent longer-term harm in their relationship.

As always, our hope is that this information and analysis will not only inform Legal departments about hourly rates and total costs but also empower them to make better and more confident decisions that create substantial cost savings and greater satisfaction with the law firms they use.

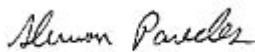
We strive to make the *Real Rate Report* a valuable and actionable reference tool for Legal departments and law firms. As with previous *Real Rate Reports*, we welcome your comments and suggestions on what information would make this publication more valuable to you. We thank you and look forward to continuing the conversation on how Legal departments and law firms can collaborate with better clarity and trust.

Warm regards,



**Christina Hertzler**

Practice Leader



**Glenn Paredes**

EVP and General Manager

Wolters Kluwer's ELM Solutions

## How to Use This Report

The *Real Rate Report* examines law firm rates over time; identifies rates by location, experience, firm size, areas of expertise, industry, and timekeeper role (i.e., partner, associate, and paralegal); and enumerates variables that drive rates up or down. All the analyses included in the study are derived from the actual rates charged by law firm professionals as recorded on invoices submitted and approved for payment.

Examining real, approved rate information along with the ranges of those rates and their changes over time highlights the role these variables play in driving aggregate legal cost and income. The analyses can energize questions for both corporate clients and law firm principals. Clients might ask whether they are paying the right amount for different types of legal services, while law firm principals might ask whether they are charging the right amount for legal services and whether they could generate additional income if they modified their approach.

Affirmatively or intuitively, company purchasers of law firm services usually evaluate law firm rates based on five classic value propositions<sup>1</sup>:

- 1. Quality**—Whether good, poor, or acceptable results are routinely achieved
- 2. Cost**—The price, or rate, paid to achieve results
- 3. Service**—The level of responsiveness and compliance with required processes
- 4. Speed**—How quickly matters or tasks are resolved
- 5. Innovation**—The application of novel solutions to issues or matters

These value propositions are more or less important across varying practice areas, and their relative values are clearly demonstrated in this study. Delivering fast and excellent results in complicated financial matters is appropriately valued by clients more highly (with resulting higher rates) than is delivering excellent results in routine workers' compensation or real estate matters. The information in this report can assist law firms in considering whether they are properly

pricing their services and can further inform the profitability of alternative business models. The *Real Rate Report* can help companies align their past and future paid rates with the value propositions that return the greatest value by practice area.

### New to the 2016 Real Rate Report

This edition of the *Real Rate Report* contains many new analyses that provide added insight on lawyer rates and ultimately matter costs.

#### Lawyer Billing Behaviors

The most notable enhancement to this report is the detailed analysis of lawyer billing behaviors. Over the years, ELM Solutions developed metrics for corporate Legal departments to track billing behaviors of lawyers and paralegals. ELM Solutions collects these metrics in its Actionable Insight Billing Tendencies Reports, which are run against a corporate Legal department's invoice data. Those metrics are calculated for a corporate Legal department by identifying the timekeepers who generated unusual billing entries, either from a single law firm or across a panel of many firms. In the *2016 Real Rate Report*, these billing tendencies were aggregated across the total dataset to measure their likelihood and potential impact.

#### More Robust Data Appendix with Real Rate Cards for Large US Markets

The *2016 Real Rate Report* builds on the demand for more granularity. In addition to displaying rate benchmarks for detailed practice areas, US and Canadian cities, and non-US geographic regions, a new appendix section provides pocket-sized summary tables for the 25 US cities with the most billing data available in LegalVIEW. Each of these Real Rate Cards provides summary statistics on rates, annual rate changes, and volume of work performed filtered by firm size and that city's most frequently billed practice areas.

<sup>1</sup> Dave Ulrich, Jack Zenger, and Norm Smallwood, *Results-Based Leadership*, Boston: Harvard Business Press, 1999.

## Executive Summary

Over the past decade, the legal services market has undergone a series of substantial changes disrupting the traditional client-law firm model. The introduction of new Legal department technologies and alternative Legal service providers has created a more competitive environment for law firms and has provided cheaper alternatives for Legal departments. In addition, the Great Recession forced companies to adopt more aggressive cost control efforts that impacted all parts of the business, including corporate Legal department budgets. A CEB survey conducted in the midst of the recession revealed that more than half of corporate Legal departments cut their budgets in 2009. Not surprisingly, most Legal departments focused first on reducing the fees paid to their outside counsel to accomplish this, as outside counsel spending accounted for more than half of a typical Legal department's budget.

With this as the backdrop, Legal departments have spent an increasing amount of time sifting through data on legal fees to better clarify how they are spending their money and with whom. However, law firm selection and rate negotiation are only part of cost control.

In CEB's 2015 Outside Counsel Performance Assessment survey, 37% of Legal departments reported that the total amount they paid to law firms was more than they expected to pay for the work performed. In that same survey, 21% of departments reported that they required their law firms to format their invoices to defined standards for less than half of their matters and 24% educated their outside counsel on their preferences for less than half of their matters. These results suggest that ongoing law firm management through the life of a matter is frequently overlooked. Setting expectations clearly and increasing ongoing communications with law firms can improve the quality of legal work and in turn prevent costly invoicing and production mistakes. Legal departments

are increasingly aware that closer law firm management is also necessary to manage costs and are spending more time strengthening the oversight of their outside counsel.

To aid in both of these efforts, we reviewed the data from Wolters Kluwer's ELM Solutions' LegalView warehouse, which holds more than \$19.6 billion in actual law firm invoices. We found a number of interesting themes emerge.

### Lawyer Rates Are Increasing Again

After a notable slowdown in 2013 that suggested rate increases might be stabilizing, year-on-year rate increases again rose over consecutive years to 5.4% in 2015. The percentage growth in rates occurred for both partners and associates, with associates enjoying a higher rate increase relative to partners.

### First-Year Associates Rates Have Flattened

After a small increase in 2011, the average rate that a first-year associate billed in a given year has not changed. Meanwhile, average rates for associates at different levels of experience have seen more significant growth. In 2010, the average fifth-year associate billed a rate 8% higher than the average second-year. In 2015, that difference had increased to 21%.

### Law Firm Size Has the Largest Impact on Hourly Rates

Of the more than 350 factors we tested, our analysis confirmed that law firm size was the largest driver of law firm rates. Regardless of the market location or type of work performed, larger firms consistently charged higher rates. These data suggest that larger law firms have been more successful not only in promoting an integrated "one-stop-shop" value proposition but also in obtaining a greater share of large matters. Location (especially in New York or Washington, DC), years of experience, and the designation as a partner also heavily impacted a lawyer's hourly rate.

### **Oversight of Law Firm Billing Discipline Varies Widely**

Although inappropriate billing is the exception for an individual lawyer when compared with all of their otherwise valid invoice entries, some lawyers did invoice clients for questionable entries more frequently than others. Similarly, it is also true that some clients were more likely to pay for questionable invoice entries than other clients. For just the three most common billing practices—fractional billing, block billing, and duplicate billing—the difference in fees paid on each behavior in 2015 varied by approximately \$0.2 million, \$2.9 million, and \$1 million, respectively, for top- and bottom-quartile Legal departments.

Factors not tested here certainly played a role in these clients' likelihood of receiving more or fewer questionable invoice entries in a year (e.g., a large number of general liability litigation matters where instances are more common). However, the large difference in spending between top- and bottom-quartile clients suggests that some in-house counsel are simply doing more with their law firms to manage these behaviors.

Overall, this report suggests that despite the disruptions in the legal market, it is still very healthy, particularly for the largest firms. We see a valuable opportunity for Legal departments to examine not only hourly rates but also how law firms work with them to manage invoicing and matters.

## A Note on Comparability of Data

The data used for the *2016 Real Rate Report* include more than \$19.6 billion in fees billed for legal services in the United States during the six-year period from 2010 to 2015. The data comprise fees paid by 97 companies to more than 5,900 law firms and more than 213,000 timekeepers. Table 1 provides a summary description of the US dataset.

In addition, a smaller subset of data is used to provide rate analyses for timekeepers outside of the United States. These data from the three-year period of 2013 to 2015 included more than \$800 million in legal fees and more than 22,000 lawyers across 97 countries.

The information is not based on surveys, sampling, or reviews of other published information but on anonymized data showing the actual hours and fees law firm personnel billed. Companies participating in this *Real Rate Report* analysis provided written consent for the use of their data. The data used to create this report exclude identifying information

of participant companies and of the matters, timekeepers, and law firms billing on those companies' invoices. (For more information on the data methodology, see the Appendix.)

This dataset is large enough to provide valuable guidance and represents a statistically useful portion of the \$321.7 billion annual US legal services business.<sup>2</sup> Am Law 100 firms alone had 2015 revenues of roughly \$83.1 billion.<sup>3</sup> This dataset covers approximately 146,600 partners and associates—spread across more than 350 US metropolitan areas.

Again, this sample is large enough to have useful analytical power, but it certainly does not come close to covering all the lawyers in the United States who work for corporate clients. The United States Bureau of Labor Statistics estimates there are more than 609,930 lawyers practicing in the United States—58,650 lawyers in the New York area alone and another 40,870 in the Washington, DC, area.<sup>4</sup>

<sup>2</sup> Bureau of Economic Analysis, "Gross Output by Industry," 3 November 2016, <http://www.bea.gov/iTable/iTable.cfm?ReqID=51&step=1#reqid=51&step=51&isuri=1&5114=a&5102=15>.

<sup>3</sup> "The 2016 Am Law 100: Growth Slows for Big Law," *The American Lawyer*, 25 April 2016, <http://www.americanlawyer.com/id=1202489912232/The-2016-Am-Law-100-Growth-Slows-for-Big-Law>.

<sup>4</sup> Bureau of Labor Statistics, "Occupational Employment and Wages," May 2015, <http://www.bls.gov/oes/current/oes231011.htm>.

**Table 1:** Overview of the US Legal Fees Data Analyzed

<b>Fees Billed</b>	▶ <b>\$19.6 Billion (2010–2015)</b>
<b>US Law Firms</b>	▶ <b>5,900+</b>
<b>Law Firm Associates</b>	▶ <b>85,900+</b>
<b>Law Firm Partners</b>	▶ <b>60,700+</b>
<b>Total Individual Billers</b>	▶ <b>213,000+</b>
<b>Number of Invoice Line Items</b>	▶ <b>57.7 Million</b>
<b>Total Hours Billed</b>	▶ <b>56.6 Million</b>
<b>North American Metropolitan Areas</b>	▶ <b>300+</b>
<b>Number of Companies</b>	▶ <b>97</b>
<b>Industries Represented</b>	▶ <b>Basic Materials and Utilities, Consumer Goods, Consumer Services (Including Retail) Financial Services (Including Banking and Insurance), Health Care, Industrials, Technology and Telecommunications</b>

Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.



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# Chapter 1

## Rate Trends



2016 Real Rate Report

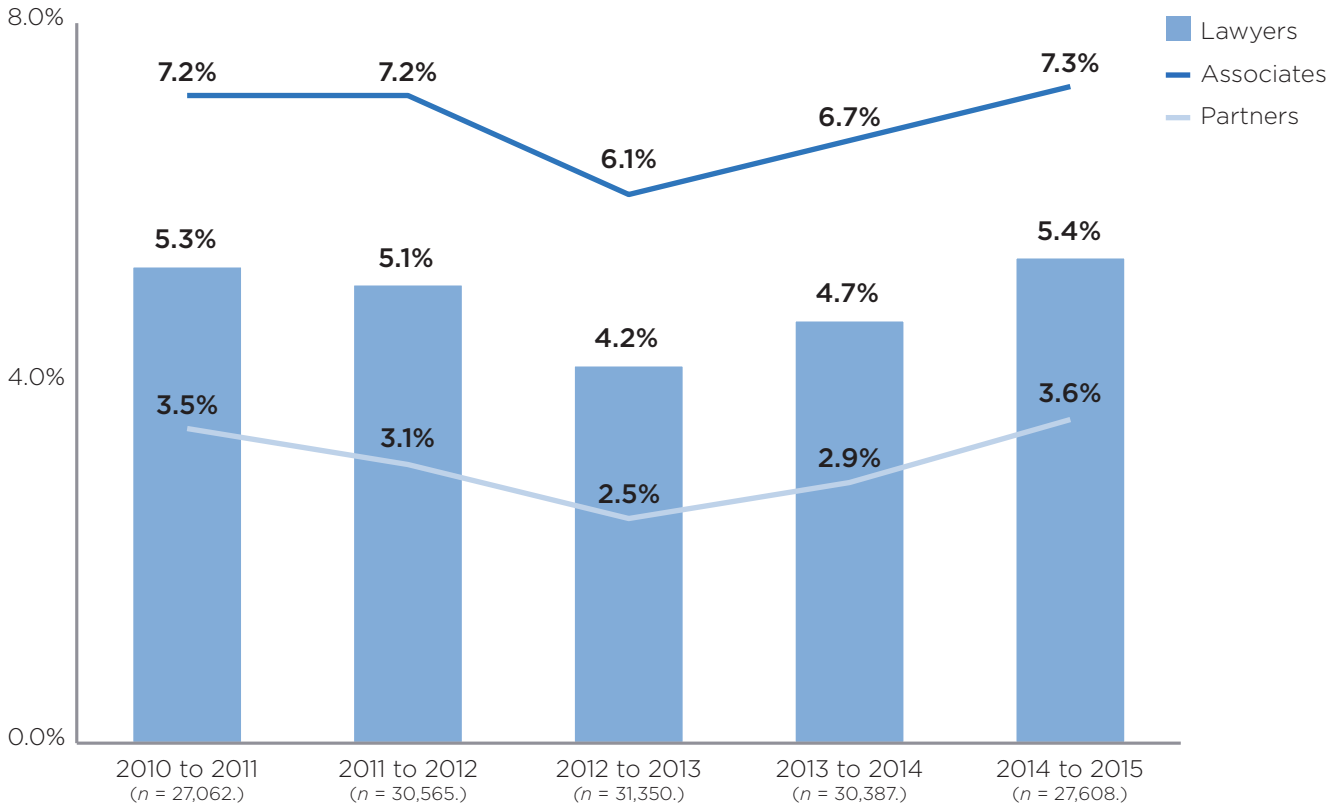
Chapter 1: Rate Trends

# Rebounding Growth

Lawyer rate increases are once again on the rise after a brief slowdown in 2013. Figure 1 shows the year-over-year (YOY) percent change in partner and associate rates from 2010 to 2015. The average YOY increase in overall lawyer rates was 5.4% in 2015, driven by a 7.3% increase for associates rates and a 3.6% increase for partners.

The difference in partner and associate rate increases is also displayed in Figure 1. The average YOY rate increase for associates has consistently been at least double the average for partners, even at times of slower growth.

**Figure 1: Average YOY Lawyer Rate Changes, 2010 to 2015**



Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

Chapter 1: Rate Trends

# Operating in a Changing Legal Market

Figure 2 provides some context on changes in the legal services marketplace during the same time period. It presents data on law firm revenues, demand for legal services, and new lawyer supply. We saw in Figure 1 that lawyer rate increases temporarily slowed only to ultimately reach a five-year high in 2015. During that time, revenue growth slowed at the largest law firms, demand for law firm services weakened, and the supply of high-quality and low-cost legal talent contracted.

Corporate Legal departments face ongoing pressure to reduce legal costs. In CEB's 2016 State of the Legal Function survey, 53% of Legal departments reported that legal spending held flat or decreased in 2016. Legal departments also have more options to choose from when sending their legal work outside. Law firms are driving profits in this environment in part through these recent YOY rate increases from their more tenured lawyers.

**Figure 2:** Trends in the Legal Services Marketplace, 2010 to 2015

	Shrinking Revenue Growth	Reduced Demand for Law Firm Services	Fewer Junior Lawyers
2010 to 2013	<ul style="list-style-type: none"> <li>AmLaw100 gross revenues grew from 5% to 10% annually between 2010 and 2013.<sup>a</sup></li> </ul>	<ul style="list-style-type: none"> <li>Total hours billed per law firm in the LegalVIEW dataset fell 3% from 2011 to 2013.</li> <li>Total hours billed in established client-firm relationships in the LegalVIEW dataset slowed from 22% growth in 2011 to 15% growth in 2013.</li> </ul>	<ul style="list-style-type: none"> <li>Number of law school grads<sup>b</sup> grew by 6.4%; the number of grads employed by law firms grew by 10.8%.</li> <li>Bar exam scores<sup>c</sup> remained relatively flat.</li> <li>The percentage of law firm timekeepers billing time that were first- and second-year associates fell from 5.3% to 3.9%.<sup>d</sup></li> </ul>
2013 to 2015	<ul style="list-style-type: none"> <li>AmLaw100 gross revenues grew at a slowing pace, falling to 4.6% growth in 2014 and 2.7% growth in 2015.<sup>a</sup></li> </ul>	<ul style="list-style-type: none"> <li>Total hours billed per law firm in the LegalVIEW dataset fell 8% from 2013 to 2015.</li> <li>Total hours billed in established client-firm relationships in the LegalVIEW dataset reversed from 6% growth in 2014 to an 8% decrease in 2015.<sup>d</sup></li> </ul>	<ul style="list-style-type: none"> <li>Number of law school grads<sup>b</sup> declined by 14.5%; the number of grads employed by law firms fell by 12.2%.</li> <li>Bar exam scores<sup>c</sup> declined by 2.7%.</li> <li>The percentage of law firm timekeepers billing time that were first- and second-year associates dropped from 3.9% to 3.1%.</li> </ul>

<sup>a</sup> The American Lawyer, "The 2016 Am Law 200: Our Exclusive Report," 23 May 2016, <http://www.americanlawyer.com/id=1202494427064/The-2016-Am-Law-200-Our-Exclusive-Report>.

<sup>b</sup> American Bar Association, "Statistics," 2017, [http://www.americanbar.org/groups/legal\\_education/resources/statistics.html](http://www.americanbar.org/groups/legal_education/resources/statistics.html).

<sup>c</sup> National Association for Law Placement, "Perspectives on 2015 Law Student Recruiting," 2015, <http://www.ncbex.org/publications/statistics/mbe-statistics/>.

<sup>d</sup> LegalVIEW Dataset.

Chapter 1: Rate Trends

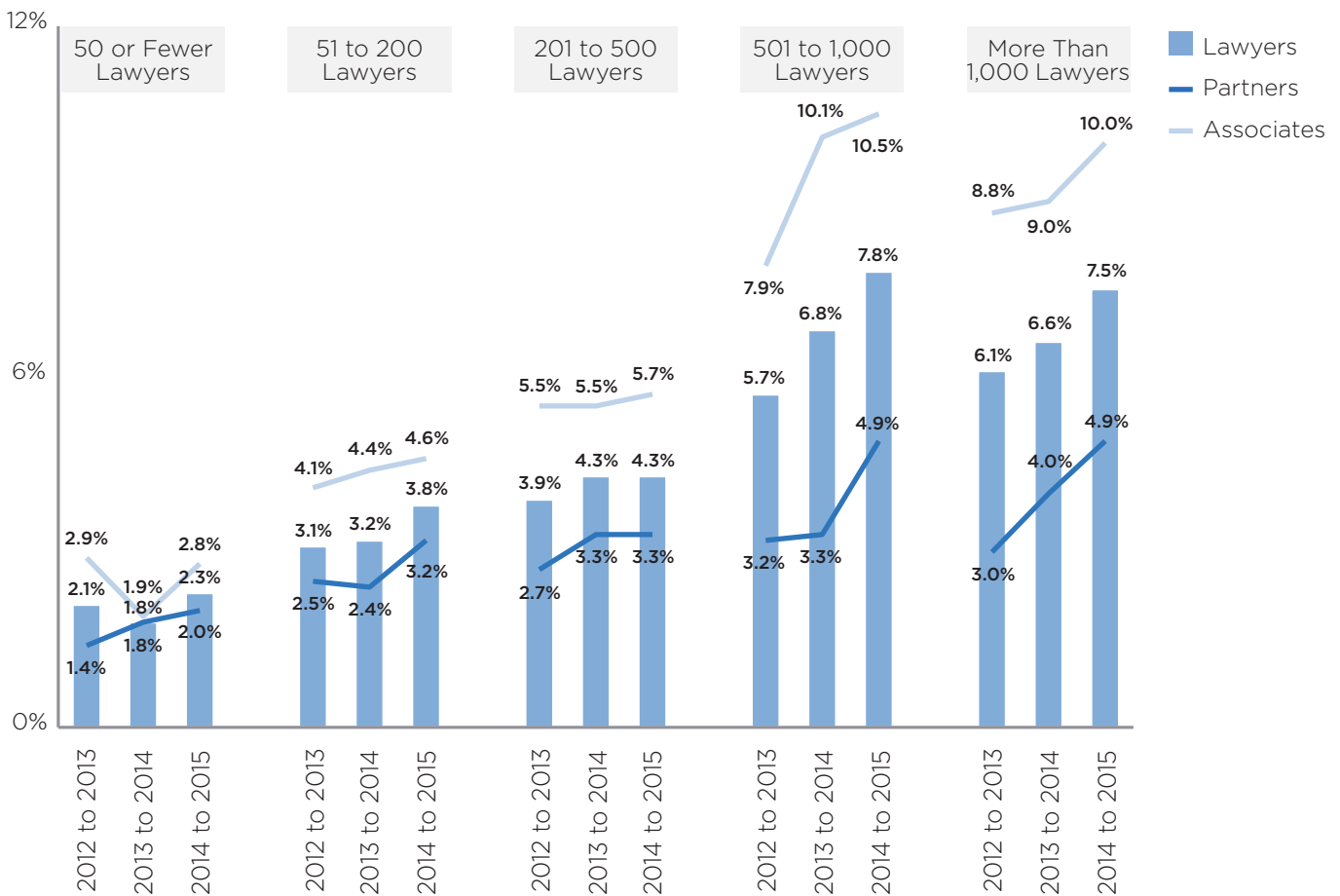
# Partner and Associate Rate Increases Widen at Larger Firms

Figure 3 takes a closer look at how average year-to-year rate increases have changed since 2012 at different-sized law firms.

Annual rate increases were higher for lawyers at larger firms. Rate increases were relatively minor at smaller firms with 50 or fewer lawyers, where the average lawyer’s rate increase was 2.3% in 2015. At the largest law firms with 500 or more lawyers, the average lawyer’s rate increase was more than three times that percentage, reaching 7.5% or higher. Figure 3 displays this steady growth in lawyer rate increases across firm sizes,

Annual rate increases were higher at larger law firms for both partners and associates, but especially for associates. Figure 3 also displays how the gap between partner and associate rate varied across different firm sizes. Annual partner rate increases were nearly 2.5 times larger at the largest law firms than the smallest, 4.9% compared with 2.0%. Annual rate increases for associates were 3.6 times larger in 2015, reaching 10% or higher at large law firms with more than 500 lawyers.

**Figure 3: Average Year-to-Year Lawyer Rate Changes by Firm Size, 2012 to 2015**



n = 30,501 (2012-13); 29,527 (2013-14); 26,792 (2014-15); lawyers across all firms sizes.

Source: Wolters Kluwer’s ELM Solutions, Inc.; CEB analysis.

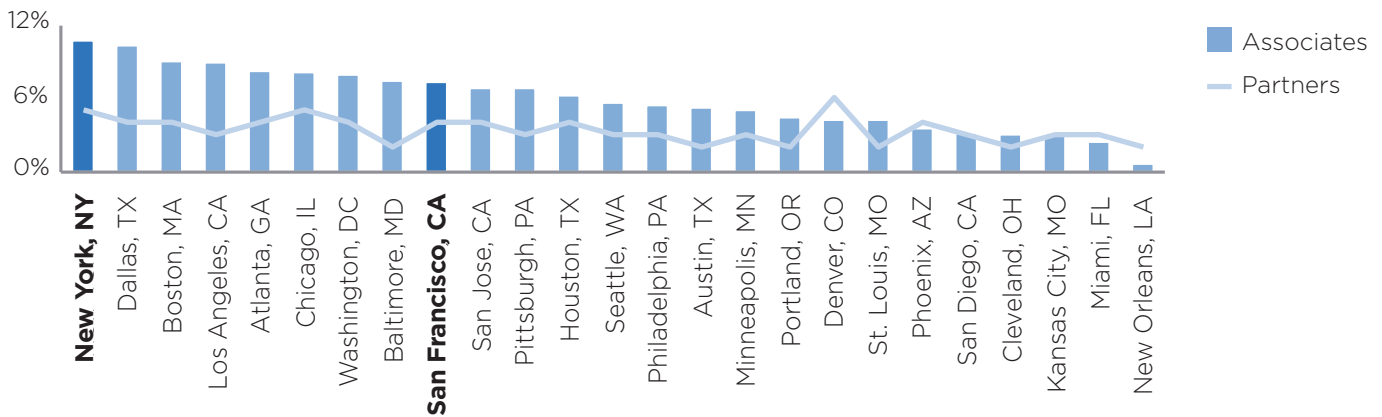
Chapter 1: Rate Trends

# Associate Rate Increases Outpace Partners in Most US Cities

Figure 4 displays average rate increases for the 25 US markets with the highest volume of legal work sent to law firms. With a few exceptions, associate rate increases outpaced partners, and they did so by greater margins in larger US cities characterized by a higher density of the largest law firms.

The tables below Figure 4 provide brief deep dives on rates and rate changes for the New York and San Francisco markets. They display how law firm usage, legal work performed, and lawyer rate changes differ across individual cities.

**Figure 4:** Average Year-to-Year Lawyer Rate Changes by US City, 2014 to 2015



n = 98 partners for New Orleans to 2,397 partners for New York; 76 associates for New Orleans to 2,761 associates for New York. Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

New York		2015	% Rate Change			
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	31%	\$779	2%	4%	5%
	Associates	57%	\$517	8%	10%	11%
	Paralegals	12%	\$219	4%	6%	7%
Firm Size (# of Lawyers)	50 or Fewer	11%	\$352	3%	2%	4%
	51 to 200	8%	\$396	3%	6%	5%
	201 to 500	13%	\$576	4%	5%	5%
	501 to 1,000	38%	\$699	7%	11%	10%
	More Than 1,000	29%	\$719	6%	7%	9%
Most Billed Practice Areas	M&A, Non-Litigation	11%	\$759	4%	12%	12%
	Corporate, Non-Litigation	9%	\$720	4%	7%	6%
	Corporate, Litigation	8%	\$554	4%	3%	4%
	Investments and Other Fin. Instruments, Non-Litigation	7%	\$750	8%	11%	13%
	Patents, Litigation	5%	\$577	7%	7%	5%

San Francisco		2015	% Rate Change			
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	46%	\$595	2%	3%	4%
	Associates	41%	\$400	6%	7%	7%
	Paralegals	12%	\$172	0%	3%	6%
Firm Size (# of Lawyers)	50 or Fewer	23%	\$328	1%	1%	2%
	51 to 200	17%	\$438	1%	4%	3%
	201 to 500	8%	\$385	3%	4%	3%
	501 to 1,000	34%	\$553	4%	5%	9%
	More Than 1,000	19%	\$650	5%	6%	6%
Most Billed Practice Areas	Patents, Litigation	15%	\$643	5%	4%	8%
	Product and Product Liability, Litigation	11%	\$369	6%	1%	0%
	Asbestos Mesothelioma, Litigation	9%	\$273	1%	3%	1%
	Patents, Non-Litigation	6%	\$477	3%	6%	3%
	General Liability, Litigation	6%	\$324	1%	3%	2%

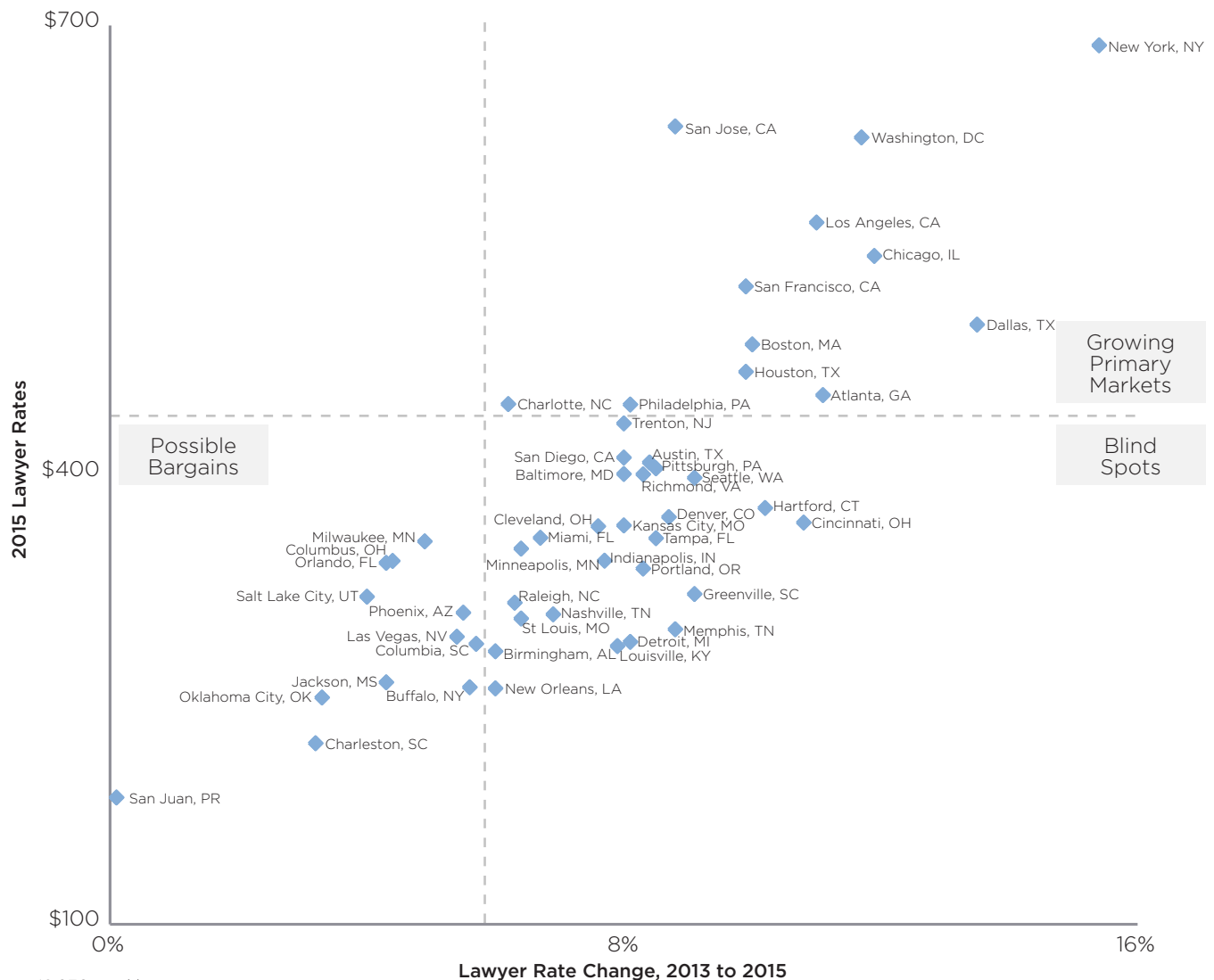
Chapter 1: Rate Trends

# Identifying Value in Secondary Markets

Figure 5 displays a comparison of 50 US markets across two factors: 2015 lawyer rates and percentage growth in lawyer rates from 2013 to 2015. The predominantly larger cities in the top right quadrant of this table are growing primary markets. These cities have above median rates and rate increases. The bottom-left quadrant highlights some smaller cities where lawyer rate growth has remained at or below 6% across the past two years. These markets are emerging as possible bargains, with comparatively cheaper rates.

Although none of the cities analyzed fell purely in a zone of above-typical rates and below-typical rate growth—a handful of cities were close. This cluster of cities closest to the intersecting dotted lines (where median rates intersect median rate changes) represent potentially core secondary markets where rates are more stable. Those cities include Charlotte, Philadelphia, Trenton, San Diego, Baltimore, Cleveland, Miami, Minneapolis, Milwaukee, and Columbus.

**Figure 5: 2015 Lawyer Rates by Average Lawyer Rate Increases from 2013 to 2015<sup>a</sup>**



n = 18,936 total lawyers.  
 Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.  
<sup>a</sup> Includes cities with at least 50 lawyers billing in both 2013 and 2015.

Chapter 1: Rate Trends

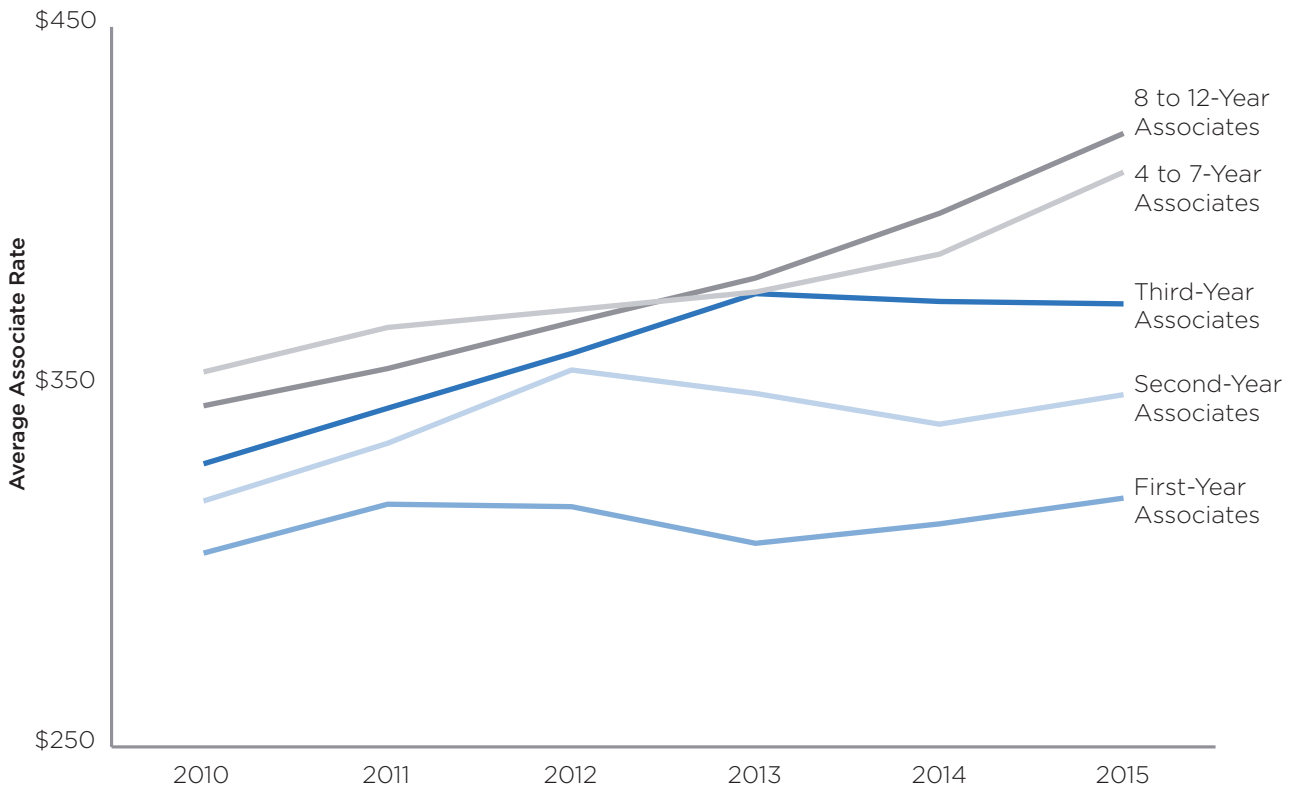
# Growing Separation in Associate Rates

Figure 6 displays average rates over time for associates with varying years of experience. Although rates have increased on average for all associates, they have grown the least for first- and second-year associates. Annual growth in associate rates from 2010 to 2015 was<sup>5</sup>:

- First-year associates—0.8%
- Second-year associates—1.5%
- Third-year associates—2.1%
- Mid-level associates, 4 to 7 years—3.4%

Due to these trends, an 8% difference in rates between second-year and fifth-year associates in 2010 is now a 21% difference in 2015.

**Figure 6:** Average Associate Rates by Years of Experience, 2010 to 2015



n = first year: 3,005; 3,114; 2,548; 2,071; 1,883; 982; second year: 2,043; 2,474; 2,262; 1,744; 1,395; 1,044; third year: 1,815; 2,297; 2,462; 2,036; 1,490; 1,091; 4th to 7th: 5,391; 6,979; 7,691; 7,508; 6,645; 4,856; 8th to 12th: 2,299; 2,882; 3,215; 3,260; 3,216; 2,685.

Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>5</sup> Annual growth rates referenced are calculated using the compound annual growth rate (CAGR) from 2010 to 2015.



# Chapter 2

## Drivers of Lawyer Rates



2016 Real Rate Report

Chapter 2: Drivers of Lawyer Rates

# Unpacking the Drivers of Lawyer Rates

Lawyer rates are influenced by many factors, some more controllable than others. Many are obvious, such as the years of experience a lawyer has in a practice area or the added complexity that accompanies a highly regulated or technical matter. Other factors, such as the number of lawyers employed at a firm, are less transparent but still influence the hourly rate paid for legal work.

We learned in past *Real Rate Reports* that law firms have a stronger correlation with lawyer rates than any other factor, followed by several large city locations and the experience and role of the lawyer. Legal work in different practice areas, such as regulatory and compliance or M&A, have smaller relationships with higher lawyer rates. Operating in the insurance or automobile industry, or legal work on a real estate matter, correlates with a lower lawyer rate on average. The following figures display the results of our 2016 lawyer rate regression model, which examines how all of these factors impact a lawyer’s rate when they occur simultaneously.

The model identifies the relative importance of each of the identified factors displayed in Figure 7 on an individual lawyer’s hourly rate. This model has an R<sup>2</sup> of 65%, indicating that approximately two-thirds of the variation in a lawyer’s rate can be accounted for by this identified set of drivers.

**Figure 7: Ranking of Statistical Impact of Model Predictors**

<p><b>1. Firm Size</b></p>	<p>The most important determinant of a lawyer’s hourly rate is the size of the firm producing the work.</p>
<p><b>2. Law Firm Office Location</b></p>	<p>The location of a lawyer’s office is the next most important driver of hourly rates. Just how important each lawyer’s billing location is to driving hourly rate varies greatly, even among the most costly legal markets. Billing in New York and Washington, DC, has the most predictive power on lawyer rates compared with other cities. Other large legal markets—including Los Angeles, Chicago, San Francisco, San Jose, and Boston—are slightly less important drivers of lawyer rates when compared with New York and DC but have as much explanatory value as a lawyer’s partner status. Most other US markets, while still meaningful, are less important drivers of lawyer hourly rates and are more comparable to the impact of client industry.</p>
<p><b>3. Lawyer Experience</b></p>	<p>Although years of experience is a statistically significant predictor of rates for all lawyers, it is an even more important predictor of partner rates.</p>
<p><b>4. Timekeeper Role</b></p>	<p>Even after accounting for the years of experience a lawyer has accrued, whether the lawyer is a partner or associate is the fourth most important predictor of hourly rates.</p>
<p><b>5. Practice Area</b></p>	<p>The statistical importance of individual practice areas varies, but finance, corporate, patents, and mergers and acquisitions work are among the most meaningful.</p>
<p><b>6. Client Industry</b></p>	<p>The industry in which a client company operates follows in importance.</p>

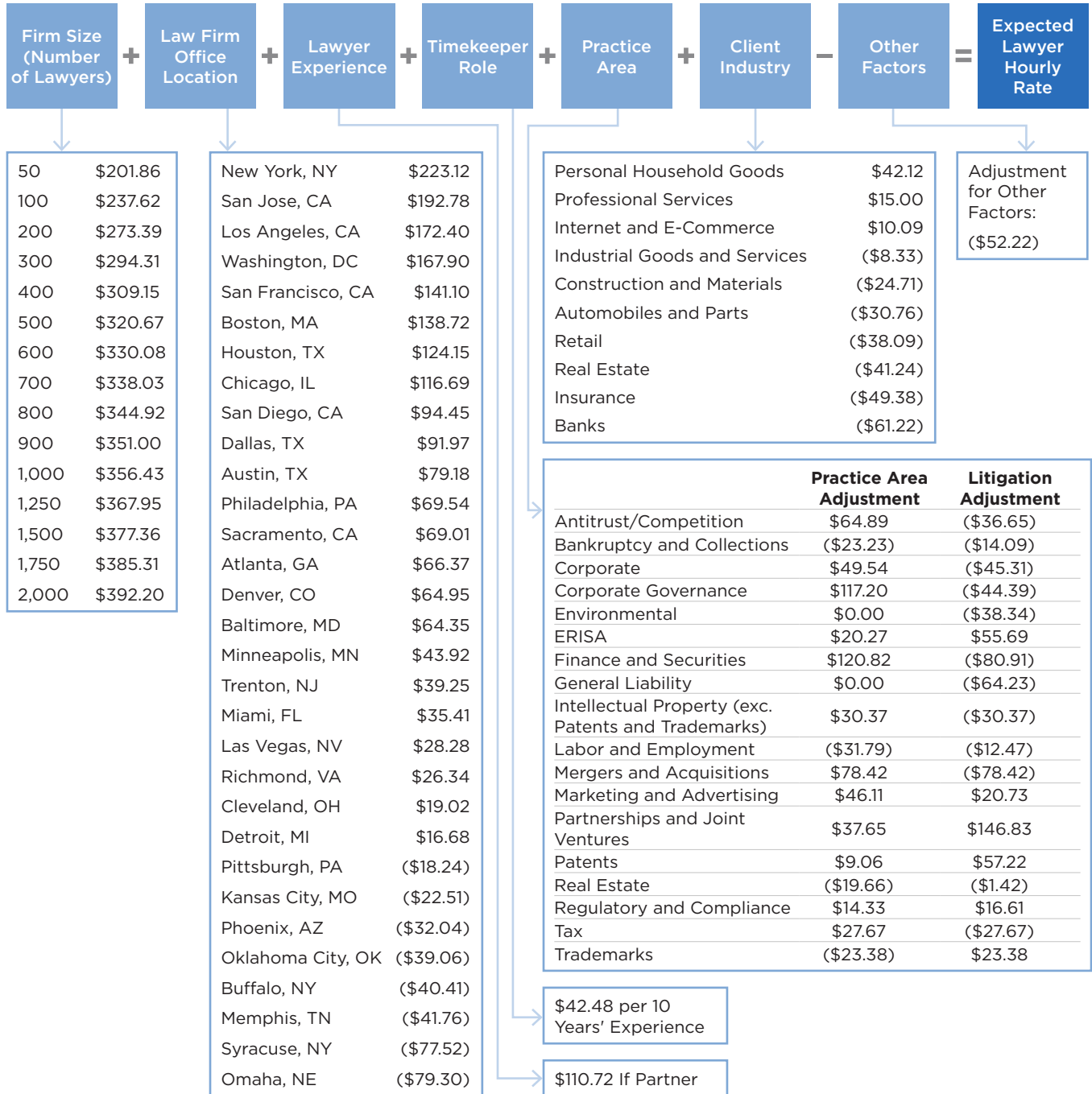
Source: Wolters Kluwer’s ELM Solutions, Inc.; CEB analysis.

Chapter 2: Drivers of Lawyer Rates

# The Model for Lawyer Rates

Figure 8 displays the model's coefficients, expressed in terms of the dollar impact each factor has on an individual lawyer's hourly rate.

**Figure 8: Lawyer Rate Model Equation and Coefficients**



Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.




## Chapter 2: Drivers of Lawyer Rates

# The Model at Work

As shown in Figure 9, the model from Figure 8 can be used to estimate a lawyer’s hourly rate based on six factors: 1) law firm size, 2) location, 3) partner status, 4) years of experience, 5) practice area, and 6) client industry.

Figure 9 provides hypothetical examples of different attorney rates based on the statistical model. Lawyer C, a partner in a large legal market, bills at a higher rate than Lawyers A and B. Lawyer B’s law firm’s size (with more than 1,000 lawyers) and location in Atlanta has a relatively high billing rate despite having only two years of experience.

**Figure 9:** Sample Calculations Based on the Lawyer Rate Model for Hypothetical Lawyers

 <b>Lawyer A</b> Fifth-Year Associate	 <b>Lawyer B</b> Second-Year Associate	 <b>Lawyer C</b> Partner
<b>Firm Size</b> 325 \$298	<b>Firm Size</b> 1,150 \$364	<b>Firm Size</b> 830 \$347
<b>Region</b> Los Angeles, CA \$172	<b>Region</b> Atlanta, GA \$66	<b>Region</b> Chicago, IL \$117
<b>Experience</b> 5 Years \$21	<b>Experience</b> 2 Years \$8	<b>Experience</b> 23 Years \$98
<b>Role</b> Associate \$—	<b>Role</b> Associate \$—	<b>Role</b> Partner \$111
<b>Practice Area</b> Regulatory and Compliance \$14 Non-Litigation \$—	<b>Practice Area</b> Tax \$28 Non-Litigation \$—	<b>Practice Area</b> Patents \$9 Litigation \$57
<b>Industry</b> Internet and E-Commerce \$10	<b>Industry</b> Retail \$(38)	<b>Industry</b> Industrial Goods and Services \$(8)
<b>Other Factor</b> \$(52)	<b>Other Factor</b> \$(52)	<b>Other Factor</b> \$(52)
<b>Estimated Rate</b> <b>\$463</b>	<b>Estimated Rate</b> <b>\$376</b>	<b>Estimated Rate</b> <b>\$679</b>

Source: Wolters Kluwer’s ELM Solutions, Inc.; CEB analysis.

# Chapter 3

## Managing Billing Behaviors



2016 Real Rate Report

Fractional Billing      Block Billing      Duplicate Billing      Low-Value Billing      Late Billing      Upbilling      Heavy Billing

### Chapter 3: Managing Billing Behaviors

## Introducing Law Firm Billing Behaviors

The LegalVIEW data that generates the *Real Rate Report* contains invoice entry information provided by each law firm biller. Each *Real Rate Report* publication since 2010 includes segmented information from this dataset. However, those same data can also provide insights into billing practices of individual and groups of timekeepers. This chapter will address some of those billing practices.

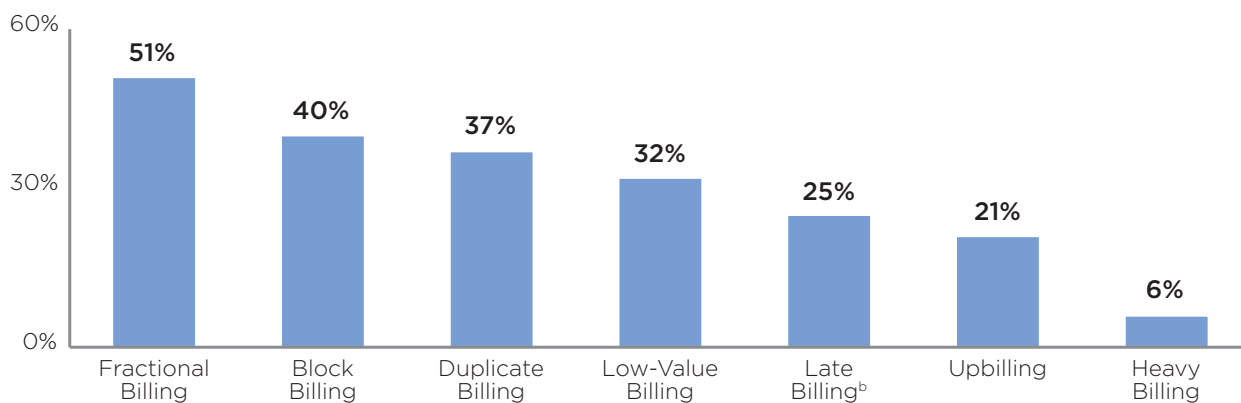
Over the years, ELM Solutions developed metrics for corporate Legal departments to track billing behaviors of lawyers and paralegals. ELM Solutions collects these metrics in its Actionable Insight Billing Tendencies Reports, which are run against a corporate Legal department’s invoice data. Those metrics help managers better understand and manage costs by identifying particular timekeepers who generate unusual billing entries that, on the surface, appear inappropriate. The analyses also help corporate Legal departments identify law firms with the largest numbers of timekeepers engaging in questionable practices and, in turn, use that information to address and correct potentially harmful law firm relationships.

As a continuation of this work, for the *2016 Real Rate Report*, we were interested in measuring billing tendencies across the total dataset. The aggregated metrics provide surprising insights into how law firm demographics impact billing practices.

We examined the following billing practices:

- **Fractional Billing**—Billing large numbers of 0.1-hour (or six-minute) entries
- **Block Billing**—Grouping together multiple activities onto a single billing entry
- **Duplicate Billing**—Using the same work description across multiple invoice entries
- **Low-Value Billing**—Billing small blocks of time (e.g., one hour or less) on many different matters
- **Late Billing**—Submitting invoices for payment after the agreed-on number of days (e.g., 60, 90) from when the work was performed
- **Upbilling**—Rounding up hours billed to the nearest hour or half hour
- **Heavy Billing**—Billing heavily (e.g., 10 hours or more in one day) either on the same or across different matters

**Figure 10:** Percentage of Lawyers Exhibiting Each Billing Behavior, 2015<sup>a</sup>



n = 26,844 lawyers.

Source: Wolters Kluwer’s ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> All analyses exclude lawyers with 10 hours or less billed in 2015.

<sup>b</sup> For the purposes of this analysis, late billing is defined as invoices submitted for payment at least 60 days after the underlying work was performed.

Fractional  
Billing

Block  
Billing

Duplicate  
Billing

Low-Value  
Billing

Late  
Billing

Upbilling

Heavy  
Billing

### Chapter 3: Managing Billing Behaviors

## Introducing Law Firm Billing Behaviors (Continued)

It is important to note that an occasional, unusual invoice entry is never conclusive evidence of inefficient, costly, or inaccurate billing. For example, Figure 10 illustrates how likely a lawyer in the dataset was to exhibit these billing behaviors at least once. However, it does not indicate how often a lawyer exhibits one or more of these behaviors.

In its Actionable Insight Reports run for corporate Legal department clients, ELM Solutions runs these metrics in tandem both across and within law firms. In these reviews, it is common to see a timekeeper demonstrate multiple questionable billing practices. For example, a timekeeper who is a high upbiller may also be a high block biller, or one who is a high fractional biller may also have many duplicate entry descriptions. Sometimes entire firms can exhibit these tendencies. When finding many examples of these billing behaviors, managing lawyers should determine whether the practices are appropriate. When there are instances of these behaviors from a single law firm (or collection of its timekeepers), there may be a culture of undisciplined billing that can literally cost hundreds of thousands of dollars in avoidable fees.

The rest of this chapter will detail each of these billing behaviors individually in the order presented in Figure 10, from the most- to least-commonly exhibited by lawyers in 2015. The analyses will help corporate Legal departments and law firms benchmark the frequency with which these behaviors occur and size their potential impact. A better understanding of how and when these billing behaviors occur supports better conversations and relationships between corporate Legal departments and their law firms.



<b>Fractional Billing</b>	Block Billing	Duplicate Billing	Low-Value Billing	Late Billing	Upbilling	Heavy Billing
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## Chapter 3: Managing Billing Behaviors

# Fractional Billing

Fractional billing is the practice of billing for work at the minimum fraction of an hour, which in most cases is 0.1 hours (or six minutes). It is of course reasonable to expect some of these entries, but there are always some individuals who bill an extraordinary number of them. Typically, these are for e-mails or phone calls that take a minute or two but are still billed for six. Although any single fractional bill will have minimal impact, when done in large numbers by expensive lawyers, this practice can be costly.

### Highlights and Implications

Fifty-one percent of lawyers billed at least one six-minute invoice entry in 2015. This means 49% of lawyers did not bill any. This lack of any fractional invoicing suggests tasks are being lumped together in billing, limiting an in-house lawyer’s ability to accurately track legal work.

Approximately 7% of all lawyer invoice entries were six-minute entries. With 49% of lawyers billing no fractional entries, this means that some lawyers were billing many.

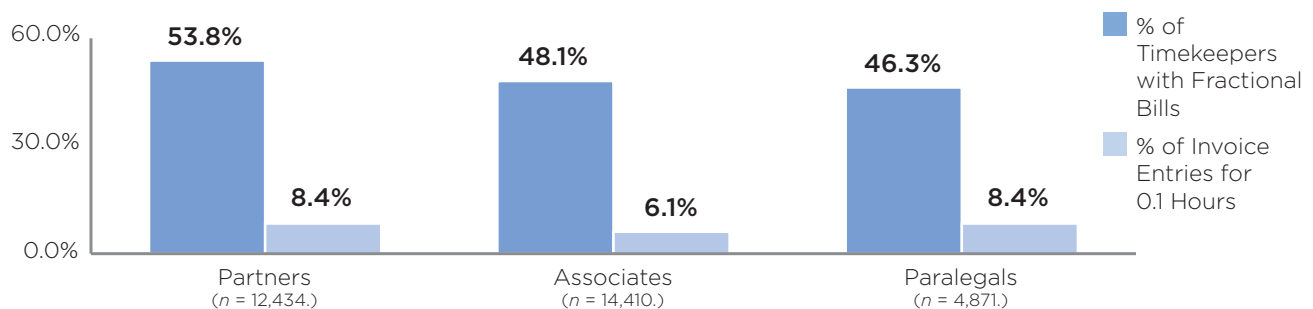
Addressing excessive fractional billing allows corporate Legal departments opportunities to:

- **Reduce fees**—One out of four corporate Legal departments paid for \$270,000 in fees on fractional invoice entries.
- **Increase billing discipline**—Tracking and communicating six-minute invoice entries signals that these small details are important and require more firm attention

Figure 11 shows the prevalence of fractional billing in 2015. Roughly 54% of partners and 48% of associates had at least one 0.1-hour billing entry. Also, 8.4% of all partner invoice entries and 6.1% of all associate invoice entries were for 0.1 hours.

When combining partners and associates, 51% of all lawyers billed at least one six-minute invoice entry. That means that nearly 49% of lawyers did not bill any. That seems exceptionally high, raising the probability that lawyers are lumping 0.1-hour work tasks into longer time submissions and clouding work activity tracking.

**Figure 11:** Proportion of Fractional Billing by Timekeeper Role and Experience<sup>a</sup>



Source: Wolters Kluwer’s ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Excludes timekeepers that billed less than 10 hours in 2015.

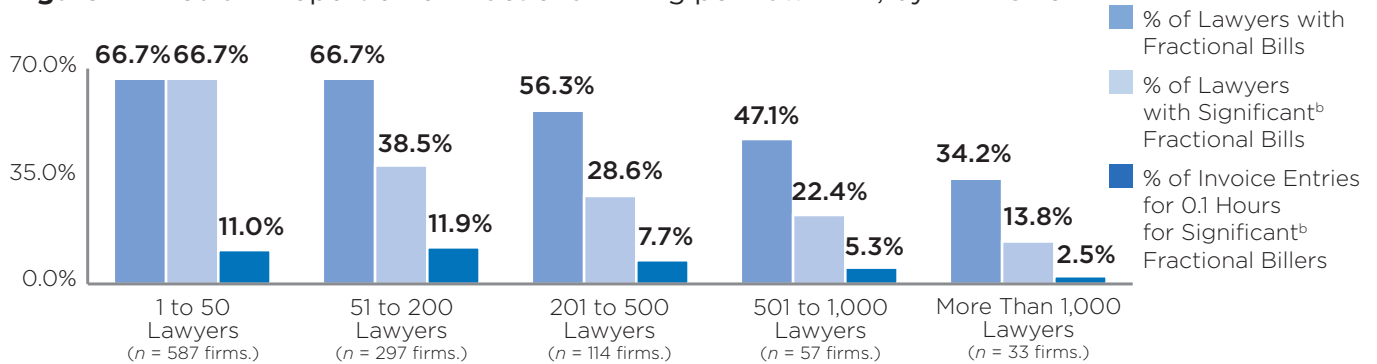
<b>Fractional Billing</b>	Block Billing	Duplicate Billing	Low-Value Billing	Late Billing	Upbilling	Heavy Billing
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### Chapter 3: Managing Billing Behaviors

## Fractional Billing (Continued)

Figure 12 displays the proportion of lawyers who billed any (and many) fractional invoice entries, as well as the proportion of total invoice entries that were fractional bills, broken out by law firm size. It is notable how each of the three percentage metrics displayed differ in smaller and larger firms. This trend suggests variation in the nature of work that larger versus smaller firms do, as well as a probable tendency for larger firms to lump tasks together and round time entries.

**Figure 12: Median Proportion of Fractional Billing per Law Firm, by Firm Size<sup>a</sup>**



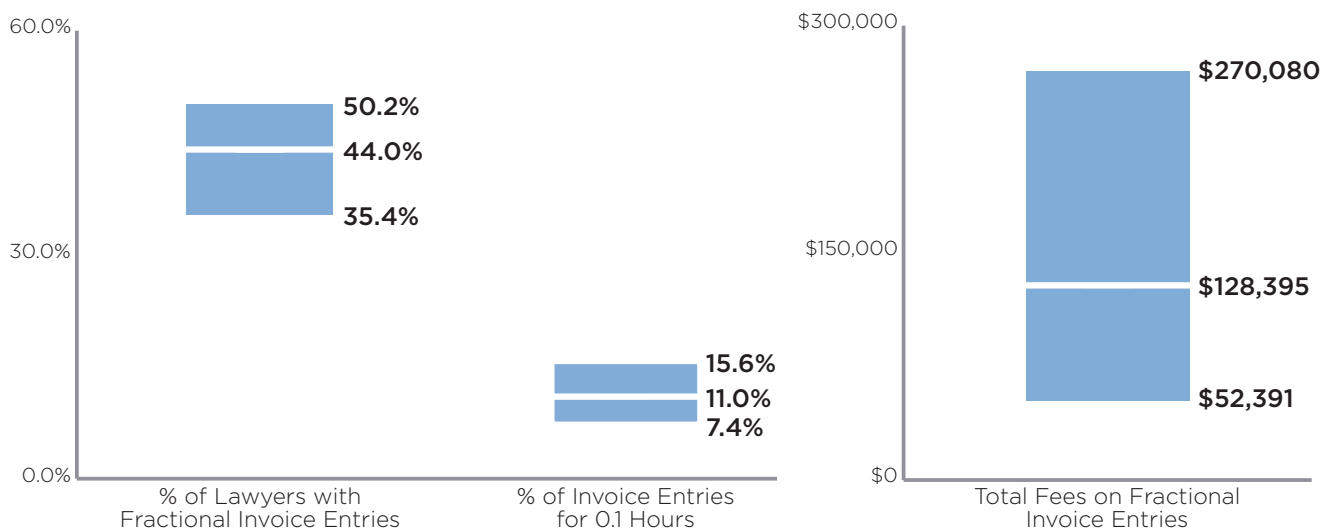
Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Excludes lawyers that billed less than 10 hours in 2015 and excludes law firms with fewer than three lawyers billing in 2015.

<sup>b</sup> In this analysis, "significant" means a greater number of fractional entries were billed by a timekeeper than the top-quartile number that occurred at similar sized law firms.

The amount of fractional billing that clients ultimately need to manage is variable. Figure 13 displays how the proportion of fractional invoice entries and the typical fees associated with those charges differs at 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> percentile clients. A 75<sup>th</sup> percentile Legal department had more than 50% of their outside counsel billing at least one fractional entry, which amounted to nearly \$270,000 in fees in 2015.

**Figure 13: Fractional Billing Statistics per Client<sup>a</sup>, for 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> Percentile Clients<sup>a</sup>**



n = 78 corporate Legal departments.

Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Excludes lawyers with less than 10 hours billed in 2015, law firms with bills from fewer than three lawyers, and Legal departments that used fewer than 10 law firms in 2015.

Fractional  
Billing

**Block  
Billing**

Duplicate  
Billing

Low-Value  
Billing

Late  
Billing

Upbilling

Heavy  
Billing

## Chapter 3: Managing Billing Behaviors

# Block Billing

Block billing is the practice of grouping together multiple tasks into a single invoice line entry. It can lead to a number of questions—all of which create uncertainty in the minds of in-house lawyers about whether their matters are being invoiced appropriately. For example, “If this one invoice entry contains multiple tasks, how do I know how much time was spent on each individual task? How do I know if the same rate should have been applied to each task? How do I budget for these tasks going forward?” Cleaner invoice entries that address individual tasks provide corporate clients with more visibility into counsel’s work and added confidence in ongoing budgeting.

In short, block billing compromises data integrity and can hide inappropriate charges. It negates many of the benefits corporate Legal departments can receive from well segmented and described activity by:

- Making it difficult to determine if an inappropriate amount of time was spent on any of the combined tasks;
- Preventing a determination of whether a less expensive resource could have performed some of the grouped tasks;
- Informing the ability to discretely measure the time required per grouped task, reducing the ability to leverage the information for future budgeting and making it difficult to use or develop alternative fee arrangements;
- Compromising the accuracy of the Uniform Task-Based Management System (UTBMS) information, by assigning a single task and single activity code to work that should be tagged with multiple different codes; and
- Compromising the ability to generate inter- and intra-office comparative metrics for similar tasks as defined by discrete UTBMS codes.

### Highlights and Implications

Block billing is pervasive. Its use reduces the ability to evaluate the reasonableness and necessity of the fees reflected in the invoice entry.

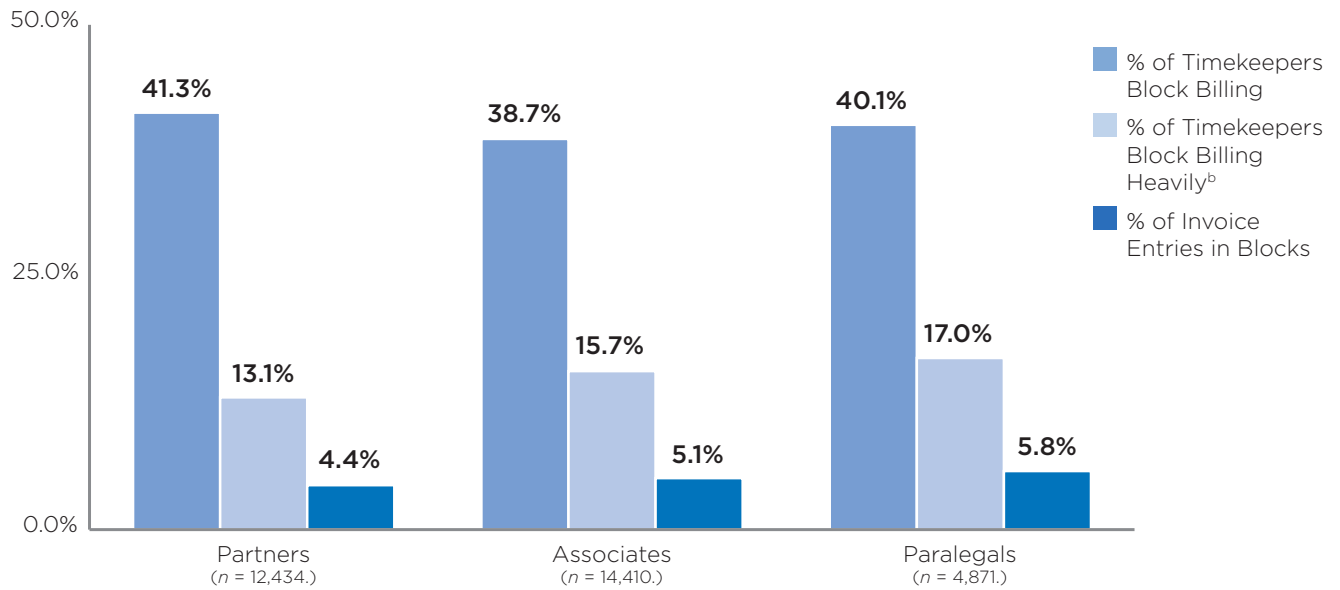
- Approximately 5% of all lawyer invoice entries were block billed.
- Block billing was common at most law firms, but its frequency varied across firms of different sizes.
- Sixteen percent of large law firms block billed heavily in 2015 compared with 12% of smaller law firms.
- The typical client received block billed invoice entries from 38% of the lawyers they worked with in 2015.
- The median corporate Legal department was billed for more than \$1.4 million of block entries with the top-quartile department being billed for at least \$3.3 million.

### Chapter 3: Managing Billing Behaviors

## Block Billing (Continued)

Forty percent of lawyers (both partners and associates) had at least one block billed invoice entry. Fifteen percent could be considered heavy block billers—billing 10% or more of their total invoice entries in blocks. Nearly 5% of all lawyer billing entries were block billed. Figure 14 displays the prevalence of block billing for different timekeeper roles.

**Figure 14:** Average Frequency of Block Billing by Role<sup>a</sup>



Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Excludes lawyers that billed less than 10 hours in 2015.

<sup>b</sup> Timekeepers billing 10% or more of invoice entries in blocks are considered "heavy block billers."

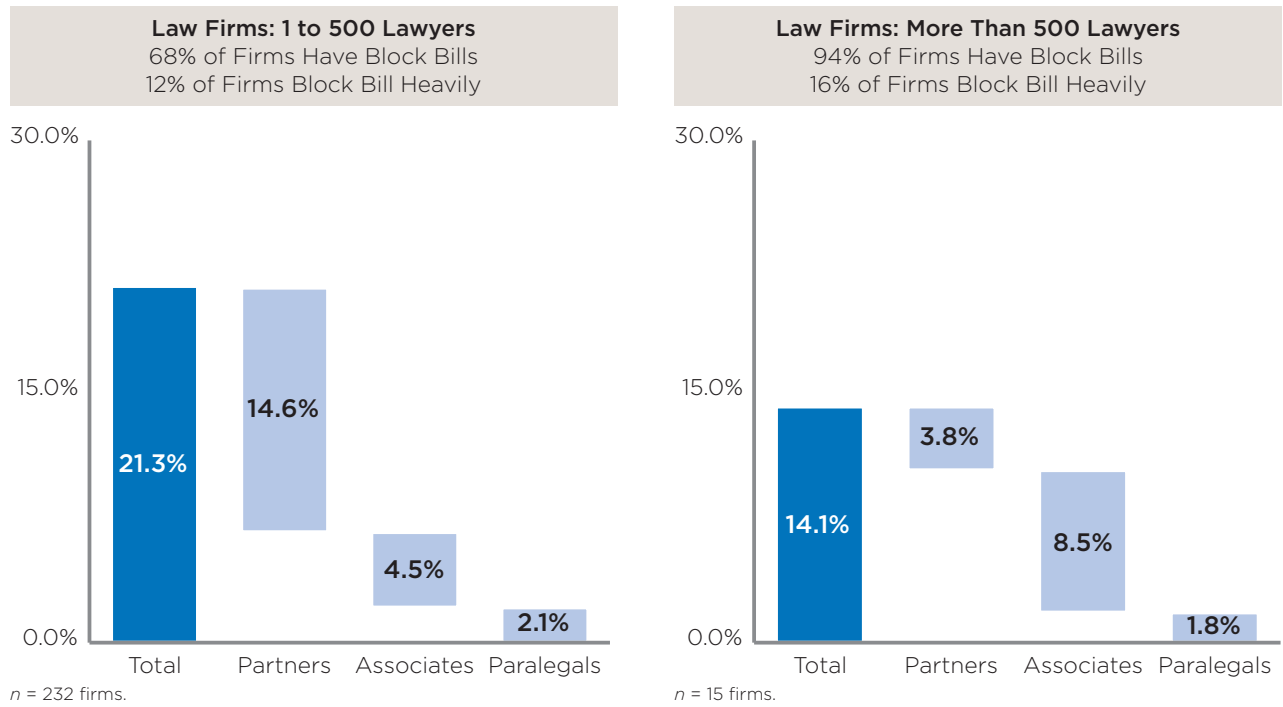
### Chapter 3: Managing Billing Behaviors

## Block Billing (Continued)

Block billing is common at most law firms, but its frequency varies across firms of different sizes. Ninety-four percent of law firms with more than 500 lawyers had at least one lawyer block billing in 2015, compared with only 68% of smaller firms. Larger law firms were also more likely to block bill heavily (where “heavily” is defined as 10% or more of all invoice entries billed in blocks). Sixteen percent of larger law firms block billed “heavily” in 2015 compared with 12% of smaller law firms.

Figure 15 highlights how block billing occurs differently at different law firms. Among heavy block billing firms, partners do the most block billing at smaller law firms while associates do the most at larger firms.

**Figure 15:** Percentage of Block Billed Invoice Entries by Role, per Heavy Block Billing Law Firm<sup>a</sup>



Source: Wolters Kluwer’s ELM Solutions, Inc.; CEB analysis.  
<sup>a</sup> Excludes lawyers that billed less than 10 hours in 2015.

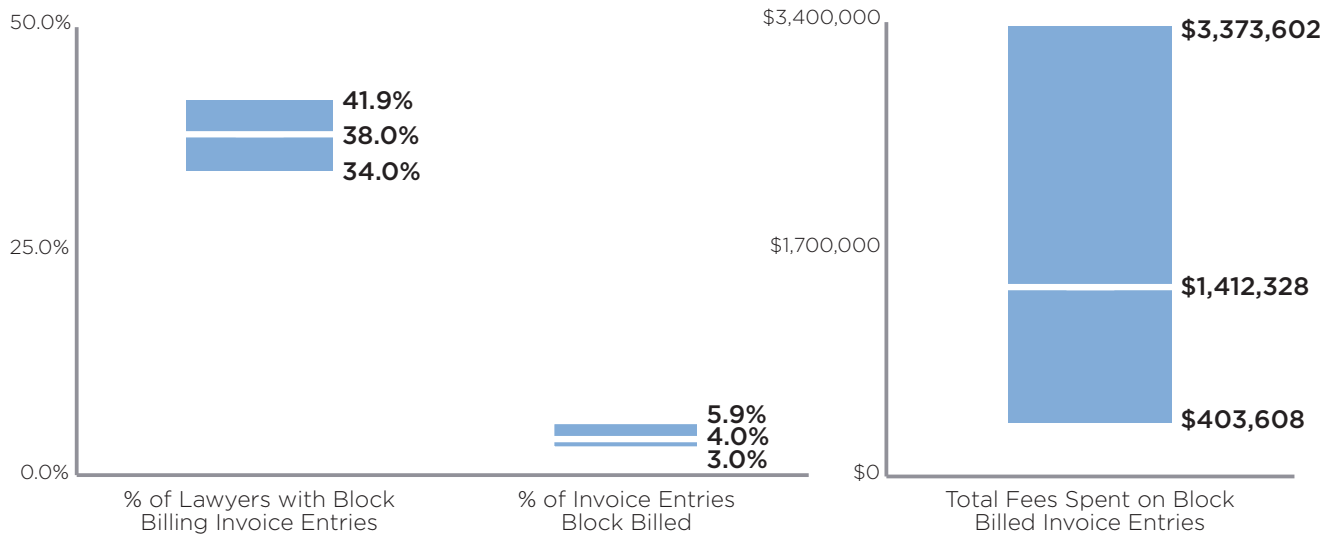
Fractional Billing	<b>Block Billing</b>	Duplicate Billing	Low-Value Billing	Late Billing	Upbilling	Heavy Billing
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### Chapter 3: Managing Billing Behaviors

## Block Billing (Continued)

As Figure 16 shows, the typical corporate Legal department received block billed invoice entries from 38.0% of the lawyers they worked with in 2015, amounting to roughly 4% of their total invoice entries. Of course, the practice of block billing itself does not conclusively indicate unnecessary legal fees. The law firms did, after all, perform the work described in the block billed entries. However, Figure 16 also shows the legal fees that the typical corporate Legal department paid for in block billed invoice entries in 2015. The median block billed amount per department was more than \$1.4 million, suggesting that a sizeable amount of legal budgets was spent on legal work that wasn't described as clearly as it should have been.

**Figure 16:** Block Billing Statistics per Client, for 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> Percentile Clients<sup>a</sup>



n = 78 corporate Legal departments.

Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Excludes lawyers with less than 10 hours billed in 2015, law firms with bills from fewer than three lawyers, and Legal departments that used fewer than 10 law firms in 2015.



Fractional Billing

Block Billing

**Duplicate Billing**

Low-Value Billing

Late Billing

Upbilling

Heavy Billing

## Chapter 3: Managing Billing Behaviors

# Duplicate Billing

Duplicate billing is the practice of using the same invoice entry narrative multiple times for different billing entries. High levels of duplicate billing make it difficult for corporate clients to differentiate the work performed across the multiple identical invoice entries. And when different amounts of time are billed for identically described invoice entries, it is nearly impossible to determine the reasonableness of the time spent on described tasks.

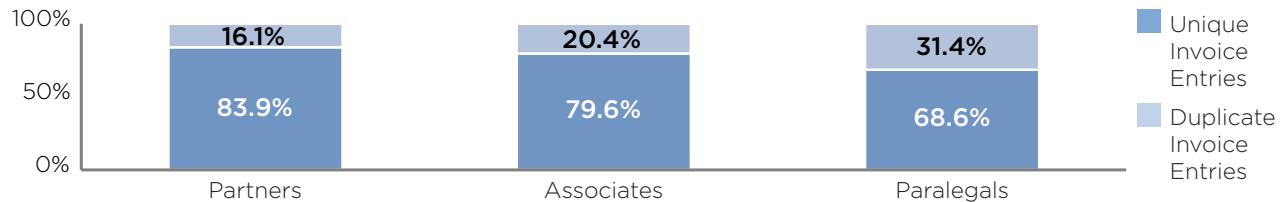
### Highlights and Implications

- High levels of duplicate invoice entries compromise invoice review by corporate matter management for significant billed fees.
- For those corporate clients with the most duplicate invoices, median related billed fees were over \$1,000,000, representing more than 25% of their invoice entries.
- The percentage of total entries billed as duplicates decreased as timekeeper roles increased in seniority.

Figures 17 and 18 display how frequently duplicate billing occurred in 2015. Slightly more than 16% of partner invoice entries had duplicate descriptions. Duplicate billing was more likely to come from associates and paralegals, billing 20.4% and 31.4% of invoice entries as duplicates, respectively.

Figure 18 shows that most duplicate invoice entries occur five or fewer times. Although rare, when large numbers of invoice entries—of 10, 50, or more—do happen, they are most likely to come from paralegals and more junior associates.

**Figure 17: Percentage of Invoice Entries Billed as Duplicates by Role, 2015<sup>a</sup>**

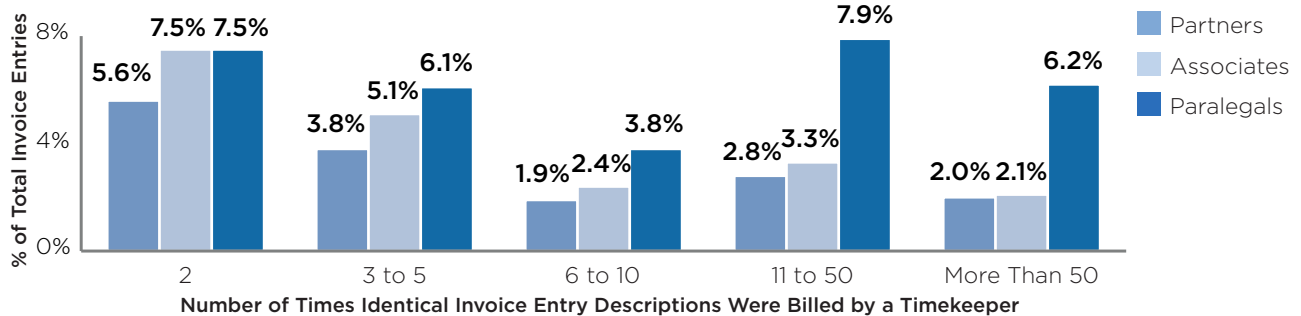


n = 4,645,678 invoice entries from 12,434 partners, 14,412 associates, and 4,871 paralegals.

Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Excludes lawyers that billed less than 10 hours in 2015.

**Figure 18: Percentage of Invoice Entries Billed as Duplicates by Frequency and Role, 2015<sup>a</sup>**



n = 4,645,678 invoice entries from 12,434 partners, 14,412 associates, and 4,871 paralegals.

Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

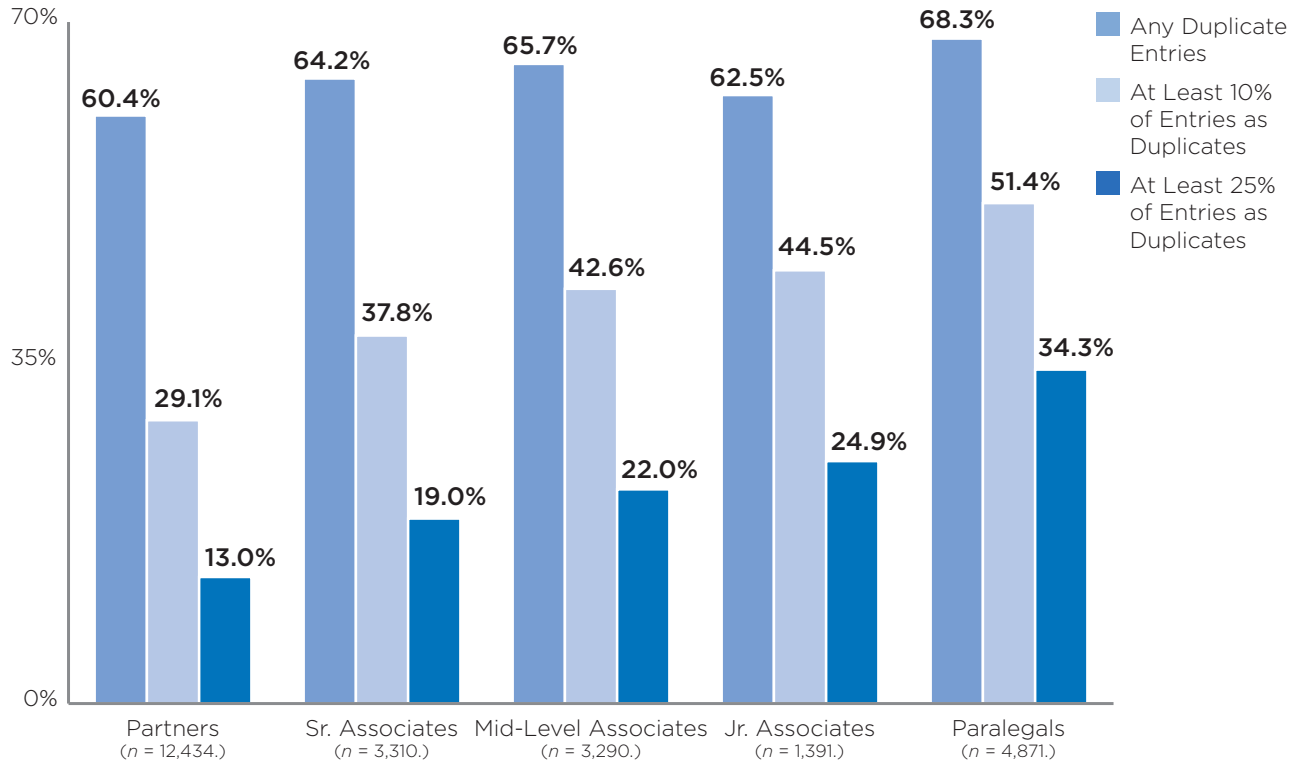
<sup>a</sup> Excludes lawyers that billed less than 10 hours in 2015.

### Chapter 3: Managing Billing Behaviors

## Duplicate Billing (Continued)

Figure 19 displays the percentage of lawyers and paralegals with any duplicate entries, as well as those with many. Sixty percent of lawyers and nearly 70% of paralegals invoiced at least one duplicate description in 2015.

**Figure 19:** Percentage of Timekeepers Duplicate Billing, 2015<sup>a</sup>



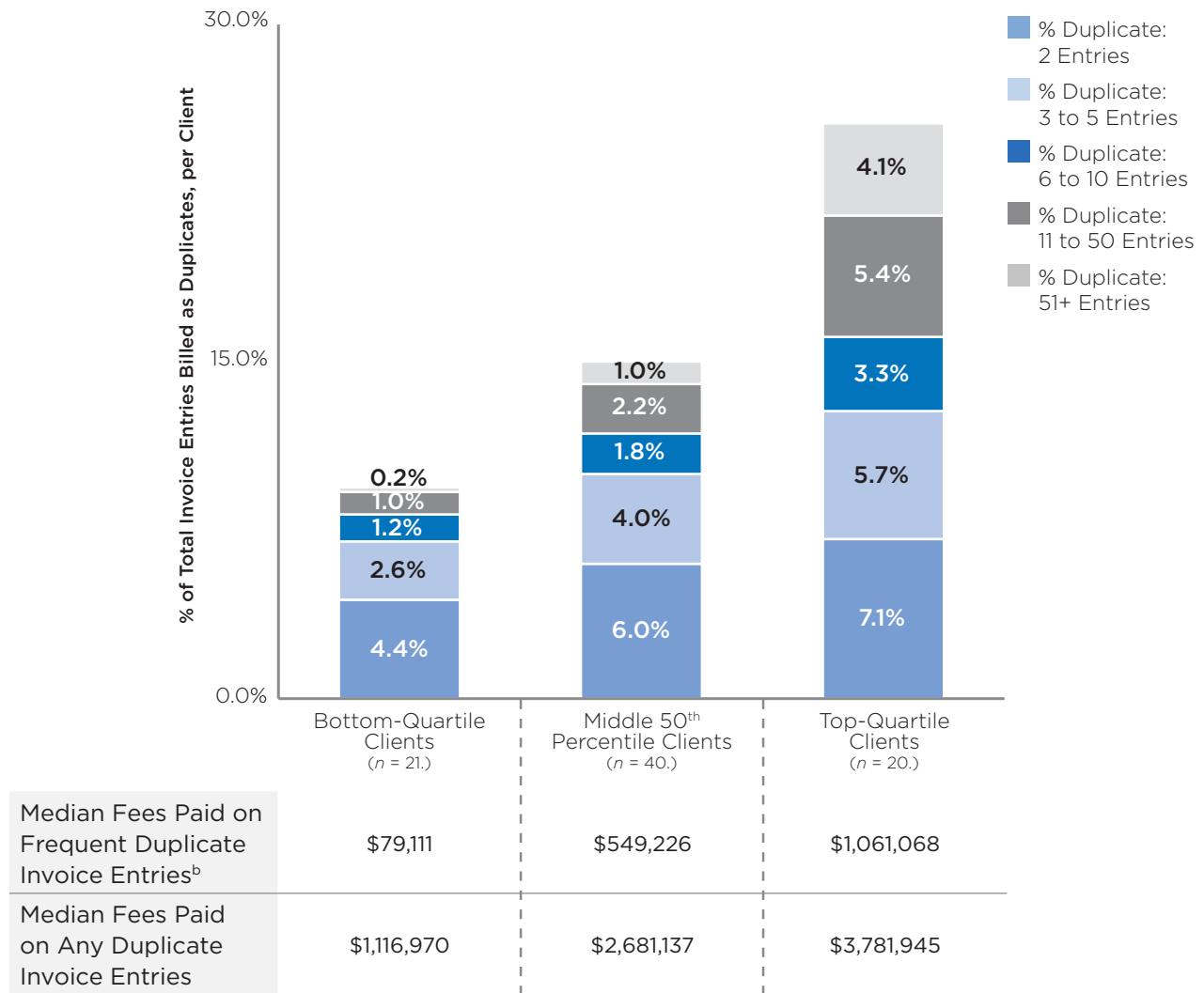
Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.  
<sup>a</sup> Excludes timekeepers with less than 10 total hours billed in 2015.

### Chapter 3: Managing Billing Behaviors

## Duplicate Billing (Continued)

The typical corporate Legal department received invoices with 15% of their entries billed being duplicate, averaging nearly \$500,000 in fees paid in 2015. Figure 20 shows how the ratio of duplicate invoice entries varies across companies. Top-quartile duplicate billing companies—those companies with the largest proportion of duplicate invoice entries—were more likely to receive invoice entries with 10 or more duplicate descriptions and commonly received 25% of their total entries as duplicates. That accounted for more than \$3 million or more in fees paid for duplicate entries. When contrasted with bottom-quartile duplicate companies with less than 10% of total entries billed as duplicates, it is clear that some corporate Legal departments are managing this behavior more actively.

**Figure 20:** Variation in Duplicate Invoice Entries Across Corporate Clients<sup>a</sup>



Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Excludes corporate Legal departments billed by fewer than three lawyers or billed less than 30 hours in 2015.

<sup>b</sup> Frequent duplicate invoice entries refer to invoice entries that were billed more than 10 times by the same timekeeper.

Fractional Billing

Block Billing

Duplicate Billing

**Low-Value Billing**

Late Billing

Upbilling

Heavy Billing

## Chapter 3: Managing Billing Behaviors

# Low-Value Billing

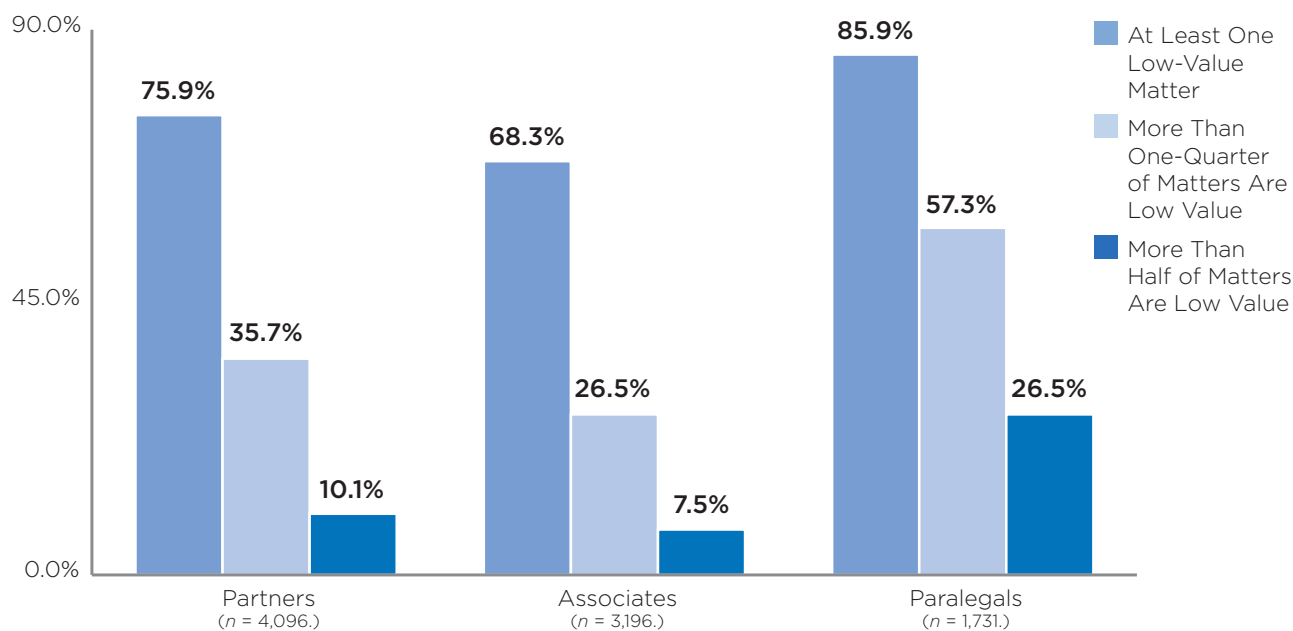
Low-value billing is the practice of billing small amounts of time on many different matters. It can indicate timekeepers who are adding hours while not being sufficiently involved with the billed matters to add commensurate value for the time billed. For the purposes of this analysis, we set an hour or less per matter as the threshold to indicate low-value billing.

### Highlights and Implications

- Thirty-six percent of partners and 27% of associates billed at least 25% of their matters for one hour or less.
- Partners were consistently more likely to bill for less than one hour on a matter than associates.
- A smaller percentage of partners and associates are low-value billing at larger firms with more than 500 lawyers.
- Despite steadily decreasing with firm size from 33% to 20%, the percentage of paralegals low billing on matters stays above lawyers for all firm sizes.

As with all of the previous billing behaviors, it is not uncommon for corporate Legal departments to occasionally receive invoices where low-value billing occasionally occurs. Figure 21 shows that 76% of partners and 68% of associates billed on matters for an hour of work or less. The more important measures are the second and third bars, showing that 36% of partners and 27% of associates billed an hour or less on at least one-quarter of the matters they worked on in 2015.

**Figure 21: Percentage of Timekeepers Low-Value Billing, 2015<sup>a</sup>**



Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Excludes timekeepers that billed less than 10 hours in 2015 and timekeepers that billed on fewer than five matters.

Fractional Billing

Block Billing

Duplicate Billing

**Low-Value Billing**

Late Billing

Upbilling

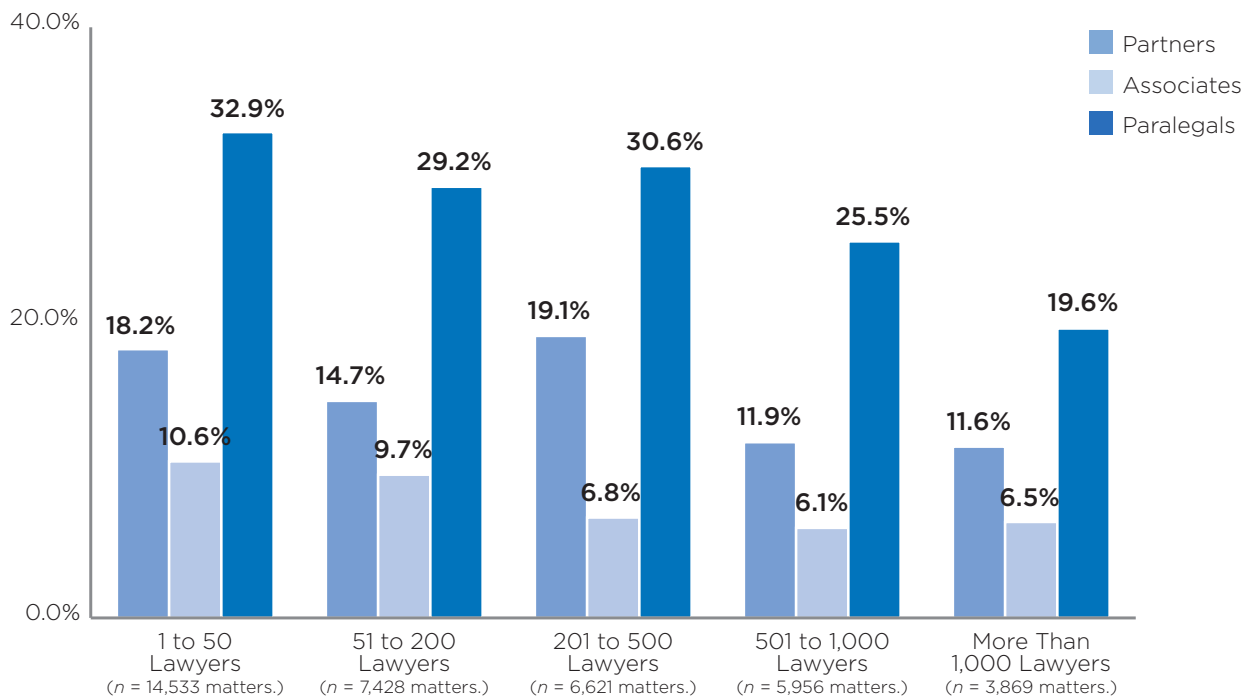
Heavy Billing

### Chapter 3: Managing Billing Behaviors

## Low-Value Billing (Continued)

The likelihood that different timekeepers are low-value billers varies with law firm size. Figure 22 displays how the percentage of matters with low-value bills changes across firm sizes and timekeeper roles. The percentage of matters on which paralegals low-value billed is 32.9% at small law firms. That proportion gradually decreases as law firms get larger, with paralegals at the largest law firms having 19.6% low-value matters. Partners at the smallest firms low-value billed on 18.2% of matters compared with 11.6% of matters for partners at the largest law firms. There is less variation in low-value billing for associates among different firm sizes.

**Figure 22:** Percentage of Matters with Low-Value Billing by Role, 2015<sup>a</sup>



Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Excludes timekeepers that billed less than 10 hours and matters that had fewer than 10 total hours billed in 2015.

Fractional Billing

Block Billing

Duplicate Billing

Low-Value Billing

**Late Billing**

Upbilling

Heavy Billing

## Chapter 3: Managing Billing Behaviors

# Late Billing

Late billing is the practice of submitting invoice entries or entire invoices for payment later than the agreed-on number of days (e.g., 60, 90) from which invoices and invoice entries were to have been submitted. The number of days after legal work is performed that corporate clients prefer to receive their invoices can vary, with standard billing guidelines requiring submission within 30, 60, or 90 days.

It is well known that some timekeepers and law firms have lax discipline surrounding the capture of time and submission of billing entries. That lack of discipline can lead to invoice entries based on estimations of time spent on tasks rather than actual time spent. Lax discipline in time entry also leads to block billing, excess billing, and generalized descriptions of the work performed.

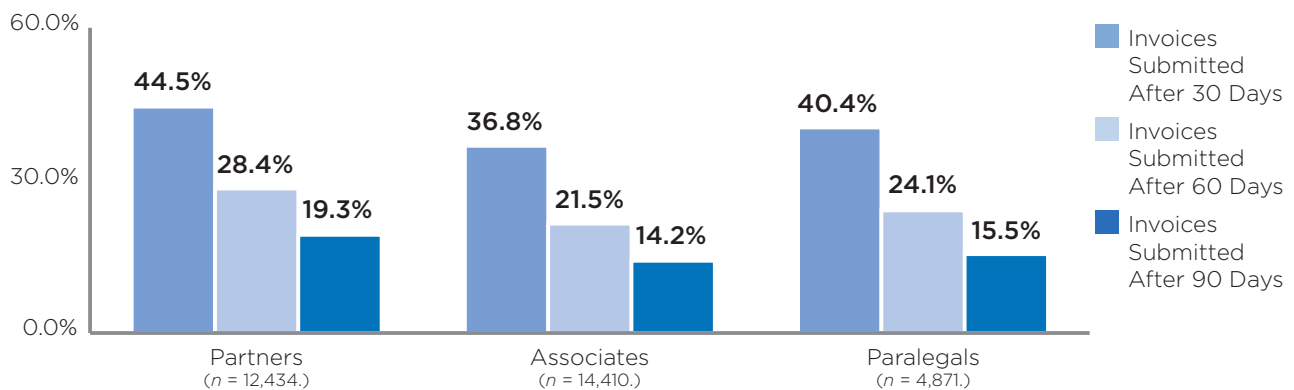
### Highlights and Implications

Timely billing supports accurate budget management, meaningful invoice review, and accurate cost projection.

- Almost 3% of invoices are not received by the corporate Legal departments within 60 days of the law firms' invoice dates (i.e., the date entered by the law firm on the invoice).
- Invoices containing "Non-Litigation Finance and Securities" or "Mergers and Acquisitions" work are most likely to be submitted later than 60 days from the invoice date.
- Late billing can be analyzed for an invoice or across individual invoice entries, depending on whether you are examining law firm practices or timekeeper practices.
- Many corporate Legal departments penalize late invoice submissions by discounting the billed amount by 10% to 50% or by disallowing the fees for such entries entirely.

Figure 23 displays how likely it is for partners, associates, and paralegals to show up on invoices that were submitted late. For example, assuming a 60-day window, 28.4% of partners, 21.5% of associates, and 24.1% of paralegals billed time within at least one invoice submitted late (on 2015 matters).

**Figure 23:** Percentage of Timekeepers Who Billed on Invoices Submitted Late, 2015<sup>a</sup>



Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Excludes timekeepers with less than 10 hours billed in 2015.

Fractional Billing

Block Billing

Duplicate Billing

Low-Value Billing

**Late Billing**

Upbilling

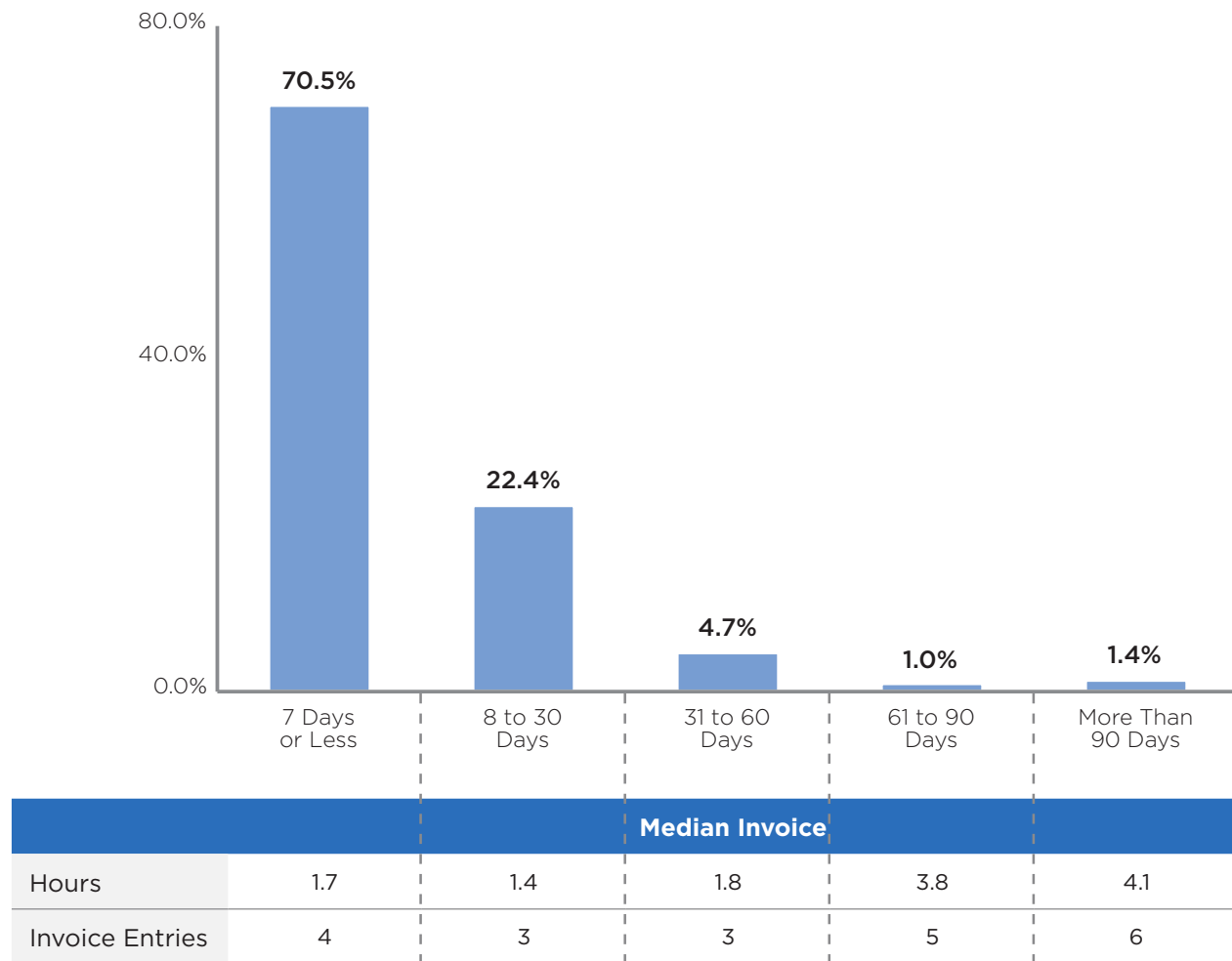
Heavy Billing

### Chapter 3: Managing Billing Behaviors

## Late Billing (Continued)

Despite the somewhat high proportion of lawyers who have entries billed on a late invoice, the frequency that invoices themselves are submitted late is actually quite small. Figure 24 details the distribution of invoices submitted for payment across different time periods from the law firms' invoice dates. The majority of invoices (70.5%) are received for payment within one week, while only 2.4% of invoices were still outstanding 60 days after the law firms' invoice dates.

**Figure 24:** Percentage of Invoices Submitted for Payment by Time from Invoice Date, 2015<sup>a</sup>



*n* = 418,457 invoices.

Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Excludes timekeepers with less than 10 hours billed in 2015.



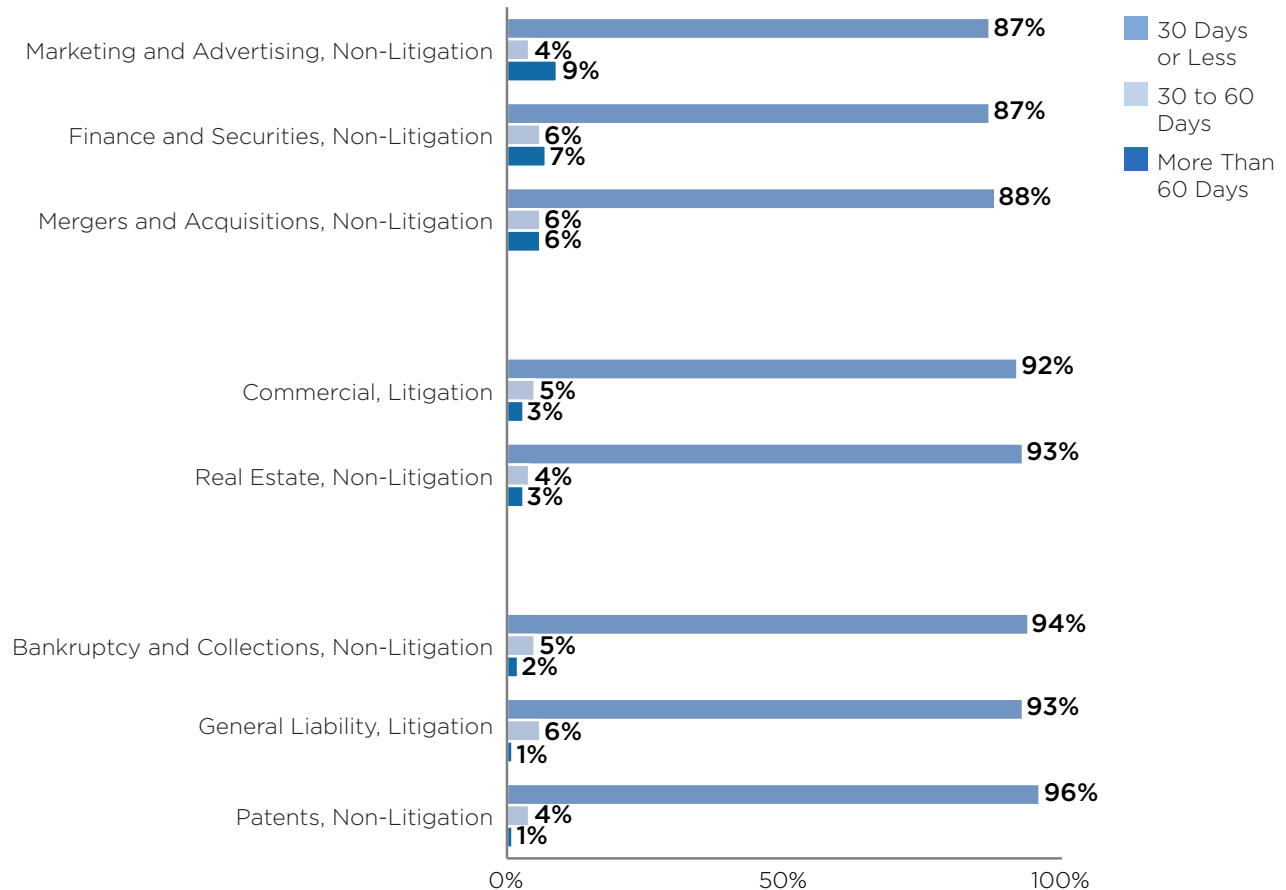
### Chapter 3: Managing Billing Behaviors

## Late Billing (Continued)

Law firm invoices containing complex legal work most commonly performed at larger law firms were more likely to be submitted late. Figure 25 displays the top three, middle two, and bottom three practice areas ranked by likelihood of late invoices. Invoices containing either “Non-Litigation Marketing and Advertising” or “Non-Litigation Finance and Securities” work are most likely to be submitted later than 60 days, at 9% and 7% of invoices, respectively.

The fact that these invoices are dated well before the dates actually submitted suggests that law firms attempt to comply with corporate Legal departments’ billing requirements but fail to do so. The more complex the matter, the more likely the firms will fail to timely submit invoices. These invoices should be carefully examined, as the most likely explanation for the delay in sending out timely invoices is that the timekeepers are assembling aging work notes or are reconstructing time.

**Figure 25:** Percentage of Invoices Submitted for Payment for Different Practice Areas, 2015<sup>a</sup>



n = 1,151 to 112,427 invoices.

Source: Wolters Kluwer’s ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Excludes timekeepers with less than 10 hours billed in 2015.

Fractional Billing

Block Billing

Duplicate Billing

Low-Value Billing

Late Billing

**Upbilling**

Heavy Billing

## Chapter 3: Managing Billing Behaviors

# Upbilling

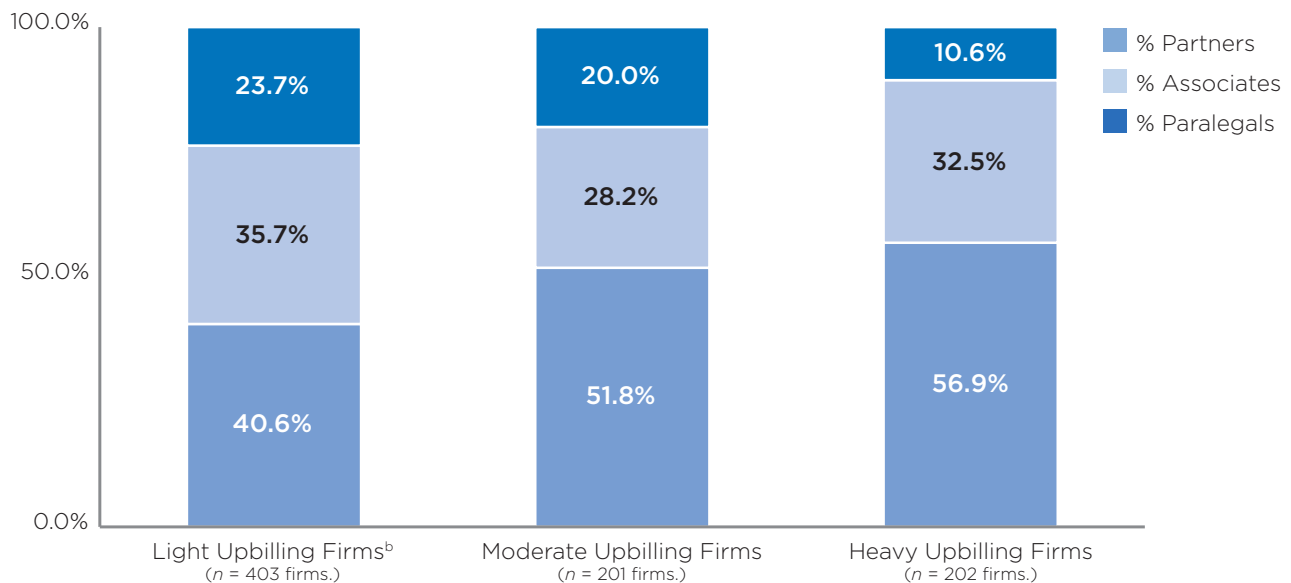
Upbilling is the practice of rounding up the time spent on a task to the nearest hour or half hour, resulting in excess cost to the client.

### Highlights and Implications

- Conservatively, upbilling cost the typical corporate client between \$24,000 and \$189,000 in 2015.
- Regardless of whether a law firm is a light, moderate, or heavy upbilling law firm, timekeepers with more seniority tend to upbill more.
- Law firms that upbilled heavily had a percentage of upbilled invoice entries from partners nearly twice as high as that from law firms with less frequent upbilling. This has the potential to make upbilling even more costly after accounting for both the higher volume of invoices and the higher partner rates.

Figure 26 shows how the ratio of upbilled invoice entries differs by role at different law firms. When upbilled invoice entries were less common at law firms, the ratio of those upbilled entries were fairly evenly split across partners, associates, and paralegals. As the percentage of total invoice entries that were upbilled increased at law firms, the proportion of those upbilled entries from partners rose and the proportion from paralegals declined. This trend potentially makes frequent upbilling more costly, not just because a higher number of invoice entries were rounded up, but also because the hourly rate for those upbilled hours was larger as well.

**Figure 26:** Ratio of Upbilled Invoice Entries by Role, per Law Firm<sup>a</sup>



Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> This analysis excludes lawyers that billed less than 10 hours in 2015 and excludes law firms that had 2015 bills from fewer than three lawyers.

<sup>b</sup> Light upbilling firms include the bottom 50% of upbilling firms (between 0.1% and 1.8% of invoice entries were upbilled); moderate upbilling firms include the third quartile of firms (between 1.8% and 5.6% of invoice entries were upbilled); heavy upbilling firms include the top quartile of firms (more than 5.6% of invoice entries were upbilled).

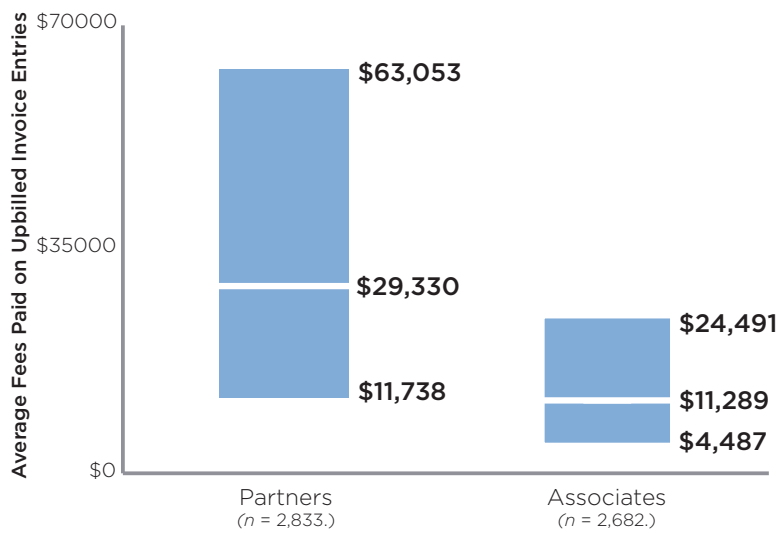
### Chapter 3: Managing Billing Behaviors

## Upbilling (Continued)

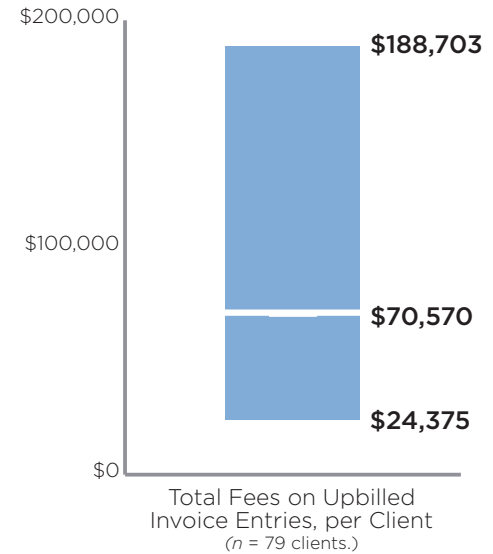
Assuming that the typical lawyer bills 2,000 hours per year, the median amount of fees from upbilling alone for partners is \$29,330 per year. The median amount for upbilling associates is \$11,289. Figure 27 displays the distribution of total fees billed per timekeeper from upbilling activity alone in 2015.

Figure 28 estimates what the typical corporate Legal department might have paid for upbilled billing entries in 2015.

**Figure 27:** Estimated Total Fees Invoiced on Upbilled Invoice Entries, per Lawyer<sup>a</sup>



**Figure 28:** Estimated Total Fees Paid in Upbilled Invoice Entries, per Client



Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Assumes timekeepers billed 2,000 hours in a calendar year.

Note: Both figures exclude lawyers with less than 10 hours billed in 2015. Figure 28 also excludes clients with bills from fewer than 10 law firms.

Fractional Billing

Block Billing

Duplicate Billing

Low-Value Billing

Late Billing

Upbilling

**Heavy Billing**

## Chapter 3: Managing Billing Behaviors

# Heavy Billing

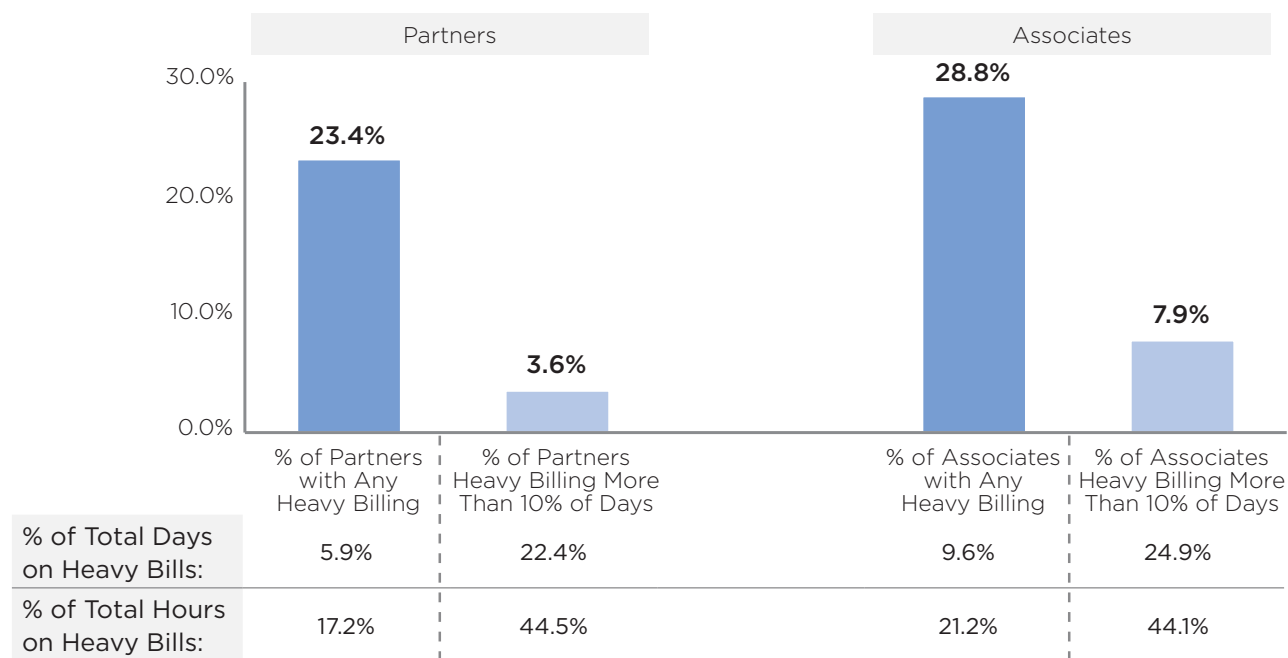
Heavy billing is the practice of billing 10 or more hours in a one-day period, whether on the same or across different matters. The concern with heavy billing is that lawyers who frequently bill 10 hours or more in a day—especially if they bill successive 10-plus hour days—will eventually tax the quality of their work.

### Highlights and Implications

- Seventy-seven percent of partners and 71% of associates did not bill any 10-hour days in 2015.
- Roughly, 3.6% partners and 7.9% of associates billed a 10-hour (or longer) day on at least 10% of days they worked in 2015.
- For these significant heavy-billing partners, about 22.4% of days billed and 44.5% of total hours were billed on these 10-hour days.
- Heavy billing is most common in insurance defense and general liability litigation matters and least common on patents work.

Figure 29 displays how likely partners and associates are to be heavy billers and how frequently. Nearly 23% of partners and 29% of associates billed more than 10 hours in a day on at least one of their matters in 2015. However, only 3.6% of partners and 7.9% of associates billed 10 or more hours on 10% or more of their total days billed.

**Figure 29:** Percentage of Lawyers Heavy Billing, 2015<sup>a</sup>



*n* = 12,434 partners; 2,910 heavy partners; 443 significantly heavy partners; 14,410 associates; 4,156 heavy associates; 1,143 significantly heavy associates.

Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

<sup>a</sup> Excludes timekeepers with less than 10 hours billed in 2015.



# 2016 Real Rate Report<sup>®</sup>

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# Appendix A

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2016 Real Rate Report

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## Section I: High-Level Data Cuts

### Partners, Associates, and Paralegals

#### 2015—Real Rates

#### Trend Analysis (Mean)

Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Partner	20,298	\$330.00	\$500.00	\$730.00	\$551.15	\$521.00	\$506.75
Associate	21,308	\$243.00	\$344.00	\$495.32	\$386.26	\$365.08	\$354.78
Paralegal	9,846	\$113.99	\$165.45	\$230.00	\$178.42	\$169.91	\$166.75

## Section I: High-Level Data Cuts

### Detailed Practice Areas

By Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	Litigation	Partner	509	\$275.00	\$349.60	\$458.60	\$387.86	\$398.86	\$401.64
		Associate	426	\$200.00	\$250.00	\$310.00	\$278.21	\$274.30	\$278.84
		Paralegal	234	\$112.50	\$150.00	\$188.00	\$156.14	\$161.37	\$152.20
	Non-Litigation	Partner	365	\$294.45	\$385.00	\$500.00	\$431.36	\$420.93	\$426.29
		Associate	258	\$200.00	\$250.00	\$350.00	\$318.39	\$323.65	\$296.52
		Paralegal	187	\$110.00	\$152.00	\$195.00	\$161.54	\$159.78	\$164.91
Commercial	Litigation	Partner	1,490	\$350.00	\$495.00	\$675.00	\$524.59	\$500.87	\$480.44
		Associate	1,196	\$243.51	\$320.00	\$440.89	\$351.57	\$338.18	\$323.88
		Paralegal	643	\$125.00	\$177.00	\$225.00	\$181.79	\$176.78	\$166.91
	Non-Litigation	Partner	1,312	\$390.00	\$524.53	\$685.00	\$554.36	\$551.41	\$551.00
		Associate	1,112	\$260.00	\$325.00	\$455.02	\$373.86	\$367.15	\$365.35
		Paralegal	328	\$114.00	\$165.00	\$225.00	\$178.80	\$181.55	\$190.82
Corporate: Antitrust and Competition	Litigation	Partner	163	\$494.10	\$650.00	\$835.00	\$670.41	\$673.53	\$659.48
		Associate	201	\$340.00	\$429.25	\$525.00	\$442.99	\$415.25	\$389.95
		Paralegal	132	\$195.00	\$216.00	\$247.00	\$219.38	\$216.26	\$206.35
	Non-Litigation	Partner	125	\$620.44	\$755.00	\$921.33	\$789.08	\$797.36	\$751.04
		Associate	163	\$371.00	\$472.00	\$627.41	\$502.81	\$468.97	\$424.14
		Paralegal	50	\$188.20	\$235.00	\$290.00	\$238.84	\$215.89	\$218.45
Corporate: Governance	Litigation	Partner	31	\$693.00	\$850.00	\$1,036.00	\$859.91	\$795.18	\$745.69
		Associate	29	\$375.00	\$540.00	\$704.00	\$543.03	\$529.52	\$512.23
		Paralegal	23	\$235.00	\$250.00	\$300.00	\$262.78	\$235.50	\$210.57
	Non-Litigation	Partner	208	\$660.50	\$900.00	\$1,153.85	\$892.71	\$788.36	\$764.82
		Associate	179	\$375.00	\$502.43	\$660.00	\$513.06	\$462.37	\$453.35
		Paralegal	68	\$190.00	\$250.00	\$295.00	\$245.19	\$233.66	\$231.87
Corporate: Mergers, Acquisitions, and Divestitures	Litigation	Partner	30	\$385.00	\$482.50	\$625.00	\$534.96	\$613.67	\$617.64
		Associate	12	\$287.50	\$350.00	\$542.50	\$400.83	\$404.32	\$361.60
		Paralegal	n/a	n/a	n/a	n/a	n/a	\$191.88	\$214.59
	Non-Litigation	Partner	1,354	\$580.00	\$795.00	\$1,025.00	\$796.96	\$734.99	\$738.23
		Associate	1,912	\$365.00	\$491.75	\$675.00	\$515.51	\$469.81	\$444.37
		Paralegal	584	\$175.00	\$235.00	\$292.00	\$234.83	\$230.95	\$231.37
Corporate: Partnerships and Joint Ventures	Litigation	Partner	10	\$300.00	\$635.50	\$1,235.00	\$707.50	\$629.81	\$549.46
		Associate	9	\$512.50	\$657.90	\$833.45	\$604.54	\$469.94	\$360.88
		Paralegal	36	\$155.00	\$270.00	\$350.00	\$252.70	\$245.82	\$234.25
	Non-Litigation	Partner	68	\$702.50	\$888.04	\$1,036.00	\$859.48	\$727.16	\$755.98
		Associate	98	\$424.00	\$508.00	\$704.00	\$541.24	\$518.78	\$485.02
		Paralegal	34	\$180.00	\$248.00	\$308.00	\$245.89	\$241.81	\$223.43

## Section I: High-Level Data Cuts

### Detailed Practice Areas

By Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Corporate: Regulatory and Compliance	Litigation	Partner	718	\$465.00	\$644.84	\$839.66	\$662.43	\$636.13	\$641.26
		Associate	671	\$315.00	\$405.00	\$549.88	\$428.68	\$432.40	\$416.83
		Paralegal	402	\$165.00	\$215.00	\$280.00	\$223.93	\$218.89	\$206.94
	Non-Litigation	Partner	1,628	\$430.00	\$595.00	\$765.00	\$622.52	\$590.80	\$579.00
		Associate	1,377	\$300.00	\$395.00	\$521.32	\$423.68	\$391.40	\$381.82
	Paralegal	485	\$150.00	\$195.00	\$255.00	\$206.86	\$190.13	\$190.99	
Corporate: Tax	Litigation	Partner	117	\$400.00	\$555.00	\$772.00	\$621.66	\$572.26	\$587.38
		Associate	116	\$252.00	\$340.00	\$495.00	\$393.54	\$421.75	\$375.39
		Paralegal	123	\$150.00	\$205.00	\$330.00	\$234.55	\$210.49	\$188.62
	Non-Litigation	Partner	395	\$527.68	\$701.30	\$925.00	\$746.07	\$728.91	\$702.04
		Associate	311	\$360.00	\$490.00	\$595.00	\$492.42	\$468.98	\$438.56
	Paralegal	63	\$146.39	\$200.00	\$280.00	\$205.95	\$208.98	\$217.80	
Corporate: Other	Litigation	Partner	2,062	\$365.00	\$544.72	\$725.00	\$562.23	\$529.89	\$527.18
		Associate	1,942	\$250.00	\$350.00	\$467.00	\$371.38	\$340.45	\$343.36
		Paralegal	951	\$135.00	\$185.00	\$239.00	\$189.62	\$173.23	\$174.23
	Non-Litigation	Partner	2,740	\$500.00	\$675.87	\$875.00	\$698.40	\$658.32	\$641.39
		Associate	2,706	\$300.00	\$421.19	\$572.00	\$445.03	\$422.17	\$418.89
	Paralegal	911	\$158.00	\$210.00	\$265.67	\$215.54	\$204.66	\$198.37	
Environmental	Litigation	Partner	181	\$320.67	\$450.00	\$585.00	\$462.52	\$446.51	\$444.32
		Associate	143	\$175.00	\$245.00	\$335.00	\$262.80	\$244.87	\$303.60
		Paralegal	72	\$85.00	\$117.50	\$192.00	\$145.93	\$153.64	\$151.77
	Non-Litigation	Partner	281	\$422.12	\$530.00	\$695.00	\$558.27	\$536.24	\$506.15
		Associate	152	\$286.69	\$349.50	\$447.50	\$374.14	\$335.23	\$329.14
	Paralegal	51	\$150.00	\$185.00	\$225.00	\$194.42	\$178.23	\$169.16	
Finance and Securities: Commercial Loans and Financing	Litigation	Partner	72	\$448.50	\$762.50	\$977.50	\$731.54	\$751.21	\$733.99
		Associate	54	\$360.00	\$545.00	\$680.00	\$524.94	\$535.32	\$569.74
		Paralegal	31	\$190.00	\$270.00	\$305.00	\$243.43	\$237.80	\$243.72
	Non-Litigation	Partner	1,181	\$520.00	\$785.00	\$1,000.00	\$770.37	\$708.43	\$677.78
		Associate	1,159	\$370.00	\$517.22	\$695.00	\$537.66	\$493.17	\$459.89
	Paralegal	536	\$195.00	\$249.38	\$305.00	\$245.15	\$220.67	\$210.89	
Finance and Securities: Investments and Other Financial Instruments	Litigation	Partner	18	\$695.63	\$833.46	\$970.00	\$820.98	\$770.09	\$609.15
		Associate	23	\$411.60	\$568.65	\$610.00	\$524.85	\$479.59	\$438.74
		Paralegal	8	\$162.50	\$210.00	\$270.00	\$218.13	\$183.61	\$194.24
	Non-Litigation	Partner	1,449	\$650.00	\$810.40	\$1,000.00	\$824.47	\$785.82	\$767.43
		Associate	1,582	\$400.00	\$529.41	\$675.00	\$548.48	\$523.60	\$515.08
	Paralegal	500	\$180.00	\$225.26	\$278.50	\$233.18	\$224.91	\$220.85	

## Section I: High-Level Data Cuts

### Detailed Practice Areas

By Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Finance and Securities: SEC Filings and Financial Reporting	Litigation	Partner	68	\$618.01	\$807.50	\$895.00	\$760.33	\$679.89	\$665.32
		Associate	89	\$365.00	\$424.00	\$560.00	\$441.73	\$432.57	\$417.23
		Paralegal	56	\$220.50	\$240.00	\$292.00	\$237.88	\$209.29	\$210.24
	Non-Litigation	Partner	180	\$646.92	\$913.26	\$1,093.30	\$883.98	\$867.31	\$809.63
		Associate	185	\$440.00	\$565.00	\$704.00	\$581.40	\$542.75	\$508.96
Finance and Securities: Securities and Banking Regulations	Litigation	Partner	68	\$622.41	\$700.94	\$791.05	\$693.04	\$523.86	\$510.92
		Associate	63	\$356.19	\$459.15	\$511.86	\$445.68	\$340.51	\$323.72
		Paralegal	43	\$169.21	\$218.43	\$281.50	\$218.76	\$162.29	\$155.51
	Non-Litigation	Partner	110	\$540.00	\$797.50	\$1,075.00	\$813.04	\$834.78	\$840.61
		Associate	84	\$365.00	\$500.00	\$680.00	\$535.63	\$519.88	\$457.11
Finance and Securities: Other	Litigation	Partner	133	\$543.87	\$750.00	\$911.00	\$737.16	\$654.45	\$617.46
		Associate	122	\$335.00	\$490.00	\$610.00	\$488.63	\$435.80	\$400.65
		Paralegal	66	\$190.00	\$225.13	\$295.00	\$240.48	\$222.23	\$220.73
	Non-Litigation	Partner	1219	\$520.00	\$732.19	\$920.00	\$734.30	\$688.51	\$661.11
		Associate	1192	\$349.90	\$469.66	\$637.15	\$501.61	\$459.83	\$445.62
General Liability: Asbestos/Mesothelioma	Litigation	Partner	447	\$215.00	\$250.00	\$300.00	\$284.19	\$281.83	\$281.38
		Associate	548	\$175.00	\$200.00	\$235.00	\$217.70	\$217.82	\$213.83
		Paralegal	496	\$75.00	\$95.00	\$116.75	\$96.86	\$97.66	\$97.59
General Liability: Personal Injury/Wrongful Death	Litigation	Partner	484	\$161.84	\$200.00	\$250.00	\$235.93	\$232.60	\$220.93
		Associate	446	\$150.00	\$166.64	\$200.00	\$184.39	\$184.39	\$175.62
		Paralegal	410	\$80.00	\$90.47	\$105.00	\$97.60	\$94.08	\$95.34
General Liability: Product and Product Liability	Litigation	Partner	903	\$250.00	\$327.00	\$500.00	\$405.16	\$392.51	\$381.06
		Associate	899	\$177.19	\$225.75	\$325.00	\$274.59	\$272.65	\$270.27
		Paralegal	696	\$100.00	\$125.00	\$187.25	\$147.24	\$139.34	\$138.37
General Liability: Other	Litigation	Partner	1013	\$225.00	\$350.00	\$550.00	\$403.48	\$384.62	\$386.24
		Associate	943	\$185.00	\$235.00	\$338.20	\$275.92	\$274.29	\$277.18
		Paralegal	673	\$90.00	\$120.00	\$182.00	\$143.31	\$137.30	\$136.34
Government Relations	Non-Litigation	Partner	97	\$490.24	\$657.00	\$775.00	\$661.17	\$617.96	\$615.21
		Associate	123	\$309.46	\$388.02	\$514.00	\$420.63	\$379.25	\$361.52
		Paralegal	23	\$180.00	\$229.50	\$265.00	\$236.94	\$220.75	\$212.48

## Section I: High-Level Data Cuts

### Detailed Practice Areas

By Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Insurance Defense: Auto and Transportation	Litigation	Partner	992	\$149.06	\$164.17	\$180.00	\$175.19	\$175.43	\$176.45
		Associate	952	\$135.00	\$150.00	\$165.00	\$154.66	\$153.89	\$153.00
		Paralegal	721	\$75.00	\$80.00	\$90.00	\$84.54	\$85.57	\$84.41
Insurance Defense: Personal Injury/Wrongful Death	Litigation	Partner	1,215	\$150.00	\$175.00	\$200.00	\$187.15	\$182.27	\$179.42
		Associate	1,137	\$135.00	\$150.55	\$175.00	\$161.82	\$160.01	\$156.92
		Paralegal	801	\$75.00	\$85.00	\$95.00	\$89.01	\$86.79	\$84.58
Insurance Defense: Property Damage	Litigation	Partner	845	\$150.00	\$170.00	\$190.00	\$184.24	\$185.53	\$183.59
		Associate	740	\$135.00	\$150.00	\$170.00	\$158.75	\$157.29	\$156.80
		Paralegal	455	\$75.00	\$85.00	\$90.00	\$85.26	\$85.87	\$85.65
Insurance Defense: Other	Litigation	Partner	3,820	\$160.00	\$190.00	\$250.00	\$230.16	\$230.24	\$220.80
		Associate	3,303	\$145.00	\$170.00	\$215.00	\$196.52	\$188.12	\$182.41
		Paralegal	2,362	\$80.00	\$90.00	\$110.00	\$103.44	\$101.42	\$101.25
Intellectual Property: Patents	Litigation	Partner	760	\$490.56	\$641.50	\$789.60	\$650.86	\$643.97	\$624.33
		Associate	750	\$320.00	\$417.80	\$533.96	\$437.12	\$422.48	\$403.94
		Paralegal	520	\$159.11	\$212.25	\$250.00	\$215.87	\$206.20	\$202.69
	Non-Litigation	Partner	781	\$365.00	\$470.00	\$630.00	\$509.75	\$504.87	\$496.59
		Associate	1,021	\$252.64	\$313.10	\$400.00	\$350.11	\$336.29	\$329.35
Intellectual Property: Trademarks	Litigation	Partner	49	\$420.00	\$500.00	\$624.37	\$518.21	\$491.16	\$560.93
		Associate	31	\$261.25	\$300.00	\$361.25	\$319.91	\$290.76	\$346.48
		Paralegal	22	\$170.00	\$210.00	\$240.03	\$214.83	\$195.36	\$186.66
	Non-Litigation	Partner	174	\$450.99	\$551.61	\$660.00	\$564.59	\$530.26	\$538.54
		Associate	168	\$263.00	\$326.56	\$424.50	\$351.79	\$352.35	\$341.10
Intellectual Property: Other	Litigation	Partner	223	\$385.00	\$545.00	\$675.26	\$543.55	\$538.77	\$524.01
		Associate	199	\$266.00	\$344.25	\$442.00	\$364.39	\$357.25	\$349.49
		Paralegal	108	\$146.50	\$190.43	\$233.00	\$198.21	\$194.59	\$188.40
	Non-Litigation	Partner	503	\$397.69	\$515.00	\$719.37	\$569.58	\$523.85	\$540.34
		Associate	505	\$236.75	\$300.00	\$415.00	\$350.16	\$353.59	\$370.08
Labor and Employment: Compensation and Benefits	Litigation	Partner	91	\$400.00	\$565.00	\$740.00	\$571.59	\$546.26	\$538.01
		Associate	82	\$274.00	\$360.00	\$550.00	\$414.00	\$406.02	\$364.49
		Paralegal	40	\$125.00	\$202.50	\$225.00	\$188.93	\$185.60	\$189.32
	Non-Litigation	Partner	311	\$485.00	\$600.00	\$735.00	\$614.66	\$577.08	\$594.58
		Associate	171	\$300.00	\$385.00	\$495.00	\$408.42	\$398.27	\$406.65
		Paralegal	47	\$165.00	\$195.00	\$275.00	\$217.66	\$198.90	\$223.67

## Section I: High-Level Data Cuts

### Detailed Practice Areas

By Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Labor and Employment: Discrimination, Retaliation and Harassment/ EEO	Litigation	Partner	531	\$300.00	\$373.50	\$454.75	\$391.32	\$345.12	\$339.71
		Associate	492	\$230.00	\$270.00	\$340.00	\$285.50	\$260.01	\$252.90
		Paralegal	311	\$105.00	\$135.00	\$184.73	\$150.08	\$135.30	\$131.72
	Non-Litigation	Partner	239	\$347.80	\$410.00	\$515.00	\$438.20	\$434.04	\$412.14
		Associate	218	\$255.00	\$295.00	\$355.77	\$309.45	\$311.91	\$293.49
		Paralegal	83	\$125.00	\$155.70	\$178.63	\$157.17	\$161.26	\$150.65
Labor and Employment: ERISA	Litigation	Partner	57	\$410.00	\$684.75	\$807.44	\$626.89	\$518.06	\$490.86
		Associate	44	\$300.00	\$379.00	\$454.00	\$381.89	\$353.40	\$305.66
		Paralegal	21	\$150.00	\$185.00	\$200.00	\$179.06	\$186.96	\$171.08
	Non-Litigation	Partner	139	\$430.00	\$620.00	\$710.00	\$600.73	\$605.18	\$564.53
		Associate	91	\$285.00	\$390.00	\$510.00	\$403.00	\$387.19	\$383.47
		Paralegal	21	\$148.50	\$190.00	\$250.00	\$201.80	\$202.38	\$229.57
Labor and Employment: Union Relations and Negotiations/ NLRB	Litigation	Partner	190	\$380.00	\$468.33	\$615.00	\$501.68	\$486.58	\$490.76
		Associate	144	\$271.44	\$328.50	\$410.00	\$352.95	\$355.12	\$351.74
		Paralegal	63	\$120.00	\$175.50	\$226.33	\$183.62	\$191.21	\$196.38
	Non-Litigation	Partner	266	\$342.00	\$429.09	\$568.70	\$467.37	\$461.71	\$445.37
		Associate	170	\$255.00	\$290.00	\$361.90	\$309.60	\$308.64	\$304.05
		Paralegal	42	\$100.00	\$149.50	\$195.00	\$150.54	\$144.59	\$140.25
Labor and Employment: Wages, Tips, and Overtime	Litigation	Partner	159	\$325.00	\$415.00	\$535.00	\$459.74	\$458.66	\$467.79
		Associate	189	\$240.00	\$315.00	\$432.00	\$337.62	\$344.66	\$363.12
		Paralegal	89	\$120.00	\$150.00	\$211.50	\$168.70	\$163.16	\$168.22
	Non-Litigation	Partner	54	\$384.76	\$433.50	\$590.00	\$486.40	\$477.26	\$479.32
		Associate	64	\$267.50	\$297.50	\$348.52	\$316.39	\$314.73	\$286.46
		Paralegal	21	\$104.00	\$150.00	\$150.00	\$142.14	\$138.11	\$148.34
Labor and Employment: Other	Litigation	Partner	988	\$340.00	\$450.00	\$625.00	\$506.54	\$432.25	\$427.53
		Associate	1,021	\$250.00	\$330.00	\$445.00	\$364.60	\$321.05	\$312.90
		Paralegal	516	\$130.00	\$180.00	\$233.00	\$189.91	\$159.14	\$160.32
	Non-Litigation	Partner	1,131	\$351.19	\$450.00	\$623.22	\$511.10	\$500.25	\$489.59
		Associate	883	\$255.00	\$310.00	\$415.00	\$357.31	\$350.11	\$345.60
		Paralegal	345	\$120.00	\$162.00	\$210.00	\$174.01	\$177.18	\$167.59
Marketing and Advertising	Litigation	Partner	38	\$610.05	\$815.00	\$945.00	\$786.13	\$757.66	\$731.13
		Associate	44	\$365.00	\$487.63	\$616.28	\$503.65	\$499.79	\$481.55
		Paralegal	24	\$212.50	\$237.50	\$310.00	\$258.85	\$230.78	\$235.33
	Non-Litigation	Partner	170	\$500.00	\$652.50	\$845.68	\$698.54	\$688.53	\$667.14
		Associate	150	\$335.00	\$473.38	\$654.50	\$522.97	\$491.05	\$469.20
		Paralegal	54	\$172.69	\$218.00	\$295.00	\$232.68	\$231.52	\$212.79

## Section I: High-Level Data Cuts

### Detailed Practice Areas

By Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Real Estate: Leasing	Litigation	Partner	27	\$200.00	\$365.00	\$500.00	\$367.76	\$410.15	\$397.91
		Associate	30	\$170.00	\$227.50	\$295.00	\$246.31	\$223.94	\$246.68
		Paralegal	8	\$80.00	\$86.22	\$157.50	\$117.18	\$159.34	\$130.94
	Non-Litigation	Partner	161	\$330.00	\$417.59	\$520.00	\$441.69	\$445.12	\$424.03
		Associate	135	\$225.00	\$260.00	\$315.00	\$279.03	\$280.05	\$273.98
		Paralegal	39	\$125.00	\$177.33	\$200.00	\$172.45	\$169.75	\$154.68
Real Estate: Property/Land Acquisition or Disposition	Litigation	Partner	54	\$175.00	\$195.00	\$250.00	\$231.59	\$233.94	\$214.75
		Associate	63	\$150.00	\$180.00	\$195.00	\$184.61	\$179.55	\$184.40
		Paralegal	52	\$82.50	\$97.11	\$115.00	\$107.22	\$100.81	\$102.27
	Non-Litigation	Partner	179	\$390.00	\$475.00	\$663.20	\$544.72	\$541.77	\$475.50
		Associate	152	\$250.00	\$315.00	\$395.00	\$350.49	\$371.42	\$317.53
		Paralegal	52	\$156.00	\$194.38	\$225.00	\$194.59	\$196.07	\$178.23
Real Estate: Titles	Litigation	Partner	811	\$225.00	\$275.00	\$310.00	\$282.33	\$276.27	\$274.13
		Associate	694	\$180.00	\$215.00	\$250.00	\$222.10	\$218.98	\$216.25
		Paralegal	504	\$100.00	\$125.00	\$147.26	\$126.70	\$125.12	\$125.19
	Non-Litigation	Partner	1,053	\$225.00	\$275.00	\$325.00	\$292.50	\$291.34	\$283.57
		Associate	874	\$176.83	\$215.62	\$250.00	\$225.50	\$227.19	\$217.74
		Paralegal	536	\$100.00	\$125.00	\$150.00	\$130.98	\$129.05	\$124.89
Real Estate: Other	Litigation	Partner	225	\$266.54	\$390.00	\$530.00	\$435.09	\$395.28	\$381.84
		Associate	171	\$195.00	\$250.00	\$330.00	\$283.26	\$260.02	\$259.45
		Paralegal	101	\$105.00	\$130.00	\$179.00	\$149.19	\$159.28	\$149.29
	Non-Litigation	Partner	639	\$357.00	\$450.00	\$585.00	\$489.69	\$479.19	\$462.62
		Associate	498	\$250.00	\$324.50	\$420.00	\$350.75	\$333.96	\$316.80
		Paralegal	235	\$142.50	\$180.00	\$220.00	\$184.49	\$178.08	\$182.15



## Section I: High-Level Data Cuts

### Cities

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Akron, OH	Partner	33	\$262.10	\$325.00	\$360.00	\$309.20	\$305.65	\$286.40
	Associate	19	\$185.00	\$216.34	\$248.31	\$216.07	\$218.17	\$229.38
Albany, NY	Partner	60	\$244.91	\$277.50	\$357.25	\$323.72	\$292.76	\$295.20
	Associate	50	\$180.00	\$213.41	\$255.00	\$222.45	\$219.76	\$211.80
Albuquerque, NM	Partner	43	\$170.00	\$210.00	\$295.00	\$235.98	\$230.53	\$237.63
	Associate	26	\$145.00	\$150.00	\$210.00	\$169.92	\$169.91	\$174.30
Anchorage, AK	Partner	13	\$355.00	\$380.39	\$442.93	\$371.27	\$340.64	\$324.38
	Associate	7	\$232.18	\$255.00	\$310.07	\$257.89	\$242.66	n/a
Atlanta, GA	Partner	658	\$329.99	\$500.00	\$650.58	\$510.79	\$477.73	\$466.72
	Associate	693	\$227.69	\$320.00	\$430.50	\$340.47	\$323.81	\$305.20
Austin, TX	Partner	153	\$325.00	\$425.00	\$535.00	\$456.55	\$453.28	\$417.47
	Associate	120	\$235.00	\$263.00	\$339.31	\$301.95	\$302.37	\$288.13
Baltimore, MD	Partner	251	\$348.00	\$440.96	\$592.72	\$473.67	\$460.25	\$430.58
	Associate	274	\$265.00	\$325.63	\$445.72	\$353.20	\$329.51	\$314.68
Baton Rouge, LA	Partner	48	\$245.98	\$295.00	\$350.00	\$299.48	\$290.05	\$292.33
	Associate	19	\$150.00	\$190.00	\$220.98	\$194.79	\$205.59	\$200.27
Birmingham, AL	Partner	146	\$270.00	\$320.00	\$375.00	\$324.67	\$311.78	\$287.45
	Associate	111	\$200.00	\$216.00	\$265.00	\$229.63	\$217.80	\$205.87
Boise, ID	Partner	27	\$225.00	\$250.00	\$342.00	\$285.52	\$256.38	\$241.09
	Associate	15	\$145.00	\$165.00	\$209.11	\$177.77	\$188.67	\$178.40
Boston, MA	Partner	520	\$372.81	\$571.52	\$776.28	\$586.71	\$577.02	\$551.30
	Associate	596	\$260.00	\$380.00	\$489.50	\$388.66	\$366.89	\$353.64
Boulder, CO	Partner	12	\$313.16	\$412.50	\$539.91	\$421.53	\$406.91	\$339.29
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$241.11
Bridgeport, CT	Partner	46	\$280.00	\$408.41	\$515.04	\$414.30	\$398.00	\$386.54
	Associate	40	\$240.00	\$296.25	\$340.00	\$287.35	\$285.31	\$265.32
Buffalo, NY	Partner	99	\$235.00	\$300.00	\$320.00	\$287.44	\$279.23	\$282.10
	Associate	71	\$160.00	\$205.00	\$225.00	\$197.00	\$202.49	\$195.24
Burlington, VT	Partner	15	\$210.00	\$225.00	\$293.93	\$251.61	\$273.65	\$277.31
	Associate	9	\$150.00	\$150.00	\$175.00	\$168.11	\$192.99	\$197.56
Charleston, SC	Partner	43	\$285.00	\$303.42	\$375.00	\$321.87	\$297.55	\$291.05
	Associate	33	\$175.00	\$215.00	\$250.00	\$216.33	\$211.95	\$211.16
Charleston, WV	Partner	60	\$225.00	\$249.90	\$302.50	\$256.86	\$242.97	\$240.26
	Associate	44	\$161.14	\$186.00	\$213.03	\$188.43	\$185.26	\$179.66
Charlotte, NC	Partner	151	\$340.00	\$465.00	\$616.00	\$499.74	\$473.21	\$464.66
	Associate	143	\$223.85	\$285.00	\$385.00	\$313.28	\$318.09	\$319.80

## Section I: High-Level Data Cuts

### Cities

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Chattanooga, TN	Partner	15	\$161.43	\$250.00	\$310.00	\$269.93	\$251.33	\$236.28
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$193.09
Chicago, IL	Partner	1,743	\$439.29	\$626.00	\$780.00	\$619.86	\$591.17	\$577.12
	Associate	1,903	\$280.00	\$375.38	\$487.31	\$397.27	\$382.46	\$369.21
Cincinnati, OH	Partner	99	\$320.00	\$414.04	\$460.00	\$400.46	\$384.13	\$372.86
	Associate	66	\$210.00	\$230.00	\$263.39	\$238.43	\$231.31	\$221.46
Cleveland, OH	Partner	329	\$313.50	\$400.00	\$522.03	\$428.85	\$429.45	\$411.52
	Associate	335	\$208.83	\$250.00	\$295.00	\$268.93	\$263.27	\$248.93
Columbia, SC	Partner	91	\$274.95	\$330.00	\$405.00	\$331.43	\$321.89	\$302.95
	Associate	72	\$183.27	\$225.00	\$262.78	\$228.08	\$215.31	\$214.09
Columbus, OH	Partner	97	\$332.50	\$375.12	\$450.00	\$398.88	\$388.88	\$356.16
	Associate	71	\$220.00	\$250.00	\$295.00	\$265.22	\$252.30	\$241.56
Dallas, TX	Partner	420	\$352.50	\$573.25	\$725.00	\$563.61	\$527.71	\$505.30
	Associate	494	\$276.00	\$372.00	\$485.60	\$390.80	\$352.51	\$341.39
Denver, CO	Partner	245	\$330.00	\$413.31	\$500.00	\$430.49	\$402.48	\$396.32
	Associate	234	\$240.00	\$279.72	\$325.00	\$294.82	\$283.71	\$275.99
Des Moines, IA	Partner	26	\$205.00	\$253.24	\$330.00	\$294.22	\$272.72	\$262.64
	Associate	14	\$155.00	\$210.02	\$250.00	\$209.98	\$226.16	\$209.47
Detroit, MI	Partner	223	\$225.00	\$324.83	\$398.98	\$326.41	\$324.57	\$311.15
	Associate	176	\$185.00	\$223.00	\$282.50	\$239.02	\$225.55	\$213.25
El Paso, TX	Partner	9	\$180.00	\$190.00	\$200.00	\$209.63	n/a	n/a
	Associate	14	\$150.00	\$150.00	\$170.00	\$163.86	\$157.22	\$151.75
Fresno, CA	Partner	14	\$270.00	\$287.50	\$295.00	\$270.97	\$257.24	\$273.27
	Associate	8	\$165.00	\$180.55	\$235.00	\$197.06	\$196.88	\$188.93
Grand Rapids, MI	Partner	18	\$235.00	\$350.00	\$420.00	\$342.97	\$312.89	\$291.31
	Associate	12	\$149.45	\$222.50	\$264.08	\$203.08	\$216.30	\$200.70
Greensboro, NC	Partner	33	\$255.00	\$345.00	\$401.68	\$344.31	\$316.86	\$300.72
	Associate	8	\$219.26	\$250.00	\$270.00	\$244.19	\$206.91	\$214.06
Greenville, SC	Partner	67	\$285.00	\$358.13	\$403.12	\$349.94	\$333.86	\$329.80
	Associate	40	\$203.68	\$232.50	\$259.50	\$228.75	\$216.70	\$222.17
Harrisburg, PA	Partner	32	\$257.50	\$307.50	\$387.50	\$332.77	\$304.05	\$344.60
	Associate	24	\$145.00	\$190.00	\$282.50	\$207.88	\$196.47	\$220.84
Hartford, CT	Partner	111	\$300.00	\$395.00	\$485.00	\$395.08	\$390.15	\$374.53
	Associate	60	\$206.85	\$260.00	\$299.02	\$260.60	\$259.47	\$253.53
Honolulu, HI	Partner	61	\$248.34	\$299.66	\$385.00	\$318.01	\$301.83	\$284.77
	Associate	29	\$165.00	\$180.67	\$205.00	\$200.84	\$194.58	\$189.95

## Section I: High-Level Data Cuts

### Cities

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Houston, TX	Partner	302	\$325.00	\$525.00	\$725.00	\$547.71	\$535.59	\$524.10
	Associate	308	\$242.58	\$310.00	\$430.79	\$353.95	\$337.24	\$337.10
Indianapolis, IN	Partner	189	\$294.34	\$385.00	\$460.00	\$383.07	\$363.40	\$351.94
	Associate	130	\$190.00	\$239.84	\$286.70	\$245.76	\$240.79	\$227.91
Jackson, MS	Partner	98	\$250.00	\$297.50	\$377.82	\$316.02	\$305.99	\$285.16
	Associate	68	\$175.00	\$186.00	\$214.50	\$194.27	\$197.52	\$196.34
Jacksonville, FL	Partner	62	\$275.00	\$331.83	\$435.00	\$346.81	\$333.06	\$312.04
	Associate	43	\$175.00	\$230.00	\$290.00	\$234.18	\$238.52	\$222.99
Kansas City, MO	Partner	216	\$334.50	\$400.00	\$475.00	\$410.78	\$380.74	\$373.19
	Associate	191	\$235.00	\$258.00	\$300.00	\$271.31	\$259.51	\$246.62
Knoxville, TN	Partner	23	\$201.62	\$250.00	\$299.98	\$260.45	\$249.59	\$239.04
	Associate	17	\$175.00	\$195.00	\$200.00	\$191.96	\$186.20	\$183.80
Lansing, MI	Partner	14	\$307.50	\$325.13	\$461.00	\$362.13	\$398.64	\$353.76
	Associate	n/a	n/a	n/a	n/a	n/a	\$220.61	\$200.83
Las Vegas, NV	Partner	94	\$230.00	\$334.29	\$425.00	\$343.05	\$357.46	\$350.75
	Associate	82	\$195.00	\$227.87	\$279.39	\$240.64	\$236.69	\$232.01
Lexington, KY	Partner	33	\$295.00	\$325.00	\$380.00	\$337.58	\$316.31	\$309.86
	Associate	17	\$190.00	\$215.00	\$242.00	\$213.94	\$203.77	\$180.52
Little Rock, AR	Partner	46	\$215.00	\$261.45	\$300.00	\$265.88	\$264.31	\$241.04
	Associate	16	\$167.50	\$184.50	\$195.00	\$179.46	\$184.15	\$169.67
Los Angeles, CA	Partner	1,192	\$400.00	\$616.65	\$847.68	\$640.05	\$596.83	\$587.11
	Associate	1,864	\$300.00	\$450.00	\$595.00	\$456.86	\$435.52	\$412.71
Louisville, KY	Partner	64	\$275.00	\$341.57	\$405.00	\$336.57	\$310.60	\$315.77
	Associate	54	\$175.00	\$183.70	\$210.00	\$192.61	\$189.02	\$187.23
Madison, WI	Partner	25	\$332.39	\$408.34	\$495.00	\$418.83	\$319.04	\$288.21
	Associate	17	\$200.00	\$265.00	\$360.00	\$280.62	\$243.44	\$234.09
Memphis, TN	Partner	59	\$259.69	\$301.75	\$375.00	\$306.94	\$311.49	\$297.86
	Associate	28	\$185.00	\$208.07	\$230.00	\$201.51	\$206.83	\$200.38
Miami, FL	Partner	381	\$290.47	\$400.00	\$536.00	\$426.52	\$407.50	\$397.50
	Associate	316	\$200.00	\$265.00	\$347.00	\$290.75	\$267.69	\$271.06
Milwaukee, WI	Partner	147	\$285.00	\$358.17	\$450.00	\$386.49	\$364.25	\$366.95
	Associate	113	\$215.00	\$251.18	\$278.00	\$257.27	\$243.94	\$236.23
Minneapolis, MN	Partner	329	\$305.00	\$415.00	\$520.00	\$419.95	\$398.69	\$385.88
	Associate	343	\$220.00	\$270.00	\$325.00	\$282.12	\$262.42	\$268.14
Mobile, AL	Partner	16	\$202.50	\$262.50	\$287.00	\$260.88	\$264.85	\$261.43
	Associate	7	\$140.75	\$147.11	\$200.00	\$165.48	\$166.43	\$178.83

# Section I: High-Level Data Cuts

## Cities

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Montgomery, AL	Partner	14	\$200.00	\$296.88	\$355.00	\$295.37	\$295.78	\$291.51
	Associate	7	\$150.00	\$150.00	\$200.00	\$172.14	\$180.71	\$166.84
Nashville, TN	Partner	145	\$285.00	\$375.00	\$445.00	\$366.95	\$354.85	\$347.60
	Associate	131	\$184.36	\$212.00	\$250.00	\$221.64	\$203.32	\$208.42
New Haven, CT	Partner	22	\$300.00	\$384.63	\$440.00	\$373.53	\$368.70	\$333.38
	Associate	19	\$235.00	\$255.00	\$298.58	\$263.69	\$295.09	\$290.56
New Orleans, LA	Partner	127	\$220.00	\$288.75	\$350.00	\$289.96	\$277.46	\$280.67
	Associate	110	\$160.00	\$200.00	\$225.75	\$201.32	\$211.73	\$201.95
New York, NY	Partner	3,248	\$535.00	\$795.00	\$1,025.00	\$778.69	\$737.38	\$714.49
	Associate	4,695	\$356.40	\$508.00	\$675.00	\$516.93	\$482.64	\$469.90
Oklahoma City, OK	Partner	57	\$200.00	\$280.53	\$335.00	\$277.55	\$264.38	\$271.90
	Associate	46	\$167.00	\$185.00	\$205.00	\$184.09	\$177.51	\$184.73
Omaha, NE	Partner	63	\$249.10	\$300.00	\$361.87	\$299.26	\$262.99	\$264.27
	Associate	35	\$165.00	\$189.00	\$214.23	\$191.53	\$190.82	\$180.19
Orlando, FL	Partner	97	\$290.00	\$370.00	\$495.24	\$407.19	\$367.95	\$342.25
	Associate	104	\$220.00	\$250.00	\$299.82	\$269.96	\$246.88	\$240.85
Philadelphia, PA	Partner	991	\$375.05	\$530.88	\$682.69	\$537.03	\$510.00	\$495.19
	Associate	1,224	\$250.00	\$315.18	\$405.00	\$332.63	\$312.58	\$313.21
Phoenix, AZ	Partner	214	\$279.00	\$360.32	\$450.00	\$374.93	\$358.53	\$361.59
	Associate	141	\$202.00	\$242.47	\$286.25	\$247.19	\$247.78	\$247.42
Pittsburgh, PA	Partner	254	\$350.00	\$495.00	\$580.28	\$478.90	\$469.58	\$442.88
	Associate	368	\$241.13	\$304.76	\$356.14	\$307.04	\$291.95	\$286.82
Portland, ME	Partner	56	\$204.04	\$310.00	\$355.00	\$307.48	\$288.22	\$283.88
	Associate	24	\$180.00	\$192.50	\$227.17	\$207.27	\$204.04	\$206.50
Portland, OR	Partner	171	\$307.00	\$374.93	\$434.25	\$376.55	\$374.28	\$363.08
	Associate	188	\$219.50	\$250.00	\$301.12	\$258.87	\$253.55	\$246.88
Providence, RI	Partner	29	\$185.00	\$285.00	\$340.00	\$305.35	\$313.92	\$324.23
	Associate	30	\$145.00	\$195.00	\$235.00	\$197.26	\$190.91	\$190.41
Raleigh, NC	Partner	72	\$267.50	\$350.37	\$435.75	\$361.57	\$343.27	\$342.61
	Associate	39	\$195.00	\$250.00	\$290.00	\$249.79	\$231.14	\$228.97
Reno, NV	Partner	13	\$300.00	\$350.00	\$388.26	\$348.88	\$350.32	\$343.49
	Associate	10	\$185.00	\$257.50	\$350.00	\$270.00	\$261.78	\$251.25
Richmond, VA	Partner	153	\$300.00	\$450.00	\$615.00	\$466.19	\$441.54	\$422.53
	Associate	189	\$250.00	\$309.93	\$355.00	\$315.62	\$300.17	\$288.12
Riverside, CA	Partner	22	\$290.00	\$298.98	\$300.00	\$305.35	\$275.86	\$261.11
	Associate	7	\$220.00	\$280.00	\$300.00	\$266.81	\$236.98	\$220.16

## Section I: High-Level Data Cuts

### Cities

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Rochester, NY	Partner	30	\$250.00	\$353.86	\$375.00	\$333.12	\$332.10	\$312.80
	Associate	26	\$175.00	\$238.63	\$280.00	\$226.96	\$231.97	\$218.36
Sacramento, CA	Partner	44	\$287.03	\$392.50	\$539.98	\$433.68	\$383.43	\$395.00
	Associate	62	\$239.18	\$250.00	\$325.00	\$299.77	\$270.07	\$276.19
Salt Lake City, UT	Partner	100	\$257.34	\$326.50	\$400.00	\$334.59	\$318.13	\$318.69
	Associate	51	\$176.83	\$200.00	\$283.00	\$234.34	\$311.02	\$279.54
San Antonio, TX	Partner	18	\$240.00	\$306.98	\$325.00	\$289.54	\$351.42	\$370.41
	Associate	12	\$197.50	\$225.00	\$245.00	\$236.79	\$255.67	\$246.52
San Diego, CA	Partner	195	\$315.00	\$445.00	\$660.88	\$488.61	\$486.48	\$473.53
	Associate	166	\$185.00	\$260.00	\$383.00	\$305.62	\$313.54	\$316.17
San Francisco, CA	Partner	676	\$383.76	\$588.58	\$772.95	\$594.59	\$594.80	\$594.07
	Associate	600	\$273.09	\$368.59	\$500.00	\$400.02	\$391.65	\$393.70
San Jose, CA	Partner	229	\$550.00	\$750.00	\$897.33	\$742.23	\$667.40	\$673.63
	Associate	179	\$280.42	\$377.86	\$575.00	\$438.36	\$419.40	\$428.89
San Juan, PR	Partner	61	\$165.00	\$210.00	\$250.00	\$211.04	\$217.59	\$219.19
	Associate	45	\$125.00	\$145.50	\$152.27	\$142.69	\$147.36	\$150.95
Santa Fe, NM	Partner	14	\$200.00	\$223.51	\$225.04	\$215.59	\$203.54	\$212.12
	Associate	7	\$175.00	\$185.00	\$214.03	\$195.58	\$197.87	\$179.84
Savannah, GA	Partner	15	\$175.00	\$250.00	\$325.00	\$250.67	\$255.00	\$243.44
	Associate	10	\$180.59	\$192.50	\$200.00	\$193.06	\$176.25	\$176.51
Seattle, WA	Partner	364	\$355.11	\$440.10	\$504.50	\$443.04	\$423.86	\$406.17
	Associate	256	\$240.00	\$289.52	\$360.00	\$311.92	\$291.42	\$274.23
St. Louis, MO	Partner	230	\$284.42	\$367.25	\$447.69	\$367.03	\$362.93	\$346.36
	Associate	202	\$175.00	\$205.00	\$270.00	\$224.66	\$222.79	\$218.57
Syracuse, NY	Partner	48	\$211.50	\$257.50	\$326.00	\$267.02	\$264.84	\$259.71
	Associate	29	\$150.00	\$175.00	\$185.00	\$168.22	\$185.60	\$186.84
Tallahassee, FL	Partner	37	\$335.00	\$425.00	\$514.87	\$450.23	\$385.06	\$410.51
	Associate	13	\$230.00	\$280.00	\$295.00	\$277.17	\$276.36	\$274.02
Tampa, FL	Partner	123	\$275.00	\$385.00	\$450.00	\$385.94	\$359.84	\$358.25
	Associate	75	\$195.00	\$245.00	\$300.00	\$256.75	\$237.74	\$233.20
Toledo, OH	Partner	13	\$255.00	\$295.00	\$390.00	\$310.55	\$300.83	\$306.95
	Associate	8	\$205.00	\$233.64	\$248.26	\$229.22	\$202.24	\$192.28
Trenton, NJ	Partner	51	\$400.00	\$475.00	\$540.00	\$479.30	\$440.98	\$424.81
	Associate	38	\$255.00	\$324.50	\$400.00	\$333.40	\$310.05	\$294.56
Tulsa, OK	Partner	25	\$240.00	\$285.00	\$330.00	\$288.85	\$283.43	\$281.65
	Associate	8	\$173.76	\$200.00	\$208.50	\$198.61	\$181.70	\$170.89

## Section I: High-Level Data Cuts

### Cities

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Virginia Beach, VA	Partner	19	\$250.00	\$340.00	\$411.00	\$348.50	\$347.57	\$341.01
	Associate	17	\$175.00	\$205.00	\$226.64	\$227.23	\$218.02	\$203.18
Washington, DC	Partner	2,277	\$584.53	\$705.00	\$830.49	\$713.87	\$679.77	\$661.84
	Associate	2,151	\$336.10	\$425.00	\$535.00	\$448.34	\$427.05	\$413.21
Winston-Salem, NC	Partner	17	\$300.00	\$395.00	\$480.00	\$380.59	\$334.66	\$327.45
	Associate	12	\$185.87	\$232.50	\$282.50	\$255.98	\$272.17	\$267.15
Worcester, MA	Partner	18	\$248.00	\$248.00	\$335.75	\$287.41	\$297.81	\$280.26
	Associate	7	\$133.24	\$145.00	\$195.00	\$162.40	\$145.29	n/a

## Section I: High-Level Data Cuts

### Cities

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
City	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Akron, OH	Litigation	Partner	23	\$250.00	\$325.00	\$360.00	\$310.11	\$295.10	\$282.24
		Associate	15	\$180.00	\$200.00	\$249.07	\$212.08	\$209.18	\$211.81
	Non-Litigation	Partner	16	\$257.15	\$300.00	\$355.00	\$307.45	\$308.24	\$294.29
		Associate	n/a	n/a	n/a	n/a	n/a	\$233.21	\$256.47
Albany, NY	Litigation	Partner	19	\$250.00	\$305.00	\$400.17	\$368.17	\$284.43	\$297.42
		Associate	18	\$179.96	\$235.00	\$275.00	\$228.29	\$253.96	\$231.49
	Non-Litigation	Partner	51	\$244.03	\$280.00	\$350.00	\$313.18	\$305.99	\$298.30
		Associate	38	\$178.04	\$209.98	\$240.00	\$217.18	\$214.52	\$200.33
Albuquerque, NM	Litigation	Partner	34	\$160.00	\$203.00	\$250.00	\$218.56	\$230.75	\$232.01
		Associate	22	\$136.37	\$150.00	\$180.00	\$160.36	\$167.18	\$165.39
	Non-Litigation	Partner	17	\$210.00	\$275.00	\$310.00	\$267.38	\$247.86	\$255.45
		Associate	7	\$150.00	\$210.00	\$220.00	\$196.76	\$183.85	\$219.91
Anchorage, AK	Litigation	Partner	8	\$225.00	\$373.14	\$421.00	\$344.78	\$331.60	n/a
		Associate	7	\$225.00	\$255.00	\$317.63	\$257.95	n/a	n/a
	Non-Litigation	Partner	8	\$358.07	\$377.70	\$450.00	\$380.19	\$361.04	\$348.00
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Atlanta, GA	Litigation	Partner	320	\$280.00	\$400.00	\$614.79	\$453.19	\$437.06	\$424.73
		Associate	332	\$200.00	\$281.35	\$393.35	\$303.55	\$309.53	\$287.29
	Non-Litigation	Partner	463	\$380.00	\$536.00	\$685.00	\$548.83	\$518.28	\$500.36
		Associate	459	\$256.00	\$348.50	\$465.00	\$363.99	\$339.31	\$324.66
Austin, TX	Litigation	Partner	69	\$325.00	\$425.95	\$535.00	\$453.17	\$459.17	\$404.76
		Associate	43	\$247.50	\$280.00	\$355.50	\$319.13	\$335.08	\$317.99
	Non-Litigation	Partner	112	\$317.00	\$400.00	\$509.93	\$446.13	\$445.15	\$419.12
		Associate	103	\$235.00	\$261.00	\$329.33	\$294.43	\$289.82	\$278.27
Baltimore, MD	Litigation	Partner	134	\$316.00	\$410.00	\$572.02	\$438.75	\$431.24	\$402.31
		Associate	186	\$248.00	\$295.00	\$400.00	\$330.20	\$306.56	\$287.66
	Non-Litigation	Partner	156	\$365.00	\$465.90	\$611.50	\$493.10	\$475.36	\$458.92
		Associate	124	\$265.00	\$350.50	\$478.02	\$376.70	\$345.04	\$341.34
Baton Rouge, LA	Litigation	Partner	29	\$230.00	\$270.00	\$305.00	\$276.15	\$257.18	\$275.75
		Associate	14	\$150.00	\$190.00	\$220.00	\$191.36	\$188.41	\$197.05
	Non-Litigation	Partner	24	\$277.50	\$322.50	\$350.00	\$317.32	\$302.85	\$296.78
		Associate	11	\$150.00	\$180.00	\$220.00	\$184.73	\$208.76	\$188.62
Birmingham, AL	Litigation	Partner	116	\$247.50	\$299.74	\$350.49	\$302.50	\$301.43	\$276.76
		Associate	89	\$195.00	\$214.00	\$250.00	\$220.29	\$216.12	\$203.58
	Non-Litigation	Partner	53	\$300.00	\$360.00	\$430.50	\$367.67	\$341.89	\$310.65
		Associate	42	\$205.00	\$218.00	\$285.00	\$239.01	\$218.22	\$208.20



## Section I: High-Level Data Cuts

### Cities

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
City	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Boise, ID	Litigation	Partner	15	\$225.00	\$335.00	\$395.00	\$311.47	\$258.63	\$274.85
		Associate	8	\$135.00	\$198.17	\$215.00	\$180.79	\$207.86	\$203.03
	Non-Litigation	Partner	19	\$225.00	\$245.00	\$250.00	\$260.53	\$253.78	\$227.21
		Associate	9	\$145.00	\$160.00	\$195.00	\$177.78	\$159.76	\$157.24
Boston, MA	Litigation	Partner	271	\$260.43	\$500.00	\$695.00	\$512.23	\$500.21	\$479.80
		Associate	282	\$190.00	\$330.00	\$470.00	\$349.44	\$311.29	\$320.09
	Non-Litigation	Partner	346	\$435.00	\$645.00	\$824.80	\$639.60	\$620.39	\$594.87
		Associate	377	\$290.00	\$395.00	\$500.00	\$413.43	\$402.42	\$387.03
Bridgeport, CT	Litigation	Partner	20	\$300.00	\$438.11	\$516.25	\$428.24	\$398.63	\$379.07
		Associate	13	\$235.00	\$292.50	\$325.00	\$286.88	\$283.61	\$239.99
	Non-Litigation	Partner	37	\$275.00	\$350.00	\$490.00	\$392.66	\$395.14	\$389.95
		Associate	31	\$235.00	\$280.00	\$340.00	\$279.06	\$283.99	\$267.73
Buffalo, NY	Litigation	Partner	61	\$215.69	\$300.00	\$320.00	\$279.43	\$276.49	\$271.23
		Associate	47	\$160.00	\$195.00	\$220.00	\$194.75	\$199.77	\$192.93
	Non-Litigation	Partner	52	\$277.50	\$300.00	\$320.00	\$296.79	\$287.40	\$303.11
		Associate	32	\$200.00	\$215.10	\$225.00	\$208.14	\$212.49	\$206.97
Burlington, VT	Litigation	Partner	11	\$210.00	\$225.00	\$250.00	\$236.27	\$283.48	\$310.94
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$221.25
	Non-Litigation	Partner	8	\$217.50	\$260.00	\$300.00	\$261.24	\$256.76	\$248.85
		Associate	7	\$150.00	\$150.00	\$175.00	\$166.43	\$174.49	\$173.85
Charleston, SC	Litigation	Partner	29	\$300.00	\$303.42	\$375.00	\$328.53	\$309.48	\$304.67
		Associate	24	\$175.00	\$225.00	\$242.50	\$213.73	\$226.83	\$218.47
	Non-Litigation	Partner	23	\$280.00	\$314.00	\$392.85	\$327.31	\$297.80	\$268.05
		Associate	15	\$190.00	\$255.34	\$283.50	\$247.20	\$208.07	\$204.28
Charleston, WV	Litigation	Partner	49	\$200.00	\$250.00	\$280.00	\$249.99	\$237.91	\$231.88
		Associate	36	\$158.92	\$182.50	\$200.00	\$184.08	\$181.99	\$177.83
	Non-Litigation	Partner	21	\$225.00	\$240.00	\$330.00	\$268.89	\$254.82	\$254.59
		Associate	10	\$171.47	\$197.00	\$225.00	\$201.64	\$193.79	\$183.50
Charlotte, NC	Litigation	Partner	72	\$290.00	\$379.00	\$527.40	\$434.76	\$462.11	\$463.88
		Associate	56	\$204.45	\$251.00	\$347.17	\$289.38	\$294.91	\$305.17
	Non-Litigation	Partner	109	\$385.00	\$500.00	\$625.60	\$517.20	\$470.76	\$460.30
		Associate	114	\$225.00	\$291.25	\$398.40	\$320.17	\$317.60	\$316.70
Chicago, IL	Litigation	Partner	781	\$360.00	\$550.00	\$702.27	\$550.10	\$538.03	\$531.47
		Associate	895	\$235.00	\$349.00	\$440.94	\$356.27	\$345.44	\$335.01
	Non-Litigation	Partner	1,275	\$490.50	\$651.60	\$807.71	\$655.29	\$623.62	\$607.65
		Associate	1,267	\$313.13	\$393.25	\$520.00	\$424.57	\$409.34	\$394.65

## Section I: High-Level Data Cuts

### Cities

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
City	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Cincinnati, OH	Litigation	Partner	58	\$305.00	\$426.50	\$470.00	\$405.85	\$384.56	\$372.01
		Associate	37	\$210.00	\$230.00	\$260.00	\$234.40	\$232.44	\$230.85
	Non-Litigation	Partner	63	\$325.00	\$415.49	\$455.00	\$398.34	\$380.37	\$375.48
		Associate	35	\$210.00	\$240.00	\$265.00	\$239.99	\$228.22	\$213.81
Cleveland, OH	Litigation	Partner	138	\$300.00	\$381.50	\$495.00	\$414.35	\$401.87	\$391.93
		Associate	137	\$208.00	\$240.00	\$300.00	\$266.27	\$254.45	\$236.86
	Non-Litigation	Partner	247	\$330.00	\$400.00	\$526.30	\$435.98	\$439.20	\$420.31
		Associate	243	\$208.00	\$253.75	\$295.00	\$267.01	\$264.57	\$253.01
Columbia, SC	Litigation	Partner	61	\$274.91	\$330.00	\$400.00	\$326.71	\$316.02	\$316.63
		Associate	54	\$200.00	\$225.00	\$250.00	\$229.22	\$220.36	\$217.82
	Non-Litigation	Partner	48	\$275.00	\$325.00	\$406.22	\$340.59	\$327.74	\$293.40
		Associate	30	\$195.00	\$233.91	\$272.60	\$239.15	\$215.67	\$217.20
Columbus, OH	Litigation	Partner	46	\$320.00	\$365.00	\$430.00	\$382.71	\$373.02	\$343.70
		Associate	37	\$225.00	\$245.00	\$290.00	\$264.20	\$244.64	\$246.95
	Non-Litigation	Partner	66	\$335.00	\$394.98	\$470.00	\$415.81	\$409.08	\$369.54
		Associate	43	\$217.00	\$280.00	\$310.00	\$275.46	\$257.97	\$244.93
Dallas, TX	Litigation	Partner	180	\$275.00	\$402.31	\$596.46	\$456.98	\$421.46	\$409.21
		Associate	205	\$225.00	\$306.87	\$430.00	\$334.89	\$300.95	\$296.08
	Non-Litigation	Partner	285	\$440.00	\$632.03	\$775.00	\$625.96	\$589.43	\$566.84
		Associate	326	\$317.20	\$402.75	\$520.19	\$424.70	\$383.73	\$366.29
Denver, CO	Litigation	Partner	125	\$323.49	\$393.79	\$475.00	\$412.05	\$383.33	\$363.61
		Associate	119	\$245.00	\$282.03	\$315.00	\$292.57	\$275.61	\$272.09
	Non-Litigation	Partner	168	\$325.00	\$424.63	\$507.73	\$434.29	\$414.52	\$411.21
		Associate	151	\$240.00	\$275.00	\$330.00	\$301.41	\$291.52	\$281.08
Des Moines, IA	Litigation	Partner	23	\$220.00	\$255.00	\$350.00	\$302.61	\$263.94	\$244.90
		Associate	12	\$158.23	\$210.02	\$245.00	\$206.75	n/a	\$189.31
	Non-Litigation	Partner	11	\$190.00	\$250.00	\$373.50	\$282.15	\$283.46	\$268.63
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$224.59
Detroit, MI	Litigation	Partner	117	\$200.00	\$265.00	\$356.70	\$276.01	\$268.22	\$276.64
		Associate	97	\$175.00	\$200.00	\$250.00	\$217.85	\$215.36	\$211.99
	Non-Litigation	Partner	140	\$295.00	\$360.00	\$419.53	\$362.21	\$352.10	\$330.54
		Associate	112	\$190.21	\$246.46	\$290.00	\$256.16	\$232.86	\$213.53
Fresno, CA	Litigation	Partner	8	\$187.50	\$277.50	\$294.44	\$239.24	n/a	\$267.14
		Associate	8	\$165.00	\$176.89	\$235.00	\$196.12	n/a	\$217.87
	Non-Litigation	Partner	9	\$280.00	\$292.69	\$325.00	\$296.26	\$250.21	\$262.69
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$163.13

## Section I: High-Level Data Cuts

### Cities

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
City	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Grand Rapids, MI	Litigation	Partner	7	\$219.69	\$250.00	\$350.00	\$275.38	n/a	n/a
		Associate	n/a	n/a	n/a	n/a	n/a	\$180.89	n/a
	Non-Litigation	Partner	11	\$270.00	\$415.00	\$510.00	\$385.99	\$322.39	\$306.39
		Associate	10	\$87.80	\$220.00	\$260.00	\$196.57	\$210.65	\$174.70
Greensboro, NC	Litigation	Partner	16	\$250.00	\$282.00	\$352.50	\$294.25	\$301.62	\$300.94
		Associate	n/a	n/a	n/a	n/a	n/a	\$220.11	\$226.64
	Non-Litigation	Partner	21	\$340.00	\$380.00	\$410.00	\$377.78	\$332.21	\$295.81
		Associate	n/a	n/a	n/a	n/a	n/a	\$199.35	\$201.82
Greenville, SC	Litigation	Partner	30	\$260.00	\$340.00	\$405.00	\$338.63	\$336.67	\$338.50
		Associate	16	\$162.50	\$222.79	\$255.00	\$215.87	\$214.68	\$223.09
	Non-Litigation	Partner	47	\$315.73	\$365.00	\$420.00	\$362.83	\$337.07	\$328.87
		Associate	28	\$212.50	\$243.26	\$259.50	\$238.61	\$225.46	\$229.34
Harrisburg, PA	Litigation	Partner	14	\$200.00	\$287.50	\$350.00	\$315.85	\$333.98	\$336.68
		Associate	9	\$125.00	\$165.00	\$215.00	\$172.78	\$213.00	\$226.60
	Non-Litigation	Partner	21	\$295.00	\$315.00	\$380.00	\$342.03	\$286.78	\$340.70
		Associate	16	\$173.12	\$210.04	\$302.50	\$230.57	\$194.41	\$202.41
Hartford, CT	Litigation	Partner	66	\$292.00	\$405.00	\$481.56	\$396.93	\$377.15	\$352.52
		Associate	36	\$195.00	\$252.50	\$295.00	\$247.86	\$254.51	\$235.64
	Non-Litigation	Partner	61	\$300.00	\$380.00	\$485.00	\$395.26	\$408.82	\$411.12
		Associate	30	\$245.00	\$272.50	\$300.00	\$282.56	\$284.05	\$270.05
Honolulu, HI	Litigation	Partner	34	\$247.35	\$297.50	\$392.11	\$315.84	\$295.50	\$290.90
		Associate	20	\$167.38	\$175.00	\$200.00	\$192.69	\$193.33	\$199.61
	Non-Litigation	Partner	40	\$249.17	\$282.50	\$360.00	\$308.72	\$306.21	\$279.53
		Associate	18	\$170.00	\$175.00	\$200.00	\$197.18	\$193.66	\$178.09
Houston, TX	Litigation	Partner	166	\$295.00	\$450.00	\$623.00	\$460.34	\$452.25	\$473.90
		Associate	118	\$245.00	\$314.89	\$395.00	\$324.63	\$318.53	\$309.97
	Non-Litigation	Partner	175	\$370.00	\$578.05	\$775.00	\$609.19	\$596.21	\$559.96
		Associate	207	\$240.00	\$308.60	\$459.58	\$368.06	\$350.59	\$355.26
Indianapolis, IN	Litigation	Partner	93	\$245.00	\$384.40	\$500.00	\$378.47	\$344.00	\$342.18
		Associate	66	\$165.00	\$234.36	\$290.00	\$240.32	\$242.30	\$223.46
	Non-Litigation	Partner	119	\$319.50	\$399.98	\$460.00	\$390.63	\$381.51	\$361.14
		Associate	81	\$199.22	\$240.00	\$280.00	\$250.83	\$240.00	\$233.36
Jackson, MS	Litigation	Partner	75	\$250.00	\$295.00	\$370.00	\$312.43	\$287.05	\$281.70
		Associate	57	\$175.00	\$185.00	\$215.00	\$193.99	\$193.37	\$198.82
	Non-Litigation	Partner	34	\$220.00	\$300.00	\$415.00	\$316.39	\$330.35	\$286.73
		Associate	15	\$180.00	\$190.00	\$220.00	\$200.73	\$207.31	\$208.21

## Section I: High-Level Data Cuts

### Cities

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
City	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Jacksonville, FL	Litigation	Partner	36	\$262.50	\$342.52	\$438.90	\$341.30	\$309.78	\$286.17
		Associate	27	\$185.00	\$215.00	\$295.00	\$242.18	\$219.36	\$215.22
	Non-Litigation	Partner	36	\$275.00	\$315.00	\$430.05	\$353.20	\$359.49	\$347.34
		Associate	23	\$175.00	\$235.00	\$285.00	\$227.71	\$261.19	\$242.36
Kansas City, MO	Litigation	Partner	119	\$310.09	\$400.00	\$475.00	\$397.38	\$365.38	\$358.42
		Associate	105	\$225.00	\$246.00	\$295.00	\$257.42	\$250.04	\$239.65
	Non-Litigation	Partner	129	\$348.81	\$400.00	\$460.00	\$413.10	\$376.92	\$371.20
		Associate	97	\$244.25	\$269.57	\$318.00	\$286.35	\$268.31	\$250.73
Knoxville, TN	Litigation	Partner	20	\$215.00	\$250.00	\$299.99	\$262.66	\$252.41	\$236.96
		Associate	13	\$195.00	\$195.00	\$200.00	\$186.57	\$182.53	\$178.35
	Non-Litigation	Partner	7	\$230.00	\$230.00	\$275.00	\$250.54	\$247.50	\$239.81
		Associate	n/a	n/a	n/a	n/a	n/a	\$189.18	n/a
Las Vegas, NV	Litigation	Partner	57	\$225.00	\$250.00	\$350.00	\$305.68	\$324.31	\$308.64
		Associate	52	\$195.00	\$212.50	\$255.00	\$227.01	\$221.81	\$225.22
	Non-Litigation	Partner	55	\$250.00	\$380.00	\$475.00	\$380.16	\$387.68	\$379.22
		Associate	45	\$185.00	\$250.00	\$280.00	\$245.97	\$251.53	\$236.85
Lexington, KY	Litigation	Partner	20	\$292.50	\$317.50	\$335.78	\$325.87	\$307.31	\$307.89
		Associate	14	\$190.00	\$212.50	\$230.00	\$215.86	\$201.77	\$200.75
	Non-Litigation	Partner	19	\$300.00	\$350.00	\$385.00	\$343.23	\$329.22	\$313.98
		Associate	n/a	n/a	n/a	n/a	n/a	\$204.51	\$166.68
Little Rock, AR	Litigation	Partner	36	\$215.00	\$261.45	\$300.00	\$258.14	\$260.34	\$231.74
		Associate	14	\$165.00	\$182.00	\$190.00	\$173.79	\$177.18	\$160.66
	Non-Litigation	Partner	14	\$230.00	\$267.89	\$315.00	\$286.48	\$259.41	\$247.96
		Associate	n/a	n/a	n/a	n/a	n/a	\$190.83	\$179.12
Los Angeles, CA	Litigation	Partner	662	\$340.00	\$525.00	\$745.00	\$563.85	\$525.35	\$529.53
		Associate	890	\$248.13	\$375.00	\$525.00	\$399.20	\$375.58	\$366.49
	Non-Litigation	Partner	736	\$476.89	\$675.00	\$903.52	\$692.23	\$657.18	\$627.75
		Associate	1,211	\$348.00	\$469.00	\$630.00	\$489.26	\$477.17	\$445.31
Louisville, KY	Litigation	Partner	50	\$242.00	\$326.50	\$395.00	\$325.13	\$307.08	\$321.73
		Associate	46	\$175.00	\$180.00	\$199.78	\$186.81	\$181.90	\$186.52
	Non-Litigation	Partner	29	\$330.00	\$380.00	\$425.00	\$378.28	\$333.03	\$315.11
		Associate	16	\$186.02	\$210.00	\$225.50	\$211.45	\$205.64	\$188.66
Madison, WI	Litigation	Partner	13	\$305.00	\$395.00	\$495.00	\$397.97	\$298.22	\$275.50
		Associate	n/a	n/a	n/a	n/a	n/a	\$195.64	\$195.91
	Non-Litigation	Partner	15	\$332.39	\$450.00	\$520.00	\$422.41	\$300.45	\$262.14
		Associate	12	\$217.50	\$272.50	\$360.00	\$286.71	\$251.65	\$253.30

## Section I: High-Level Data Cuts

### Cities

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
City	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Memphis, TN	Litigation	Partner	41	\$200.00	\$295.00	\$375.00	\$297.99	\$309.41	\$293.88
		Associate	18	\$185.00	\$194.76	\$225.00	\$200.89	\$217.24	\$205.91
	Non-Litigation	Partner	32	\$267.50	\$331.25	\$376.35	\$326.21	\$323.90	\$303.83
		Associate	20	\$180.00	\$210.00	\$219.83	\$197.07	\$195.53	\$202.36
Miami, FL	Litigation	Partner	248	\$250.00	\$350.00	\$475.00	\$377.78	\$373.44	\$374.11
		Associate	219	\$190.00	\$255.00	\$329.00	\$282.25	\$260.60	\$267.53
	Non-Litigation	Partner	190	\$350.00	\$450.00	\$590.00	\$482.49	\$444.08	\$429.07
		Associate	136	\$212.41	\$272.50	\$350.00	\$295.49	\$272.94	\$286.35
Milwaukee, WI	Litigation	Partner	70	\$240.00	\$310.00	\$380.00	\$323.03	\$316.67	\$330.51
		Associate	62	\$215.00	\$250.00	\$275.23	\$250.99	\$233.36	\$226.51
	Non-Litigation	Partner	103	\$325.00	\$375.00	\$475.00	\$417.59	\$396.65	\$395.87
		Associate	63	\$225.00	\$260.00	\$278.00	\$261.73	\$253.78	\$246.45
Minneapolis, MN	Litigation	Partner	180	\$250.02	\$375.00	\$507.50	\$391.96	\$376.57	\$369.52
		Associate	186	\$200.00	\$259.27	\$333.47	\$264.01	\$258.95	\$251.30
	Non-Litigation	Partner	202	\$350.00	\$450.00	\$535.00	\$452.51	\$405.25	\$392.60
		Associate	206	\$240.00	\$280.00	\$347.63	\$335.87	\$288.17	\$291.59
Nashville, TN	Litigation	Partner	56	\$256.96	\$327.50	\$422.50	\$339.98	\$346.63	\$342.12
		Associate	57	\$192.08	\$210.00	\$248.36	\$221.80	\$215.67	\$210.36
	Non-Litigation	Partner	106	\$315.00	\$394.19	\$445.76	\$380.38	\$367.26	\$356.58
		Associate	94	\$182.47	\$215.00	\$248.76	\$220.65	\$199.39	\$207.87
New Haven, CT	Litigation	Partner	10	\$340.00	\$382.87	\$449.69	\$376.92	\$362.47	\$327.65
		Associate	n/a	n/a	n/a	n/a	n/a	\$351.06	\$377.64
	Non-Litigation	Partner	16	\$320.00	\$377.50	\$420.00	\$380.34	\$390.98	\$346.29
		Associate	15	\$235.00	\$262.07	\$296.40	\$264.44	\$251.41	\$302.54
New Orleans, LA	Litigation	Partner	102	\$200.00	\$276.98	\$330.00	\$278.92	\$262.75	\$258.57
		Associate	89	\$160.00	\$200.00	\$225.75	\$200.79	\$208.14	\$197.87
	Non-Litigation	Partner	44	\$250.00	\$300.00	\$350.00	\$305.66	\$304.27	\$314.46
		Associate	34	\$160.00	\$195.00	\$225.00	\$198.11	\$217.29	\$212.29
New York, NY	Litigation	Partner	1,312	\$400.00	\$635.00	\$860.00	\$642.06	\$616.16	\$611.67
		Associate	1,591	\$275.00	\$395.00	\$559.06	\$426.44	\$409.65	\$404.00
	Non-Litigation	Partner	2,411	\$639.00	\$864.18	\$1,072.91	\$845.43	\$809.50	\$783.87
		Associate	3,545	\$405.00	\$540.00	\$704.00	\$552.31	\$516.41	\$507.82
Oklahoma City, OK	Litigation	Partner	39	\$200.00	\$265.50	\$330.00	\$275.97	\$261.51	\$269.47
		Associate	33	\$150.00	\$175.00	\$205.00	\$178.34	\$169.05	\$173.22
	Non-Litigation	Partner	25	\$200.00	\$280.38	\$340.00	\$281.91	\$266.91	\$272.28
		Associate	17	\$175.00	\$190.00	\$200.00	\$196.06	\$191.93	\$200.24

## Section I: High-Level Data Cuts

### Cities

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
City	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Omaha, NE	Litigation	Partner	22	\$225.00	\$275.00	\$328.41	\$273.62	\$247.59	\$243.73
		Associate	16	\$170.00	\$182.50	\$196.00	\$183.69	\$189.11	\$183.09
	Non-Litigation	Partner	47	\$250.00	\$321.09	\$375.00	\$309.67	\$259.92	\$267.20
		Associate	25	\$175.00	\$200.00	\$230.00	\$198.41	\$191.80	\$182.26
Orlando, FL	Litigation	Partner	56	\$264.41	\$320.00	\$432.01	\$372.78	\$338.89	\$326.65
		Associate	69	\$210.00	\$230.00	\$266.00	\$236.37	\$223.65	\$214.59
	Non-Litigation	Partner	59	\$310.00	\$400.00	\$545.00	\$444.35	\$399.69	\$367.95
		Associate	44	\$246.26	\$297.09	\$366.54	\$320.81	\$280.02	\$277.35
Philadelphia, PA	Litigation	Partner	617	\$348.98	\$486.87	\$630.00	\$495.44	\$488.52	\$468.53
		Associate	776	\$225.00	\$300.00	\$393.69	\$312.53	\$300.79	\$302.26
	Non-Litigation	Partner	564	\$450.00	\$590.97	\$725.00	\$595.19	\$547.95	\$535.07
		Associate	657	\$275.00	\$335.00	\$430.00	\$361.08	\$326.78	\$329.15
Phoenix, AZ	Litigation	Partner	94	\$265.00	\$334.83	\$445.00	\$358.58	\$354.34	\$350.63
		Associate	64	\$180.00	\$229.75	\$305.79	\$246.06	\$243.55	\$243.71
	Non-Litigation	Partner	149	\$279.00	\$360.00	\$445.97	\$374.58	\$357.35	\$360.92
		Associate	92	\$216.07	\$250.00	\$286.25	\$251.51	\$249.63	\$248.04
Pittsburgh, PA	Litigation	Partner	119	\$300.00	\$475.00	\$575.00	\$455.14	\$464.44	\$438.23
		Associate	163	\$197.51	\$304.48	\$348.75	\$295.47	\$288.11	\$295.39
	Non-Litigation	Partner	181	\$380.00	\$495.00	\$585.00	\$491.09	\$467.77	\$449.52
		Associate	248	\$251.63	\$311.68	\$361.83	\$316.87	\$292.80	\$282.40
Portland, ME	Litigation	Partner	25	\$200.00	\$310.00	\$373.46	\$313.77	\$314.59	\$293.42
		Associate	13	\$180.00	\$200.00	\$225.00	\$217.06	\$220.13	\$215.63
	Non-Litigation	Partner	39	\$204.47	\$315.00	\$356.24	\$302.24	\$274.91	\$279.51
		Associate	16	\$160.00	\$195.00	\$227.00	\$204.47	\$191.64	\$201.49
Portland, OR	Litigation	Partner	95	\$298.00	\$370.00	\$428.00	\$366.97	\$369.13	\$361.58
		Associate	76	\$220.00	\$262.00	\$312.08	\$266.70	\$252.32	\$245.35
	Non-Litigation	Partner	111	\$320.00	\$377.41	\$445.50	\$386.02	\$378.82	\$365.08
		Associate	145	\$224.00	\$250.00	\$301.28	\$260.40	\$258.37	\$248.38
Providence, RI	Litigation	Partner	15	\$175.00	\$185.00	\$260.00	\$217.43	\$294.19	\$313.69
		Associate	17	\$175.00	\$195.00	\$235.00	\$198.19	\$175.19	\$180.38
	Non-Litigation	Partner	17	\$250.00	\$330.00	\$425.00	\$365.51	\$310.30	\$320.22
		Associate	20	\$142.50	\$181.75	\$225.00	\$190.93	\$198.88	\$194.14
Raleigh, NC	Litigation	Partner	34	\$250.00	\$329.00	\$380.00	\$331.29	\$346.80	\$334.52
		Associate	19	\$165.00	\$205.00	\$280.88	\$222.64	\$221.72	\$229.04
	Non-Litigation	Partner	53	\$300.00	\$360.00	\$454.50	\$384.13	\$347.93	\$344.88
		Associate	26	\$225.00	\$265.00	\$294.01	\$265.41	\$242.86	\$231.58



## Section I: High-Level Data Cuts

### Cities

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
City	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Reno, NV	Litigation	Partner	7	\$225.00	\$302.66	\$350.00	\$292.82	\$296.26	\$295.89
		Associate	n/a	n/a	n/a	n/a	n/a	\$230.72	\$221.89
	Non-Litigation	Partner	10	\$300.00	\$362.50	\$425.00	\$370.93	\$375.76	\$368.91
		Associate	n/a	n/a	n/a	n/a	n/a	\$266.46	\$251.65
Richmond, VA	Litigation	Partner	75	\$250.00	\$348.47	\$472.00	\$380.91	\$411.80	\$366.14
		Associate	95	\$200.00	\$295.00	\$346.00	\$284.22	\$275.85	\$259.28
	Non-Litigation	Partner	104	\$372.50	\$550.00	\$675.00	\$527.01	\$470.76	\$470.24
		Associate	127	\$275.00	\$330.00	\$385.00	\$336.37	\$328.18	\$319.16
Riverside, CA	Non-Litigation	Partner	21	\$290.00	\$300.00	\$300.00	\$305.84	\$274.58	\$268.34
		Associate	7	\$220.00	\$280.00	\$300.00	\$266.81	\$259.40	n/a
Rochester, NY	Litigation	Partner	17	\$215.00	\$320.59	\$370.00	\$306.52	\$333.18	\$322.36
		Associate	18	\$175.00	\$225.00	\$250.00	\$212.63	\$220.79	\$212.17
	Non-Litigation	Partner	19	\$280.00	\$354.72	\$390.00	\$340.85	\$329.27	\$307.21
		Associate	9	\$175.00	\$280.00	\$305.00	\$246.23	\$241.51	\$225.79
Sacramento, CA	Litigation	Partner	27	\$285.00	\$327.86	\$510.67	\$403.83	\$365.52	\$346.67
		Associate	45	\$236.98	\$250.00	\$269.81	\$274.53	\$251.85	\$246.21
	Non-Litigation	Partner	29	\$323.08	\$400.00	\$571.50	\$456.08	\$428.81	\$454.24
		Associate	33	\$250.00	\$295.00	\$350.00	\$333.14	\$298.96	\$338.48
Salt Lake City, UT	Litigation	Partner	55	\$225.00	\$300.21	\$400.00	\$321.26	\$312.24	\$307.85
		Associate	12	\$165.00	\$195.00	\$212.81	\$191.97	\$198.52	\$212.22
	Non-Litigation	Partner	61	\$275.00	\$320.00	\$395.00	\$339.96	\$320.69	\$320.16
		Associate	41	\$178.50	\$204.00	\$300.00	\$244.13	\$355.12	\$311.65
San Antonio, TX	Litigation	Partner	13	\$225.00	\$256.50	\$325.00	\$276.99	\$322.61	\$356.80
		Associate	7	\$195.00	\$225.00	\$225.00	\$207.14	\$239.90	\$243.45
	Non-Litigation	Partner	7	\$325.00	\$325.00	\$350.00	\$337.63	\$374.31	\$391.56
		Associate	n/a	n/a	n/a	n/a	n/a	\$269.53	\$252.65
San Diego, CA	Litigation	Partner	119	\$265.00	\$380.00	\$603.00	\$454.92	\$442.48	\$436.54
		Associate	113	\$185.00	\$245.00	\$325.00	\$282.07	\$277.44	\$282.92
	Non-Litigation	Partner	115	\$325.00	\$465.30	\$725.00	\$514.53	\$525.35	\$512.33
		Associate	91	\$187.59	\$285.00	\$440.00	\$331.82	\$346.16	\$353.42
San Francisco, CA	Litigation	Partner	358	\$324.57	\$530.00	\$730.00	\$543.73	\$545.03	\$552.27
		Associate	339	\$235.00	\$323.00	\$464.31	\$366.35	\$365.45	\$366.44
	Non-Litigation	Partner	429	\$457.07	\$625.41	\$794.00	\$636.51	\$634.35	\$634.57
		Associate	337	\$300.00	\$400.00	\$530.00	\$429.57	\$417.84	\$413.06



## Section I: High-Level Data Cuts

### Cities

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
City	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
San Jose, CA	Litigation	Partner	67	\$560.00	\$717.83	\$849.47	\$715.50	\$630.98	\$681.60
		Associate	45	\$260.00	\$375.00	\$552.50	\$389.22	\$388.16	\$421.07
	Non-Litigation	Partner	196	\$550.00	\$761.27	\$898.66	\$750.41	\$676.35	\$671.46
		Associate	149	\$285.00	\$375.00	\$555.00	\$439.72	\$422.38	\$429.60
San Juan, PR	Litigation	Partner	30	\$175.00	\$191.66	\$247.50	\$208.56	\$207.03	\$207.02
		Associate	39	\$125.00	\$140.00	\$150.00	\$137.47	\$143.02	\$147.89
	Non-Litigation	Partner	46	\$165.00	\$213.26	\$250.00	\$208.31	\$224.64	\$226.91
		Associate	18	\$130.00	\$144.86	\$160.00	\$149.95	\$148.72	\$150.69
Savannah, GA	Litigation	Partner	8	\$200.00	\$250.00	\$282.50	\$245.63	\$258.75	\$245.85
		Associate	7	\$180.00	\$190.00	\$200.00	\$191.51	n/a	\$176.17
	Non-Litigation	Partner	8	\$150.00	\$287.50	\$355.00	\$265.00	\$242.00	\$268.90
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$181.52
Seattle, WA	Litigation	Partner	142	\$325.00	\$400.37	\$490.00	\$416.19	\$417.47	\$383.52
		Associate	98	\$234.70	\$274.78	\$351.50	\$296.82	\$285.98	\$259.73
	Non-Litigation	Partner	286	\$370.00	\$450.00	\$512.76	\$456.29	\$429.57	\$418.88
		Associate	189	\$247.23	\$290.00	\$352.00	\$315.98	\$297.30	\$282.08
St. Louis, MO	Litigation	Partner	142	\$235.00	\$328.25	\$416.00	\$331.70	\$341.18	\$342.68
		Associate	134	\$165.00	\$184.00	\$248.53	\$208.66	\$218.47	\$215.10
	Non-Litigation	Partner	122	\$320.00	\$405.23	\$473.18	\$395.22	\$382.49	\$353.74
		Associate	94	\$180.00	\$226.53	\$270.00	\$236.98	\$224.02	\$226.49
Syracuse, NY	Litigation	Partner	29	\$210.00	\$239.63	\$275.00	\$251.20	\$241.80	\$221.39
		Associate	23	\$140.00	\$175.00	\$185.00	\$163.50	\$173.04	\$177.86
	Non-Litigation	Partner	23	\$234.00	\$285.00	\$332.00	\$284.07	\$285.38	\$287.52
		Associate	n/a	n/a	n/a	n/a	n/a	\$203.95	\$199.77
Tallahassee, FL	Litigation	Partner	20	\$310.00	\$367.50	\$485.00	\$416.00	\$366.87	\$419.78
		Associate	12	\$230.00	\$275.00	\$295.00	\$267.73	\$269.96	\$259.12
	Non-Litigation	Partner	22	\$335.00	\$432.50	\$500.00	\$446.23	\$387.40	\$406.39
		Associate	n/a	n/a	n/a	n/a	n/a	\$272.92	\$293.04
Tampa, FL	Litigation	Partner	83	\$275.00	\$365.00	\$425.00	\$360.65	\$342.42	\$337.78
		Associate	45	\$195.00	\$230.00	\$280.00	\$242.06	\$234.57	\$229.99
	Non-Litigation	Partner	62	\$295.00	\$407.50	\$520.00	\$414.10	\$397.60	\$386.56
		Associate	43	\$208.64	\$283.50	\$315.00	\$272.03	\$244.49	\$248.55
Trenton, NJ	Litigation	Partner	28	\$410.00	\$494.64	\$548.26	\$492.06	\$455.48	\$417.16
		Associate	21	\$278.44	\$350.00	\$400.00	\$354.85	\$316.37	\$292.51
	Non-Litigation	Partner	37	\$400.00	\$475.00	\$510.00	\$469.47	\$446.42	\$444.89
		Associate	27	\$270.00	\$325.00	\$415.00	\$337.45	\$313.03	\$316.37

## Section I: High-Level Data Cuts

### Cities

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
City	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Tulsa, OK	Litigation	Partner	14	\$221.00	\$277.50	\$316.00	\$266.41	\$272.31	\$283.11
		Associate	n/a	n/a	n/a	n/a	n/a	\$180.98	n/a
	Non-Litigation	Partner	13	\$270.00	\$315.00	\$340.00	\$308.12	\$280.91	\$269.43
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Virginia Beach, VA	Litigation	Partner	14	\$300.00	\$340.00	\$400.00	\$357.49	\$331.93	\$337.72
		Associate	14	\$175.00	\$212.50	\$306.64	\$232.71	n/a	\$222.38
	Non-Litigation	Partner	12	\$275.00	\$345.00	\$448.50	\$369.78	\$341.75	\$332.73
		Associate	n/a	n/a	n/a	n/a	n/a	\$194.36	\$187.27
Washington, DC	Litigation	Partner	1,020	\$589.60	\$702.63	\$828.75	\$702.34	\$675.27	\$656.66
		Associate	893	\$340.00	\$430.00	\$535.00	\$446.91	\$433.68	\$414.84
	Non-Litigation	Partner	1,760	\$584.54	\$705.00	\$838.72	\$719.96	\$684.71	\$667.68
		Associate	1,579	\$331.81	\$425.00	\$535.05	\$449.37	\$424.14	\$413.15
Winston-Salem, NC	Litigation	Partner	9	\$325.00	\$395.00	\$490.00	\$397.00	\$333.96	\$319.79
		Associate	7	\$185.00	\$212.00	\$247.50	\$223.03	\$255.59	\$248.75
	Non-Litigation	Partner	9	\$300.00	\$395.00	\$435.00	\$365.78	\$335.58	\$389.22
		Associate	n/a	n/a	n/a	n/a	n/a	\$317.52	\$329.25

## Section I: High-Level Data Cuts

### Cities

By Years of Experience

2015—Real Rates for Partners						Trend Analysis (Mean)		
City	Years of Experience	n	First Quartile	Median	Third Quartile	2015	2014	2013
Akron, OH	Fewer Than 21 Years	9	\$270.00	\$300.00	\$325.00	\$301.58	\$291.50	\$271.89
	21 or More Years	9	\$250.00	\$275.00	\$369.84	\$311.41	\$306.93	\$302.95
Albany, NY	Fewer Than 21 Years	20	\$226.93	\$260.00	\$315.00	\$302.98	\$282.80	\$292.55
	21 or More Years	36	\$247.89	\$297.50	\$375.00	\$332.19	\$291.62	\$295.70
Albuquerque, NM	Fewer Than 21 Years	20	\$165.00	\$200.00	\$275.00	\$219.05	\$218.69	\$225.85
	21 or More Years	19	\$210.00	\$260.00	\$310.00	\$263.74	\$242.69	\$248.71
Atlanta, GA	Fewer Than 21 Years	217	\$325.00	\$475.00	\$600.00	\$465.38	\$442.04	\$437.32
	21 or More Years	274	\$360.00	\$530.50	\$697.20	\$537.46	\$516.72	\$499.94
Austin, TX	Fewer Than 21 Years	55	\$325.00	\$400.00	\$525.00	\$437.43	\$449.40	\$405.81
	21 or More Years	78	\$390.00	\$450.00	\$650.00	\$495.62	\$469.68	\$440.44
Baltimore, MD	Fewer Than 21 Years	77	\$330.00	\$415.00	\$495.00	\$426.18	\$413.54	\$393.24
	21 or More Years	96	\$350.00	\$442.50	\$595.00	\$480.26	\$458.05	\$441.38
Baton Rouge, LA	Fewer Than 21 Years	19	\$241.97	\$280.00	\$305.00	\$287.81	\$270.76	\$259.63
	21 or More Years	23	\$265.00	\$350.00	\$370.00	\$319.85	\$306.07	\$322.96
Birmingham, AL	Fewer Than 21 Years	61	\$226.54	\$289.66	\$325.00	\$289.97	\$293.68	\$272.69
	21 or More Years	57	\$305.00	\$340.00	\$415.00	\$359.49	\$353.72	\$330.61
Boise, ID	Fewer Than 21 Years	9	\$220.00	\$225.00	\$250.00	\$237.65	\$233.41	\$222.60
	21 or More Years	15	\$245.00	\$263.94	\$395.00	\$314.34	\$269.09	\$255.60
Boston, MA	Fewer Than 21 Years	181	\$413.57	\$555.00	\$763.53	\$577.46	\$554.74	\$520.96
	21 or More Years	291	\$350.00	\$587.02	\$810.00	\$598.60	\$590.64	\$569.18
Bridgeport, CT	Fewer Than 21 Years	15	\$280.00	\$365.00	\$485.00	\$382.72	\$341.21	\$336.54
	21 or More Years	28	\$270.00	\$443.16	\$533.38	\$429.18	\$439.28	\$424.58
Buffalo, NY	Fewer Than 21 Years	36	\$225.03	\$300.00	\$320.00	\$275.11	\$260.67	\$264.08
	21 or More Years	53	\$250.47	\$300.00	\$320.00	\$295.46	\$288.96	\$292.91
Charleston, SC	Fewer Than 21 Years	19	\$285.00	\$301.83	\$371.43	\$311.30	\$286.21	\$277.24
	21 or More Years	21	\$300.00	\$325.00	\$405.00	\$338.27	\$318.27	\$320.23
Charleston, WV	Fewer Than 21 Years	17	\$188.04	\$236.08	\$250.00	\$224.59	\$229.10	\$235.07
	21 or More Years	37	\$225.00	\$250.00	\$330.00	\$270.68	\$251.77	\$240.38
Charlotte, NC	Fewer Than 21 Years	71	\$340.00	\$449.95	\$574.74	\$469.89	\$444.21	\$415.88
	21 or More Years	64	\$400.30	\$514.09	\$679.20	\$564.00	\$524.87	\$527.63
Chicago, IL	Fewer Than 21 Years	652	\$412.31	\$580.00	\$737.82	\$584.00	\$564.11	\$544.25
	21 or More Years	804	\$464.40	\$660.00	\$822.97	\$653.76	\$617.37	\$605.66
Cincinnati, OH	Fewer Than 21 Years	40	\$297.74	\$355.95	\$405.00	\$354.10	\$342.83	\$339.78
	21 or More Years	53	\$408.28	\$450.00	\$485.23	\$441.92	\$426.20	\$403.80
Cleveland, OH	Fewer Than 21 Years	116	\$292.81	\$350.00	\$423.70	\$374.39	\$374.16	\$357.40
	21 or More Years	176	\$342.50	\$429.69	\$567.47	\$466.28	\$461.56	\$450.63

## Section I: High-Level Data Cuts

### Cities

By Years of Experience

2015—Real Rates for Partners						Trend Analysis (Mean)		
City	Years of Experience	n	First Quartile	Median	Third Quartile	2015	2014	2013
Columbia, SC	Fewer Than 21 Years	36	\$217.50	\$312.50	\$378.04	\$303.37	\$287.08	\$262.95
	21 or More Years	41	\$275.00	\$368.72	\$425.00	\$346.73	\$351.02	\$345.24
Columbus, OH	Fewer Than 21 Years	30	\$276.19	\$363.25	\$425.00	\$370.70	\$364.36	\$322.25
	21 or More Years	60	\$349.58	\$387.06	\$470.00	\$415.22	\$399.03	\$371.46
Dallas, TX	Fewer Than 21 Years	151	\$325.00	\$490.00	\$670.00	\$514.40	\$489.85	\$458.11
	21 or More Years	185	\$379.71	\$580.00	\$755.31	\$590.37	\$560.69	\$551.56
Denver, CO	Fewer Than 21 Years	107	\$325.00	\$374.75	\$475.00	\$406.70	\$386.03	\$364.98
	21 or More Years	117	\$375.00	\$450.00	\$550.00	\$470.12	\$433.13	\$432.00
Des Moines, IA	Fewer Than 21 Years	12	\$197.50	\$255.69	\$325.00	\$274.15	\$249.08	\$249.23
	21 or More Years	13	\$225.00	\$250.00	\$324.31	\$309.99	\$300.31	\$276.88
Detroit, MI	Fewer Than 21 Years	79	\$238.50	\$301.42	\$370.00	\$306.81	\$304.77	\$303.95
	21 or More Years	110	\$225.00	\$360.00	\$425.00	\$351.41	\$343.02	\$316.87
Fresno, CA	Fewer Than 21 Years	7	\$175.00	\$280.00	\$293.99	\$238.37	n/a	n/a
	21 or More Years	7	\$275.00	\$294.94	\$325.00	\$303.56	n/a	n/a
Grand Rapids, MI	Fewer Than 21 Years	n/a	n/a	n/a	n/a	n/a	\$289.35	\$237.55
	21 or More Years	13	\$250.00	\$415.00	\$495.00	\$372.38	\$336.42	\$351.61
Greensboro, NC	Fewer Than 21 Years	8	\$297.50	\$377.50	\$409.17	\$364.17	\$309.54	\$300.69
	21 or More Years	24	\$264.50	\$345.00	\$400.84	\$341.62	\$327.90	\$309.66
Greenville, SC	Fewer Than 21 Years	23	\$250.00	\$313.32	\$365.00	\$300.03	\$301.08	\$308.39
	21 or More Years	34	\$315.00	\$385.00	\$432.00	\$380.74	\$373.02	\$362.56
Harrisburg, PA	Fewer Than 21 Years	11	\$200.00	\$310.00	\$395.00	\$306.81	\$266.65	\$288.38
	21 or More Years	20	\$285.00	\$319.05	\$407.88	\$356.94	\$328.79	\$370.37
Hartford, CT	Fewer Than 21 Years	28	\$292.50	\$347.50	\$412.95	\$338.69	\$361.67	\$343.51
	21 or More Years	80	\$307.50	\$432.50	\$500.00	\$418.45	\$400.91	\$394.79
Honolulu, HI	Fewer Than 21 Years	15	\$225.00	\$270.09	\$315.00	\$266.53	\$275.97	\$270.58
	21 or More Years	40	\$262.51	\$310.00	\$415.00	\$340.22	\$308.79	\$286.59
Houston, TX	Fewer Than 21 Years	107	\$315.00	\$486.19	\$680.00	\$518.36	\$503.08	\$481.55
	21 or More Years	160	\$327.51	\$546.63	\$755.00	\$572.10	\$577.12	\$574.14
Indianapolis, IN	Fewer Than 21 Years	84	\$278.06	\$345.00	\$417.50	\$345.01	\$334.22	\$331.17
	21 or More Years	95	\$339.40	\$420.87	\$505.00	\$411.32	\$382.02	\$363.58
Jackson, MS	Fewer Than 21 Years	32	\$250.00	\$250.00	\$302.50	\$268.21	\$274.21	\$257.71
	21 or More Years	51	\$250.00	\$325.00	\$420.00	\$334.71	\$328.37	\$310.01
Jacksonville, FL	Fewer Than 21 Years	21	\$253.64	\$325.00	\$389.00	\$312.49	\$300.67	\$276.49
	21 or More Years	31	\$290.00	\$395.15	\$490.00	\$392.62	\$364.04	\$370.72
Kansas City, MO	Fewer Than 21 Years	86	\$308.17	\$352.96	\$400.00	\$354.55	\$326.32	\$317.93
	21 or More Years	96	\$390.00	\$441.81	\$502.50	\$435.18	\$395.88	\$403.95

## Section I: High-Level Data Cuts

### Cities

By Years of Experience

2015—Real Rates for Partners						Trend Analysis (Mean)		
City	Years of Experience	n	First Quartile	Median	Third Quartile	2015	2014	2013
Knoxville, TN	Fewer Than 21 Years	8	\$210.00	\$250.48	\$292.49	\$242.62	\$245.51	\$224.24
	21 or More Years	15	\$201.62	\$250.00	\$300.00	\$269.96	\$252.76	\$263.74
Las Vegas, NV	Fewer Than 21 Years	53	\$230.00	\$303.95	\$375.00	\$304.54	\$312.57	\$298.08
	21 or More Years	33	\$225.00	\$350.00	\$510.00	\$383.35	\$428.06	\$449.15
Lexington, KY	Fewer Than 21 Years	12	\$290.00	\$307.50	\$360.78	\$324.35	\$308.82	\$288.22
	21 or More Years	15	\$295.00	\$334.82	\$390.00	\$345.86	\$337.54	\$348.00
Little Rock, AR	Fewer Than 21 Years	20	\$215.00	\$230.00	\$255.00	\$234.76	\$236.72	\$221.57
	21 or More Years	23	\$235.00	\$300.00	\$315.00	\$287.39	\$277.08	\$255.81
Los Angeles, CA	Fewer Than 21 Years	403	\$392.86	\$539.97	\$760.00	\$576.41	\$533.91	\$532.52
	21 or More Years	558	\$411.76	\$645.83	\$875.00	\$661.19	\$614.93	\$611.72
Louisville, KY	Fewer Than 21 Years	20	\$210.00	\$295.96	\$335.00	\$284.36	\$276.53	\$276.64
	21 or More Years	40	\$315.50	\$382.50	\$425.00	\$362.49	\$340.56	\$361.70
Madison, WI	Fewer Than 21 Years	17	\$345.00	\$408.34	\$495.00	\$425.85	\$325.13	\$309.28
	21 or More Years	8	\$285.00	\$422.50	\$507.50	\$403.91	\$313.52	\$267.15
Memphis, TN	Fewer Than 21 Years	23	\$225.00	\$286.03	\$298.12	\$257.34	\$258.89	\$264.54
	21 or More Years	35	\$295.00	\$365.57	\$410.00	\$344.30	\$343.04	\$318.03
Miami, FL	Fewer Than 21 Years	118	\$250.00	\$347.01	\$445.00	\$357.75	\$351.89	\$357.13
	21 or More Years	221	\$322.00	\$440.00	\$562.50	\$449.83	\$443.14	\$429.18
Milwaukee, WI	Fewer Than 21 Years	45	\$260.00	\$345.00	\$425.00	\$373.13	\$355.72	\$367.55
	21 or More Years	74	\$315.00	\$377.50	\$515.00	\$414.64	\$386.43	\$383.51
Minneapolis, MN	Fewer Than 21 Years	116	\$293.68	\$383.63	\$465.35	\$388.77	\$358.48	\$356.19
	21 or More Years	155	\$319.76	\$474.52	\$561.30	\$449.75	\$440.21	\$413.85
Mobile, AL	Fewer Than 21 Years	7	\$180.00	\$220.00	\$289.00	\$244.24	\$264.55	\$240.17
	21 or More Years	9	\$220.00	\$275.00	\$285.00	\$273.82	\$265.02	\$288.64
Nashville, TN	Fewer Than 21 Years	53	\$270.00	\$331.50	\$395.00	\$328.79	\$326.44	\$320.46
	21 or More Years	69	\$285.00	\$407.86	\$452.81	\$380.68	\$372.14	\$356.08
New Haven, CT	Fewer Than 21 Years	10	\$340.00	\$377.50	\$449.09	\$366.12	\$340.59	\$346.42
	21 or More Years	10	\$300.00	\$384.63	\$415.00	\$382.44	\$384.42	\$338.82
New Orleans, LA	Fewer Than 21 Years	43	\$205.00	\$275.00	\$300.00	\$271.46	\$252.60	\$254.93
	21 or More Years	73	\$220.00	\$309.81	\$350.00	\$301.22	\$292.85	\$297.49
New York, NY	Fewer Than 21 Years	1,074	\$568.86	\$761.71	\$950.00	\$757.61	\$717.35	\$685.01
	21 or More Years	1,761	\$525.00	\$804.92	\$1,044.67	\$787.29	\$750.05	\$730.57
Oklahoma City, OK	Fewer Than 21 Years	19	\$200.00	\$265.50	\$315.00	\$256.76	\$248.47	\$257.92
	21 or More Years	34	\$200.00	\$310.00	\$350.00	\$296.32	\$283.25	\$280.23
Omaha, NE	Fewer Than 21 Years	29	\$249.10	\$275.00	\$325.78	\$280.90	\$250.28	\$250.05
	21 or More Years	31	\$235.00	\$330.00	\$380.00	\$315.88	\$273.91	\$274.30

## Section I: High-Level Data Cuts

### Cities

By Years of Experience

2015—Real Rates for Partners						Trend Analysis (Mean)		
City	Years of Experience	n	First Quartile	Median	Third Quartile	2015	2014	2013
Orlando, FL	Fewer Than 21 Years	30	\$225.00	\$305.00	\$365.41	\$307.10	\$304.86	\$306.24
	21 or More Years	45	\$300.00	\$400.00	\$510.00	\$424.11	\$376.55	\$364.24
Philadelphia, PA	Fewer Than 21 Years	296	\$350.00	\$476.32	\$581.73	\$467.69	\$468.31	\$450.48
	21 or More Years	478	\$390.00	\$550.00	\$690.00	\$540.75	\$518.81	\$507.41
Phoenix, AZ	Fewer Than 21 Years	82	\$293.00	\$339.00	\$420.00	\$357.20	\$337.00	\$338.72
	21 or More Years	95	\$275.00	\$375.00	\$495.00	\$385.72	\$369.68	\$379.61
Pittsburgh, PA	Fewer Than 21 Years	68	\$297.50	\$447.50	\$502.88	\$409.77	\$407.75	\$401.96
	21 or More Years	122	\$376.53	\$498.40	\$580.00	\$482.91	\$470.00	\$444.56
Portland, ME	Fewer Than 21 Years	13	\$205.00	\$300.00	\$325.00	\$279.62	\$272.87	\$274.11
	21 or More Years	35	\$203.60	\$310.00	\$395.00	\$321.26	\$296.01	\$288.94
Portland, OR	Fewer Than 21 Years	64	\$315.00	\$362.07	\$390.00	\$354.01	\$345.00	\$334.02
	21 or More Years	82	\$350.00	\$420.50	\$475.00	\$413.34	\$419.00	\$402.88
Providence, RI	Fewer Than 21 Years	n/a	n/a	n/a	n/a	n/a	n/a	\$299.19
	21 or More Years	19	\$185.00	\$300.00	\$385.00	\$331.65	\$313.60	\$318.10
Raleigh, NC	Fewer Than 21 Years	32	\$252.50	\$319.00	\$360.00	\$323.54	\$299.93	\$323.74
	21 or More Years	35	\$300.00	\$400.00	\$485.88	\$399.68	\$388.66	\$365.20
Richmond, VA	Fewer Than 21 Years	57	\$250.00	\$395.00	\$575.21	\$425.96	\$398.58	\$374.48
	21 or More Years	71	\$325.00	\$443.00	\$664.90	\$484.64	\$481.70	\$472.10
Riverside, CA	Fewer Than 21 Years	15	\$290.00	\$297.96	\$300.00	\$293.86	\$276.65	n/a
	21 or More Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Rochester, NY	Fewer Than 21 Years	11	\$333.00	\$360.00	\$381.61	\$352.48	\$336.62	\$320.10
	21 or More Years	18	\$215.00	\$300.24	\$375.00	\$321.46	\$332.50	\$310.93
Sacramento, CA	Fewer Than 21 Years	11	\$327.98	\$465.00	\$672.72	\$481.04	\$362.76	\$324.24
	21 or More Years	27	\$315.00	\$395.00	\$570.00	\$445.36	\$407.54	\$467.45
Salt Lake City, UT	Fewer Than 21 Years	48	\$225.00	\$294.34	\$388.75	\$309.19	\$291.54	\$289.45
	21 or More Years	44	\$287.30	\$357.50	\$447.50	\$370.24	\$351.83	\$356.69
San Antonio, TX	Fewer Than 21 Years	n/a	n/a	n/a	n/a	n/a	\$303.98	\$307.20
	21 or More Years	10	\$225.00	\$325.00	\$350.00	\$304.98	\$368.81	\$399.35
San Diego, CA	Fewer Than 21 Years	92	\$337.87	\$495.00	\$695.27	\$517.24	\$483.12	\$455.34
	21 or More Years	82	\$315.00	\$393.53	\$683.84	\$489.66	\$493.13	\$493.57
San Francisco, CA	Fewer Than 21 Years	237	\$375.00	\$577.46	\$736.12	\$580.03	\$552.28	\$537.60
	21 or More Years	337	\$425.00	\$624.75	\$805.00	\$622.09	\$590.75	\$589.41
San Jose, CA	Fewer Than 21 Years	90	\$558.00	\$722.29	\$849.46	\$717.56	\$657.08	\$667.11
	21 or More Years	114	\$714.00	\$849.31	\$975.00	\$832.34	\$736.19	\$749.91
San Juan, PR	Fewer Than 21 Years	9	\$150.00	\$190.00	\$194.55	\$180.16	\$184.12	\$204.30
	21 or More Years	7	\$250.00	\$265.00	\$300.00	\$273.33	\$278.84	\$267.99

## Section I: High-Level Data Cuts

### Cities

By Years of Experience

2015—Real Rates for Partners						Trend Analysis (Mean)		
City	Years of Experience	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Seattle, WA	Fewer Than 21 Years	111	\$315.00	\$377.06	\$450.00	\$395.91	\$371.97	\$378.90
	21 or More Years	195	\$399.98	\$461.24	\$526.01	\$463.91	\$448.14	\$428.63
St. Louis, MO	Fewer Than 21 Years	95	\$259.26	\$335.00	\$402.99	\$331.87	\$337.43	\$327.93
	21 or More Years	116	\$317.50	\$414.39	\$480.00	\$394.69	\$388.18	\$375.80
Syracuse, NY	Fewer Than 21 Years	18	\$195.00	\$218.56	\$275.00	\$234.19	\$233.04	\$233.89
	21 or More Years	27	\$238.77	\$277.70	\$365.00	\$288.67	\$289.92	\$282.20
Tallahassee, FL	Fewer Than 21 Years	12	\$247.50	\$314.72	\$442.50	\$340.71	\$312.78	\$380.72
	21 or More Years	22	\$400.00	\$450.00	\$550.00	\$522.51	\$441.55	\$454.36
Tampa, FL	Fewer Than 21 Years	47	\$266.54	\$335.00	\$400.00	\$329.12	\$327.07	\$319.53
	21 or More Years	64	\$275.00	\$413.64	\$501.00	\$415.69	\$383.07	\$393.17
Trenton, NJ	Fewer Than 21 Years	15	\$420.00	\$500.00	\$510.00	\$470.12	\$424.43	\$413.83
	21 or More Years	33	\$400.00	\$467.00	\$613.44	\$496.40	\$471.66	\$456.42
Tulsa, OK	Fewer Than 21 Years	n/a	n/a	n/a	n/a	n/a	n/a	\$227.86
	21 or More Years	21	\$270.00	\$293.00	\$338.00	\$292.64	\$288.81	\$292.41
Washington, DC	Fewer Than 21 Years	791	\$549.05	\$657.24	\$760.75	\$661.83	\$631.81	\$615.59
	21 or More Years	1,166	\$610.00	\$738.69	\$865.72	\$743.83	\$709.92	\$693.75
Winston-Salem, NC	Fewer Than 21 Years	7	\$185.00	\$300.00	\$435.00	\$318.86	\$311.58	\$297.95
	21 or More Years	10	\$350.00	\$397.50	\$490.00	\$423.80	\$359.84	\$361.87



## Section I: High-Level Data Cuts

### Cities

By Years of Experience

2015—Real Rates for Associates						Trend Analysis (Mean)		
City	Years of Experience	n	First Quartile	Median	Third Quartile	2015	2014	2013
Albany, NY	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	\$178.33	n/a
	3 to Fewer Than 7 Years	9	\$175.00	\$220.00	\$240.00	\$214.45	\$232.90	\$227.87
	7 and More Years	19	\$190.56	\$220.00	\$275.00	\$241.98	\$244.72	\$225.13
Albuquerque, NM	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	3 to Fewer Than 7 Years	9	\$150.00	\$150.00	\$220.00	\$186.54	\$184.83	\$176.44
	7 and More Years	7	\$136.37	\$165.00	\$210.00	\$169.62	\$173.23	\$194.37
Atlanta, GA	Fewer Than 3 Years	46	\$195.00	\$292.50	\$370.00	\$295.64	\$280.85	\$260.43
	3 to Fewer Than 7 Years	143	\$232.00	\$325.00	\$420.00	\$339.56	\$332.49	\$320.78
	7 and More Years	164	\$246.97	\$355.89	\$478.63	\$372.70	\$354.88	\$329.91
Austin, TX	Fewer Than 3 Years	7	\$214.92	\$220.00	\$321.87	\$245.01	\$243.93	\$229.99
	3 to Fewer Than 7 Years	31	\$231.46	\$251.08	\$372.00	\$304.87	\$306.39	\$311.75
	7 and More Years	39	\$250.00	\$318.33	\$446.40	\$350.97	\$360.43	\$325.00
Baltimore, MD	Fewer Than 3 Years	30	\$250.00	\$311.42	\$370.00	\$314.32	\$284.11	\$261.27
	3 to Fewer Than 7 Years	60	\$242.50	\$295.87	\$434.00	\$335.63	\$296.66	\$299.76
	7 and More Years	41	\$210.09	\$264.00	\$360.00	\$296.78	\$306.89	\$304.33
Birmingham, AL	Fewer Than 3 Years	12	\$190.00	\$205.72	\$210.00	\$203.87	\$193.69	\$187.26
	3 to Fewer Than 7 Years	29	\$205.00	\$214.05	\$225.00	\$214.48	\$217.14	\$204.58
	7 and More Years	26	\$218.73	\$250.00	\$290.00	\$250.61	\$231.01	\$234.17
Boston, MA	Fewer Than 3 Years	42	\$225.00	\$322.09	\$400.00	\$310.81	\$304.62	\$292.50
	3 to Fewer Than 7 Years	134	\$281.31	\$409.00	\$570.00	\$428.30	\$417.36	\$391.37
	7 and More Years	141	\$210.00	\$380.00	\$527.00	\$410.45	\$380.96	\$369.35
Bridgeport, CT	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	3 to Fewer Than 7 Years	8	\$255.00	\$320.40	\$362.50	\$306.98	\$245.64	\$227.86
	7 and More Years	17	\$250.00	\$292.50	\$325.00	\$285.18	\$314.56	\$299.31
Buffalo, NY	Fewer Than 3 Years	8	\$165.00	\$195.00	\$243.14	\$205.16	\$192.79	\$180.42
	3 to Fewer Than 7 Years	14	\$190.00	\$205.00	\$225.00	\$198.69	\$204.19	\$203.14
	7 and More Years	17	\$150.00	\$195.00	\$225.00	\$183.18	\$221.94	\$203.06
Charleston, SC	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	3 to Fewer Than 7 Years	11	\$165.00	\$182.35	\$225.00	\$197.76	\$211.02	\$213.33
	7 and More Years	18	\$215.00	\$230.00	\$265.50	\$229.36	\$218.18	\$213.17
Charleston, WV	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	\$181.59	\$174.25
	3 to Fewer Than 7 Years	14	\$149.49	\$172.50	\$200.00	\$177.04	\$173.28	\$168.77
	7 and More Years	15	\$185.00	\$200.00	\$230.00	\$203.15	\$208.96	\$198.38
Charlotte, NC	Fewer Than 3 Years	17	\$220.00	\$326.43	\$385.00	\$308.86	\$263.01	\$258.24
	3 to Fewer Than 7 Years	43	\$225.00	\$280.00	\$356.00	\$317.90	\$314.15	\$322.73
	7 and More Years	50	\$250.00	\$305.92	\$433.07	\$347.36	\$361.20	\$360.13

## Section I: High-Level Data Cuts

### Cities

By Years of Experience

2015—Real Rates for Associates						Trend Analysis (Mean)		
City	Years of Experience	n	First Quartile	Median	Third Quartile	2015	2014	2013
Chicago, IL	Fewer Than 3 Years	200	\$272.50	\$362.52	\$431.50	\$365.06	\$344.31	\$334.33
	3 to Fewer Than 7 Years	400	\$295.00	\$410.00	\$539.58	\$424.94	\$424.07	\$396.96
	7 and More Years	377	\$285.00	\$432.68	\$587.12	\$447.74	\$413.29	\$394.63
Cincinnati, OH	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	\$201.36	\$197.17
	3 to Fewer Than 7 Years	12	\$222.50	\$252.50	\$260.00	\$241.42	\$228.96	\$217.30
	7 and More Years	17	\$250.00	\$271.32	\$285.00	\$273.70	\$269.08	\$263.05
Cleveland, OH	Fewer Than 3 Years	42	\$206.00	\$248.79	\$295.00	\$254.66	\$255.15	\$222.16
	3 to Fewer Than 7 Years	79	\$235.00	\$266.50	\$295.00	\$268.96	\$262.20	\$251.47
	7 and More Years	81	\$200.00	\$260.00	\$320.00	\$290.60	\$288.31	\$275.90
Columbia, SC	Fewer Than 3 Years	9	\$180.00	\$232.81	\$265.00	\$229.42	\$208.34	\$198.46
	3 to Fewer Than 7 Years	22	\$165.00	\$212.16	\$250.00	\$215.71	\$202.98	\$218.23
	7 and More Years	13	\$155.00	\$210.00	\$250.00	\$209.37	\$210.45	\$222.87
Columbus, OH	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	\$215.27	\$214.14
	3 to Fewer Than 7 Years	22	\$217.00	\$240.00	\$280.00	\$248.54	\$254.05	\$231.25
	7 and More Years	31	\$226.70	\$275.00	\$310.00	\$279.12	\$255.25	\$267.44
Dallas, TX	Fewer Than 3 Years	48	\$275.00	\$367.50	\$421.35	\$360.87	\$345.93	\$301.33
	3 to Fewer Than 7 Years	112	\$280.38	\$412.73	\$525.00	\$415.12	\$377.39	\$367.86
	7 and More Years	84	\$283.26	\$445.00	\$612.50	\$461.26	\$387.85	\$381.97
Denver, CO	Fewer Than 3 Years	13	\$200.00	\$235.00	\$275.00	\$229.71	\$246.01	\$269.18
	3 to Fewer Than 7 Years	63	\$240.00	\$280.21	\$325.00	\$298.71	\$288.61	\$286.35
	7 and More Years	76	\$250.00	\$300.00	\$369.93	\$325.31	\$314.39	\$290.41
Detroit, MI	Fewer Than 3 Years	7	\$195.00	\$210.00	\$260.00	\$232.00	\$217.99	\$196.04
	3 to Fewer Than 7 Years	24	\$168.04	\$212.50	\$250.18	\$214.19	\$223.37	\$221.10
	7 and More Years	64	\$190.00	\$242.50	\$297.58	\$260.08	\$245.29	\$225.81
Greenville, SC	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	3 to Fewer Than 7 Years	11	\$177.50	\$250.00	\$255.00	\$222.16	\$226.98	\$224.21
	7 and More Years	7	\$175.00	\$230.00	\$279.80	\$230.19	\$219.69	\$211.69
Harrisburg, PA	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	\$168.95	n/a
	3 to Fewer Than 7 Years	10	\$165.00	\$210.04	\$315.00	\$223.61	\$226.09	\$217.94
	7 and More Years	9	\$175.00	\$215.00	\$279.98	\$230.13	\$207.20	\$237.09
Hartford, CT	Fewer Than 3 Years	8	\$206.85	\$240.00	\$287.50	\$244.21	\$235.31	\$230.14
	3 to Fewer Than 7 Years	22	\$205.00	\$244.25	\$276.98	\$244.94	\$275.01	\$265.46
	7 and More Years	22	\$185.00	\$274.34	\$330.00	\$277.21	\$252.17	\$258.73
Honolulu, HI	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	3 to Fewer Than 7 Years	8	\$160.00	\$172.50	\$193.86	\$181.59	\$208.99	\$185.72
	7 and More Years	8	\$185.34	\$250.00	\$315.00	\$253.21	\$227.63	\$219.09

## Section I: High-Level Data Cuts

### Cities

By Years of Experience

2015—Real Rates for Associates						Trend Analysis (Mean)		
City	Years of Experience	n	First Quartile	Median	Third Quartile	2015	2014	2013
Houston, TX	Fewer Than 3 Years	32	\$212.50	\$294.00	\$334.97	\$283.82	\$263.01	\$258.92
	3 to Fewer Than 7 Years	83	\$250.00	\$340.00	\$525.00	\$407.48	\$386.77	\$379.95
	7 and More Years	80	\$277.03	\$347.50	\$489.22	\$396.45	\$383.73	\$380.50
Indianapolis, IN	Fewer Than 3 Years	12	\$147.87	\$191.78	\$220.00	\$189.94	\$183.07	\$203.78
	3 to Fewer Than 7 Years	42	\$170.00	\$216.17	\$260.00	\$228.53	\$245.01	\$229.95
	7 and More Years	37	\$215.00	\$260.00	\$325.00	\$275.04	\$255.66	\$235.08
Jackson, MS	Fewer Than 3 Years	12	\$152.50	\$179.04	\$207.00	\$181.22	\$185.11	\$177.18
	3 to Fewer Than 7 Years	27	\$175.00	\$180.00	\$190.00	\$181.75	\$196.21	\$195.98
	7 and More Years	13	\$175.00	\$215.00	\$250.00	\$213.45	\$211.88	\$217.95
Jacksonville, FL	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	n/a	\$203.67
	3 to Fewer Than 7 Years	7	\$175.00	\$250.00	\$340.00	\$258.79	\$231.58	\$223.29
	7 and More Years	16	\$194.38	\$240.00	\$295.00	\$255.69	\$260.06	\$235.17
Kansas City, MO	Fewer Than 3 Years	18	\$225.00	\$242.13	\$250.00	\$242.34	\$225.48	\$204.43
	3 to Fewer Than 7 Years	40	\$245.50	\$265.00	\$287.50	\$276.50	\$255.85	\$253.82
	7 and More Years	38	\$255.00	\$290.00	\$323.75	\$294.53	\$287.12	\$256.00
Las Vegas, NV	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	\$226.90	\$208.73
	3 to Fewer Than 7 Years	22	\$200.00	\$232.50	\$285.00	\$242.54	\$240.83	\$231.63
	7 and More Years	35	\$200.00	\$265.00	\$300.00	\$251.32	\$236.15	\$239.79
Los Angeles, CA	Fewer Than 3 Years	116	\$296.17	\$395.50	\$460.00	\$387.67	\$394.87	\$410.55
	3 to Fewer Than 7 Years	348	\$350.00	\$531.50	\$675.00	\$524.46	\$485.08	\$447.14
	7 and More Years	354	\$255.00	\$423.50	\$626.00	\$460.21	\$427.79	\$407.30
Louisville, KY	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	\$173.91	\$167.88
	3 to Fewer Than 7 Years	20	\$175.00	\$180.00	\$199.58	\$187.24	\$185.38	\$194.22
	7 and More Years	9	\$180.00	\$210.00	\$216.00	\$202.60	\$202.93	\$204.80
Memphis, TN	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	\$192.12	\$175.00
	3 to Fewer Than 7 Years	16	\$189.03	\$209.67	\$227.50	\$208.24	\$200.37	\$194.48
	7 and More Years	7	\$140.00	\$225.00	\$257.91	\$204.91	\$222.14	\$223.17
Miami, FL	Fewer Than 3 Years	24	\$195.24	\$248.10	\$291.60	\$246.83	\$222.15	\$221.57
	3 to Fewer Than 7 Years	73	\$212.00	\$255.43	\$295.00	\$260.41	\$261.16	\$261.37
	7 and More Years	92	\$185.00	\$255.50	\$350.00	\$286.06	\$278.61	\$296.01
Milwaukee, WI	Fewer Than 3 Years	14	\$228.19	\$255.00	\$275.00	\$243.36	\$208.33	\$205.65
	3 to Fewer Than 7 Years	28	\$210.00	\$247.50	\$295.00	\$253.18	\$241.64	\$248.95
	7 and More Years	27	\$225.00	\$275.00	\$375.00	\$298.37	\$281.59	\$265.00
Minneapolis, MN	Fewer Than 3 Years	32	\$216.21	\$250.00	\$265.00	\$249.37	\$245.35	\$244.90
	3 to Fewer Than 7 Years	67	\$245.00	\$276.94	\$315.00	\$276.05	\$273.15	\$280.63
	7 and More Years	61	\$226.61	\$320.00	\$385.00	\$316.89	\$298.86	\$284.43

## Section I: High-Level Data Cuts

### Cities

By Years of Experience

2015—Real Rates for Associates						Trend Analysis (Mean)		
City	Years of Experience	n	First Quartile	Median	Third Quartile	2015	2014	2013
Nashville, TN	Fewer Than 3 Years	18	\$180.71	\$197.48	\$210.00	\$196.26	\$184.69	\$178.58
	3 to Fewer Than 7 Years	38	\$200.00	\$215.00	\$248.36	\$222.76	\$215.41	\$212.41
	7 and More Years	31	\$200.00	\$250.00	\$280.00	\$248.15	\$237.89	\$226.23
New Orleans, LA	Fewer Than 3 Years	13	\$150.00	\$160.00	\$225.71	\$181.09	\$192.44	\$188.68
	3 to Fewer Than 7 Years	38	\$160.00	\$187.50	\$227.94	\$195.98	\$212.69	\$215.83
	7 and More Years	29	\$175.00	\$225.00	\$225.75	\$220.21	\$237.46	\$208.48
New York, NY	Fewer Than 3 Years	497	\$340.73	\$442.89	\$542.57	\$446.51	\$414.29	\$414.26
	3 to Fewer Than 7 Years	1,072	\$425.00	\$598.09	\$725.00	\$573.16	\$539.19	\$517.42
	7 and More Years	990	\$359.00	\$574.77	\$750.00	\$561.46	\$534.93	\$515.81
Oklahoma City, OK	Fewer Than 3 Years	9	\$175.00	\$195.00	\$200.00	\$190.22	\$178.79	\$178.10
	3 to Fewer Than 7 Years	15	\$171.00	\$190.00	\$202.43	\$188.68	\$189.01	\$199.37
	7 and More Years	9	\$175.00	\$185.00	\$245.00	\$205.94	\$190.97	\$207.88
Omaha, NE	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	\$180.71	\$160.99
	3 to Fewer Than 7 Years	18	\$175.00	\$194.25	\$214.23	\$194.04	\$193.84	\$188.39
	7 and More Years	n/a	n/a	n/a	n/a	n/a	\$209.84	\$193.01
Orlando, FL	Fewer Than 3 Years	10	\$175.00	\$217.01	\$230.00	\$213.76	\$210.12	\$187.39
	3 to Fewer Than 7 Years	18	\$245.00	\$259.19	\$295.00	\$265.67	\$244.50	\$232.82
	7 and More Years	29	\$211.11	\$257.93	\$291.90	\$258.53	\$219.44	\$233.97
Philadelphia, PA	Fewer Than 3 Years	170	\$256.62	\$297.00	\$334.40	\$308.47	\$297.70	\$284.82
	3 to Fewer Than 7 Years	240	\$266.92	\$315.00	\$396.00	\$337.59	\$321.95	\$319.31
	7 and More Years	324	\$256.00	\$350.08	\$440.00	\$360.15	\$339.80	\$343.35
Phoenix, AZ	Fewer Than 3 Years	18	\$180.17	\$210.00	\$250.00	\$220.74	\$204.26	\$202.74
	3 to Fewer Than 7 Years	31	\$205.39	\$235.00	\$280.00	\$243.76	\$259.12	\$254.73
	7 and More Years	57	\$220.95	\$260.00	\$321.20	\$268.05	\$259.67	\$261.60
Pittsburgh, PA	Fewer Than 3 Years	24	\$208.75	\$267.61	\$305.99	\$265.94	\$250.39	\$247.63
	3 to Fewer Than 7 Years	63	\$250.00	\$325.00	\$350.00	\$304.29	\$275.77	\$286.39
	7 and More Years	61	\$210.00	\$325.00	\$396.57	\$310.57	\$301.06	\$300.60
Portland, ME	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	3 to Fewer Than 7 Years	8	\$145.00	\$175.00	\$227.38	\$190.60	\$218.77	\$207.47
	7 and More Years	8	\$180.00	\$182.50	\$259.50	\$214.47	\$208.56	\$227.17
Portland, OR	Fewer Than 3 Years	39	\$199.75	\$224.00	\$237.00	\$221.77	\$217.60	\$218.87
	3 to Fewer Than 7 Years	47	\$235.13	\$269.10	\$300.00	\$267.98	\$271.03	\$255.70
	7 and More Years	52	\$260.00	\$302.58	\$328.09	\$291.31	\$286.65	\$265.20
Raleigh, NC	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	n/a	\$201.76
	3 to Fewer Than 7 Years	10	\$240.00	\$257.88	\$286.20	\$275.20	\$215.81	\$223.89
	7 and More Years	15	\$220.00	\$280.88	\$294.01	\$263.94	\$279.98	\$271.65

## Section I: High-Level Data Cuts

### Cities

By Years of Experience

2015—Real Rates for Associates						Trend Analysis (Mean)		
City	Years of Experience	n	First Quartile	Median	Third Quartile	2015	2014	2013
Richmond, VA	Fewer Than 3 Years	15	\$185.00	\$234.00	\$310.00	\$250.89	\$268.69	\$221.15
	3 to Fewer Than 7 Years	28	\$192.50	\$262.50	\$337.33	\$270.92	\$263.19	\$259.77
	7 and More Years	36	\$217.50	\$350.01	\$486.36	\$369.44	\$328.67	\$331.61
Rochester, NY	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	3 to Fewer Than 7 Years	n/a	n/a	n/a	n/a	n/a	\$224.37	\$220.07
	7 and More Years	12	\$223.63	\$250.00	\$282.50	\$255.41	\$252.53	\$220.93
Sacramento, CA	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	\$223.89	\$247.77
	3 to Fewer Than 7 Years	18	\$239.18	\$252.50	\$282.00	\$281.34	\$270.75	\$281.21
	7 and More Years	19	\$248.64	\$325.00	\$445.00	\$368.50	\$299.96	\$301.54
Salt Lake City, UT	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	\$185.35	\$209.50
	3 to Fewer Than 7 Years	20	\$177.67	\$207.81	\$265.77	\$225.35	\$209.45	\$215.79
	7 and More Years	14	\$195.00	\$217.00	\$278.00	\$249.58	\$309.38	\$276.18
San Diego, CA	Fewer Than 3 Years	10	\$185.00	\$197.50	\$225.00	\$205.24	\$243.96	\$265.67
	3 to Fewer Than 7 Years	48	\$242.50	\$299.93	\$440.00	\$341.66	\$354.36	\$362.40
	7 and More Years	69	\$200.00	\$275.00	\$410.00	\$325.47	\$323.03	\$305.74
San Francisco, CA	Fewer Than 3 Years	43	\$250.00	\$335.00	\$450.00	\$356.78	\$349.07	\$334.73
	3 to Fewer Than 7 Years	133	\$321.37	\$415.00	\$530.00	\$437.71	\$416.31	\$433.06
	7 and More Years	181	\$275.00	\$370.62	\$535.50	\$414.48	\$426.73	\$415.15
San Jose, CA	Fewer Than 3 Years	10	\$260.00	\$333.48	\$375.00	\$317.32	\$335.49	\$369.80
	3 to Fewer Than 7 Years	44	\$351.87	\$465.90	\$594.00	\$483.17	\$476.56	\$468.04
	7 and More Years	60	\$364.99	\$551.25	\$695.00	\$541.02	\$523.12	\$517.83
San Juan, PR	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	3 to Fewer Than 7 Years	n/a	n/a	n/a	n/a	n/a	n/a	\$158.73
	7 and More Years	11	\$135.00	\$160.00	\$175.00	\$159.09	\$166.33	\$185.91
Seattle, WA	Fewer Than 3 Years	11	\$198.00	\$225.00	\$259.83	\$239.28	\$215.66	\$237.28
	3 to Fewer Than 7 Years	59	\$254.70	\$288.00	\$310.00	\$294.11	\$279.52	\$272.53
	7 and More Years	75	\$250.00	\$318.49	\$385.00	\$347.06	\$307.09	\$295.71
St. Louis, MO	Fewer Than 3 Years	17	\$175.00	\$210.00	\$240.00	\$210.77	\$214.03	\$193.81
	3 to Fewer Than 7 Years	45	\$180.00	\$230.00	\$274.48	\$227.84	\$227.65	\$237.66
	7 and More Years	69	\$175.00	\$215.00	\$290.00	\$238.46	\$239.59	\$244.28
Syracuse, NY	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	3 to Fewer Than 7 Years	9	\$140.00	\$175.00	\$190.00	\$164.56	\$194.32	\$175.83
	7 and More Years	7	\$172.00	\$175.00	\$200.00	\$179.57	\$204.33	\$218.87
Tampa, FL	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	\$205.14	\$202.04
	3 to Fewer Than 7 Years	23	\$190.00	\$230.00	\$294.80	\$246.88	\$231.18	\$238.61
	7 and More Years	20	\$170.24	\$232.50	\$295.00	\$243.36	\$257.22	\$247.14

## Section I: High-Level Data Cuts

### Cities

By Years of Experience

2015—Real Rates for Associates						Trend Analysis (Mean)		
City	Years of Experience	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Trenton, NJ	Fewer Than 3 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	3 to Fewer Than 7 Years	12	\$308.04	\$353.12	\$382.50	\$340.33	\$287.14	\$250.99
	7 and More Years	16	\$262.50	\$388.52	\$475.13	\$360.17	\$333.01	\$332.16
Washington, DC	Fewer Than 3 Years	198	\$295.00	\$350.00	\$420.00	\$362.81	\$359.02	\$359.42
	3 to Fewer Than 7 Years	515	\$380.00	\$462.94	\$573.75	\$479.99	\$456.12	\$431.91
	7 and More Years	519	\$375.00	\$485.23	\$596.75	\$501.49	\$491.57	\$479.85

## Section I: High-Level Data Cuts

### Firm Size

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	2,352	\$200.00	\$259.20	\$350.00	\$296.30	\$289.01	\$290.56
		Associate	2,081	\$165.00	\$195.00	\$245.00	\$212.74	\$207.03	\$208.19
	Non-Litigation	Partner	2,127	\$245.00	\$310.00	\$415.00	\$344.55	\$324.93	\$317.36
		Associate	1,660	\$190.00	\$235.00	\$292.75	\$253.66	\$238.48	\$234.85
51–200 Lawyers	Litigation	Partner	1,995	\$250.00	\$326.37	\$440.04	\$374.32	\$365.46	\$363.60
		Associate	1,717	\$175.00	\$220.00	\$285.00	\$246.05	\$234.71	\$238.48
	Non-Litigation	Partner	2,086	\$308.00	\$395.00	\$515.00	\$429.39	\$412.82	\$406.82
		Associate	1,525	\$205.00	\$255.00	\$325.00	\$285.91	\$270.92	\$253.57
201–500 Lawyers	Litigation	Partner	1,895	\$350.00	\$450.00	\$585.04	\$480.33	\$459.44	\$457.59
		Associate	1,590	\$239.68	\$290.00	\$365.00	\$315.88	\$306.50	\$301.98
	Non-Litigation	Partner	2,436	\$394.47	\$500.00	\$664.00	\$548.36	\$525.87	\$507.23
		Associate	1,998	\$260.00	\$326.39	\$450.00	\$369.30	\$355.93	\$335.32
501–1,000 Lawyers	Litigation	Partner	2,055	\$440.00	\$595.00	\$775.91	\$626.80	\$602.04	\$598.54
		Associate	2,537	\$291.90	\$379.56	\$500.00	\$409.47	\$399.68	\$394.40
	Non-Litigation	Partner	3,294	\$530.00	\$700.00	\$910.00	\$736.62	\$704.45	\$688.69
		Associate	4,166	\$340.00	\$454.02	\$615.00	\$485.56	\$457.12	\$447.15
More Than 1,000 Lawyers	Litigation	Partner	1,584	\$595.00	\$725.00	\$864.72	\$738.58	\$713.03	\$694.09
		Associate	1,952	\$356.59	\$445.00	\$561.01	\$463.09	\$444.53	\$434.78
	Non-Litigation	Partner	3,230	\$655.00	\$793.01	\$950.00	\$808.58	\$766.95	\$748.52
		Associate	4,156	\$371.90	\$486.00	\$637.56	\$513.70	\$488.19	\$479.66



## Section II: Industry Analysis

### Industry Groups

2015—Real Rates for Partners, Associates, and Paralegals						Trend Analysis (Mean)		
Industry Group	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Basic Materials and Utilities	Partner	673	\$300.00	\$445.00	\$650.00	\$510.47	\$489.89	\$484.95
	Associate	596	\$195.00	\$274.00	\$405.00	\$321.75	\$305.76	\$293.19
	Paralegal	420	\$100.00	\$146.75	\$205.00	\$164.49	\$158.76	\$154.86
Consumer Goods	Partner	1,133	\$300.00	\$400.00	\$601.97	\$474.72	\$471.47	\$445.51
	Associate	1,021	\$215.00	\$265.00	\$375.00	\$311.92	\$300.02	\$291.00
	Paralegal	645	\$100.00	\$130.00	\$182.75	\$152.63	\$150.95	\$146.96
Consumer Services	Partner	3,120	\$340.00	\$492.86	\$675.00	\$528.20	\$517.79	\$496.10
	Associate	3,004	\$250.00	\$325.00	\$454.63	\$367.21	\$358.44	\$338.35
	Paralegal	1,504	\$115.00	\$180.00	\$240.00	\$184.52	\$179.12	\$172.98
Financials	Partner	7,655	\$325.00	\$550.00	\$817.44	\$594.46	\$546.24	\$522.04
	Associate	7,760	\$250.00	\$380.00	\$557.00	\$420.41	\$391.17	\$372.80
	Paralegal	3,649	\$125.00	\$175.00	\$245.00	\$189.37	\$176.23	\$170.75
Health Care	Partner	2,716	\$350.00	\$500.00	\$710.00	\$536.85	\$510.82	\$493.76
	Associate	2,873	\$229.69	\$332.00	\$475.00	\$365.73	\$347.26	\$336.64
	Paralegal	1,650	\$110.00	\$175.00	\$230.00	\$179.19	\$169.14	\$167.28
Industrials	Partner	4,612	\$338.68	\$505.63	\$758.65	\$565.54	\$519.60	\$515.19
	Associate	4,815	\$246.76	\$355.00	\$525.00	\$399.95	\$358.75	\$354.21
	Paralegal	2,289	\$100.00	\$158.00	\$230.00	\$173.87	\$159.95	\$156.74
Professional Services	Partner	319	\$495.00	\$645.00	\$786.90	\$666.17	\$667.14	\$695.79
	Associate	406	\$325.00	\$410.00	\$512.00	\$440.82	\$426.56	\$439.06
	Paralegal	133	\$154.00	\$201.56	\$240.00	\$213.89	\$228.42	\$242.32
Technology and Telecommunications	Partner	3,343	\$425.00	\$575.00	\$742.85	\$605.85	\$585.07	\$576.25
	Associate	3,842	\$278.00	\$360.00	\$476.00	\$390.26	\$377.26	\$374.85
	Paralegal	1,464	\$150.00	\$194.04	\$243.17	\$198.51	\$193.31	\$190.99

## Section II: Industry Analysis

### Industry Groups

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Industry Group	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Basic Materials and Utilities	Litigation	Partner	390	\$240.00	\$360.49	\$562.50	\$421.36	\$398.91	\$399.09
		Associate	402	\$175.00	\$225.00	\$340.00	\$267.62	\$247.28	\$251.87
	Non-Litigation	Partner	325	\$400.00	\$530.00	\$734.31	\$615.08	\$599.38	\$571.88
		Associate	214	\$267.28	\$363.21	\$526.50	\$419.70	\$422.13	\$346.18
Consumer Goods	Litigation	Partner	695	\$275.00	\$346.00	\$495.00	\$418.82	\$420.19	\$405.91
		Associate	693	\$210.00	\$235.00	\$325.00	\$286.40	\$278.67	\$273.55
	Non-Litigation	Partner	528	\$375.00	\$510.00	\$709.00	\$551.73	\$548.60	\$522.32
		Associate	383	\$265.00	\$330.00	\$455.00	\$364.00	\$346.98	\$333.95
Consumer Services	Litigation	Partner	1,708	\$300.00	\$425.00	\$609.81	\$466.26	\$454.90	\$440.85
		Associate	1,623	\$225.00	\$285.00	\$395.00	\$317.56	\$314.12	\$310.78
	Non-Litigation	Partner	1,926	\$395.27	\$540.00	\$729.97	\$582.97	\$578.45	\$554.62
		Associate	1,734	\$285.00	\$370.06	\$508.00	\$411.50	\$403.96	\$373.45
Financials	Litigation	Partner	8,016	\$170.00	\$225.00	\$382.75	\$322.72	\$317.23	\$317.99
		Associate	7,454	\$150.00	\$191.28	\$295.00	\$249.21	\$241.96	\$240.58
	Non-Litigation	Partner	6,479	\$295.00	\$546.67	\$835.00	\$591.08	\$567.68	\$543.57
		Associate	6,114	\$238.50	\$387.00	\$576.61	\$426.38	\$408.01	\$389.67
Health Care	Litigation	Partner	1,859	\$300.00	\$465.00	\$678.00	\$506.15	\$480.27	\$468.08
		Associate	1,963	\$210.00	\$315.00	\$457.50	\$346.32	\$329.83	\$326.97
	Non-Litigation	Partner	1,166	\$423.80	\$573.73	\$769.51	\$605.29	\$551.94	\$530.24
		Associate	1,075	\$275.00	\$380.00	\$509.48	\$406.71	\$375.75	\$356.65
Industrials	Litigation	Partner	1,949	\$250.00	\$376.00	\$567.00	\$439.89	\$425.89	\$429.26
		Associate	1,813	\$195.00	\$266.00	\$380.00	\$306.99	\$292.89	\$290.23
	Non-Litigation	Partner	3,200	\$395.00	\$590.00	\$837.71	\$636.53	\$572.47	\$566.67
		Associate	3,392	\$290.00	\$416.54	\$580.00	\$445.81	\$394.45	\$390.96
Professional Services	Litigation	Partner	87	\$445.00	\$639.83	\$770.00	\$615.87	\$662.50	\$715.91
		Associate	89	\$296.00	\$350.97	\$469.00	\$396.81	\$413.20	\$435.79
	Non-Litigation	Partner	266	\$499.28	\$641.49	\$780.00	\$672.99	\$669.66	\$694.05
		Associate	348	\$336.03	\$410.00	\$520.00	\$447.20	\$429.48	\$440.14
Technology and Telecommunications	Litigation	Partner	1,235	\$405.00	\$560.00	\$725.00	\$583.52	\$566.59	\$557.66
		Associate	1,315	\$275.00	\$362.00	\$475.00	\$381.67	\$363.52	\$366.37
	Non-Litigation	Partner	2,551	\$440.00	\$587.26	\$755.00	\$620.79	\$598.61	\$587.39
		Associate	2,918	\$280.00	\$360.00	\$480.00	\$395.34	\$385.48	\$380.17

## Section II: Industry Analysis

### Industry Group and Division

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Industry Division	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Basic Materials and Utilities: Basic Resources	Litigation	Partner	237	\$245.00	\$325.00	\$463.21	\$392.86	\$372.51	\$371.50
		Associate	253	\$175.00	\$220.00	\$325.00	\$252.87	\$229.79	\$248.66
	Non-Litigation	Partner	182	\$400.00	\$510.13	\$702.00	\$596.99	\$578.95	\$514.39
		Associate	114	\$266.76	\$360.50	\$545.20	\$427.35	\$400.92	\$298.47
Basic Materials and Utilities: Chemicals	Litigation	Partner	153	\$225.00	\$450.00	\$603.00	\$465.52	\$436.66	\$434.88
		Associate	149	\$185.00	\$260.97	\$350.00	\$292.68	\$279.41	\$257.19
	Non-Litigation	Partner	143	\$400.00	\$565.00	\$774.22	\$638.10	\$627.41	\$638.56
		Associate	100	\$275.00	\$363.21	\$497.50	\$410.98	\$444.04	\$402.76
Consumer Goods: Automobiles & Parts	Litigation	Partner	510	\$250.00	\$310.00	\$410.00	\$362.58	\$365.53	\$346.75
		Associate	522	\$200.00	\$230.00	\$270.00	\$250.91	\$248.88	\$240.47
	Non-Litigation	Partner	333	\$343.35	\$425.00	\$575.00	\$482.06	\$483.16	\$458.83
		Associate	231	\$250.00	\$280.00	\$375.00	\$319.02	\$314.64	\$301.43
Consumer Goods: Food & Beverage	Litigation	Partner	45	\$370.00	\$450.00	\$530.00	\$477.65	\$521.47	\$495.84
		Associate	25	\$255.00	\$300.00	\$350.00	\$327.06	\$313.13	\$294.05
	Non-Litigation	Partner	33	\$410.00	\$525.00	\$650.00	\$515.67	\$508.93	\$474.96
		Associate	18	\$255.00	\$295.50	\$380.00	\$330.89	\$308.01	\$298.08
Consumer Goods: Personal & Household Goods	Litigation	Partner	140	\$360.00	\$537.50	\$840.00	\$604.77	\$625.45	\$616.25
		Associate	146	\$250.00	\$362.50	\$530.00	\$406.34	\$394.61	\$418.71
	Non-Litigation	Partner	162	\$541.50	\$704.50	\$855.00	\$702.28	\$678.65	\$644.50
		Associate	134	\$335.00	\$428.00	\$537.00	\$445.99	\$411.38	\$393.83
Consumer Services: Media	Litigation	Partner	473	\$410.00	\$525.48	\$695.00	\$567.47	\$533.92	\$535.79
		Associate	446	\$263.75	\$349.00	\$455.00	\$382.16	\$360.28	\$357.38
	Non-Litigation	Partner	621	\$467.00	\$578.71	\$828.00	\$651.36	\$622.47	\$615.15
		Associate	687	\$315.00	\$440.00	\$650.00	\$471.32	\$441.11	\$412.82
Consumer Services: Retail	Litigation	Partner	976	\$251.83	\$340.00	\$524.29	\$399.36	\$398.06	\$376.40
		Associate	966	\$175.00	\$250.00	\$350.00	\$280.70	\$282.43	\$282.22
	Non-Litigation	Partner	1,140	\$350.00	\$500.00	\$670.25	\$530.80	\$535.87	\$501.37
		Associate	951	\$260.00	\$325.00	\$450.00	\$366.14	\$370.06	\$343.96
Consumer Services: Travel & Leisure	Litigation	Partner	259	\$375.00	\$490.00	\$650.00	\$533.51	\$519.52	\$502.57
		Associate	211	\$252.00	\$302.00	\$425.00	\$349.77	\$356.85	\$335.03
	Non-Litigation	Partner	165	\$510.00	\$675.00	\$854.76	\$685.99	\$673.72	\$662.02
		Associate	96	\$297.50	\$410.00	\$532.50	\$432.80	\$437.34	\$388.77
Financials: Banks	Litigation	Partner	387	\$300.00	\$390.00	\$559.90	\$444.20	\$411.96	\$388.88
		Associate	326	\$205.00	\$262.00	\$361.00	\$298.58	\$305.34	\$257.23
	Non-Litigation	Partner	714	\$306.18	\$400.00	\$570.00	\$448.12	\$443.02	\$427.35
		Associate	485	\$218.63	\$270.00	\$348.50	\$302.18	\$297.63	\$279.67

## Section II: Industry Analysis

### Industry Group and Division

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Industry Division	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Financials: Financial Services	Litigation	Partner	1,006	\$510.00	\$705.00	\$875.00	\$705.22	\$673.70	\$652.17
		Associate	1,158	\$335.00	\$430.00	\$570.02	\$455.41	\$436.36	\$418.75
	Non-Litigation	Partner	3,184	\$603.07	\$800.00	\$995.00	\$802.60	\$750.27	\$729.05
		Associate	3,530	\$380.00	\$518.53	\$670.00	\$536.06	\$502.20	\$484.83
Financials: Insurance	Litigation	Partner	6,375	\$165.00	\$200.00	\$280.00	\$254.24	\$248.46	\$239.54
		Associate	5,741	\$148.60	\$175.00	\$225.00	\$205.60	\$197.71	\$190.67
	Non-Litigation	Partner	2,332	\$194.97	\$270.00	\$400.00	\$348.95	\$343.81	\$324.51
		Associate	1,911	\$165.00	\$210.00	\$295.00	\$263.23	\$257.39	\$240.56
Financials: Real Estate	Litigation	Partner	248	\$180.00	\$292.50	\$475.00	\$341.71	\$350.05	\$337.14
		Associate	229	\$157.03	\$200.00	\$275.00	\$229.45	\$226.80	\$220.34
	Non-Litigation	Partner	249	\$391.00	\$500.00	\$720.00	\$563.97	\$520.82	\$514.20
		Associate	188	\$248.47	\$295.14	\$412.47	\$345.92	\$326.47	\$310.83
Health Care	Litigation	Partner	1,859	\$300.00	\$465.00	\$678.00	\$506.15	\$480.27	\$468.08
		Associate	1,963	\$210.00	\$315.00	\$457.50	\$346.32	\$329.83	\$326.97
	Non-Litigation	Partner	1,166	\$423.80	\$573.73	\$769.51	\$605.29	\$551.94	\$530.24
		Associate	1,075	\$275.00	\$380.00	\$509.48	\$406.71	\$375.75	\$356.65
Industrials: Construction & Materials	Litigation	Partner	565	\$275.00	\$375.00	\$520.00	\$422.32	\$409.48	\$399.85
		Associate	521	\$190.00	\$250.00	\$335.00	\$286.69	\$269.39	\$254.20
	Non-Litigation	Partner	544	\$330.00	\$437.00	\$625.00	\$510.68	\$470.44	\$445.95
		Associate	434	\$210.00	\$284.31	\$414.00	\$329.66	\$301.75	\$279.98
Industrials: Industrial Goods & Services	Litigation	Partner	1,384	\$250.00	\$377.29	\$590.00	\$447.06	\$431.69	\$439.13
		Associate	1,292	\$198.38	\$275.00	\$400.00	\$315.17	\$301.25	\$303.17
	Non-Litigation	Partner	2,656	\$425.00	\$635.00	\$860.00	\$662.31	\$594.64	\$585.83
		Associate	2,958	\$305.00	\$440.00	\$590.23	\$462.86	\$411.24	\$406.05
Professional Services	Litigation	Partner	87	\$445.00	\$639.83	\$770.00	\$615.87	\$662.50	\$715.91
		Associate	89	\$296.00	\$350.97	\$469.00	\$396.81	\$413.20	\$435.79
	Non-Litigation	Partner	266	\$499.28	\$641.49	\$780.00	\$672.99	\$669.66	\$694.05
		Associate	348	\$336.03	\$410.00	\$520.00	\$447.20	\$429.48	\$440.14
Technology and Telecommunications: Internet and E-Commerce	Litigation	Partner	219	\$445.00	\$615.00	\$735.00	\$615.91	\$601.33	\$601.18
		Associate	266	\$250.00	\$335.50	\$455.00	\$344.41	\$349.39	\$381.75
	Non-Litigation	Partner	520	\$555.00	\$705.36	\$837.01	\$706.27	\$678.12	\$677.24
		Associate	528	\$329.25	\$440.00	\$565.00	\$453.09	\$438.12	\$428.59
Technology and Telecommunications: Non-Internet	Litigation	Partner	1,016	\$400.00	\$550.00	\$720.50	\$576.54	\$557.85	\$549.20
		Associate	1,049	\$280.00	\$365.00	\$475.71	\$391.11	\$367.87	\$363.18
	Non-Litigation	Partner	2,031	\$424.29	\$555.00	\$720.00	\$598.91	\$580.53	\$566.81
		Associate	2,390	\$275.00	\$348.06	\$465.00	\$382.58	\$375.16	\$370.60

## Section II: Industry Analysis

### Basic Materials and Utilities

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	Litigation	Partner	7	\$300.00	\$522.48	\$725.00	\$512.42	\$337.25	\$347.44
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Commercial	Litigation	Partner	37	\$350.00	\$535.00	\$710.00	\$533.82	\$550.59	\$491.20
		Associate	24	\$220.00	\$277.50	\$452.60	\$325.92	\$333.04	\$282.14
	Non-Litigation	Partner	27	\$330.00	\$445.00	\$603.00	\$465.86	\$519.71	\$537.61
		Associate	15	\$175.00	\$261.00	\$430.00	\$297.94	\$347.27	\$304.39
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	16	\$416.49	\$687.72	\$1,150.00	\$771.60	\$825.03	\$717.32
		Associate	11	\$225.00	\$285.00	\$755.00	\$413.54	\$505.52	\$252.85
Corporate: Regulatory and Compliance	Litigation	Partner	10	\$575.00	\$575.00	\$735.00	\$613.78	\$700.36	\$659.53
		Associate	13	\$325.00	\$360.00	\$445.00	\$376.77	\$435.08	\$363.36
	Non-Litigation	Partner	16	\$337.50	\$371.50	\$670.95	\$503.68	\$536.50	\$481.98
		Associate	13	\$235.00	\$275.00	\$350.00	\$280.38	\$310.41	\$322.34
Corporate: Other	Litigation	Partner	32	\$500.00	\$634.32	\$787.30	\$667.59	\$644.39	\$532.44
		Associate	39	\$350.00	\$405.00	\$483.00	\$437.04	\$333.60	\$229.20
	Non-Litigation	Partner	79	\$505.44	\$697.50	\$1,090.00	\$773.19	\$648.59	\$652.70
		Associate	63	\$350.00	\$485.00	\$640.00	\$513.69	\$425.23	\$459.45
Environmental	Litigation	Partner	26	\$395.00	\$494.38	\$640.00	\$512.20	\$407.47	\$479.55
		Associate	22	\$206.25	\$220.00	\$342.50	\$264.61	\$203.15	\$263.04
	Non-Litigation	Partner	43	\$440.00	\$513.01	\$650.00	\$538.28	\$493.98	\$434.74
		Associate	19	\$286.00	\$350.00	\$447.50	\$379.63	\$344.98	\$311.45
Finance and Securities	Non-Litigation	Partner	43	\$625.00	\$1,125.00	\$1,235.00	\$962.17	\$811.76	\$844.33
		Associate	38	\$374.40	\$546.75	\$670.00	\$536.41	\$600.64	\$550.81
General Liability	Litigation	Partner	165	\$225.00	\$260.00	\$355.00	\$337.81	\$337.70	\$350.97
		Associate	165	\$174.28	\$195.00	\$250.00	\$222.32	\$237.50	\$262.02
Labor and Employment	Litigation	Partner	99	\$359.98	\$425.00	\$575.00	\$483.44	\$443.83	\$454.14
		Associate	76	\$245.00	\$322.50	\$390.00	\$328.55	\$306.05	\$301.07
	Non-Litigation	Partner	91	\$375.00	\$463.84	\$535.00	\$465.56	\$479.20	\$484.82
		Associate	42	\$267.28	\$303.00	\$340.00	\$304.61	\$311.07	\$313.16
Real Estate	Litigation	Partner	71	\$180.00	\$225.00	\$357.92	\$283.11	\$262.80	\$287.06
		Associate	78	\$155.00	\$185.00	\$225.00	\$201.18	\$192.37	\$195.11
	Non-Litigation	Partner	66	\$400.00	\$545.00	\$670.00	\$568.79	\$592.25	\$518.14
		Associate	45	\$315.00	\$366.05	\$475.00	\$404.56	\$438.69	\$342.69

## Section II: Industry Analysis

### Consumer Goods

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	Litigation	Partner	8	\$381.50	\$420.00	\$565.00	\$450.38	\$467.29	\$456.38
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Commercial	Litigation	Partner	122	\$330.00	\$420.00	\$585.00	\$478.12	\$476.02	\$459.61
		Associate	67	\$226.05	\$265.50	\$373.50	\$315.09	\$326.97	\$301.26
	Non-Litigation	Partner	144	\$379.00	\$450.00	\$617.50	\$512.02	\$510.93	\$462.20
		Associate	112	\$236.06	\$325.00	\$422.50	\$341.82	\$341.80	\$308.51
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	23	\$395.00	\$530.00	\$795.00	\$571.35	\$569.91	\$501.25
		Associate	15	\$280.00	\$335.00	\$510.00	\$395.67	\$399.74	\$256.67
Corporate: Regulatory and Compliance	Non-Litigation	Partner	30	\$450.00	\$630.00	\$695.00	\$604.93	\$564.57	\$527.83
		Associate	19	\$330.00	\$360.00	\$460.00	\$416.84	\$325.79	\$322.90
Corporate: Other	Litigation	Partner	33	\$400.00	\$475.00	\$795.00	\$591.47	\$688.80	\$626.56
		Associate	31	\$290.00	\$361.25	\$475.00	\$383.49	\$353.49	\$405.73
	Non-Litigation	Partner	63	\$415.00	\$530.00	\$700.00	\$586.70	\$674.31	\$632.47
		Associate	40	\$270.50	\$407.50	\$595.00	\$443.45	\$442.61	\$362.71
Environmental	Litigation	Partner	24	\$317.24	\$432.00	\$540.00	\$439.59	\$426.00	\$447.36
		Associate	14	\$245.00	\$276.90	\$344.26	\$290.17	\$272.29	\$299.05
	Non-Litigation	Partner	37	\$490.00	\$697.00	\$759.00	\$629.51	\$623.66	\$626.51
		Associate	20	\$375.00	\$480.00	\$525.00	\$452.55	\$374.99	\$380.11
Finance and Securities	Non-Litigation	Partner	10	\$800.00	\$851.00	\$950.00	\$797.10	\$821.75	\$714.07
		Associate	8	\$455.50	\$508.50	\$550.00	\$477.00	\$471.81	\$452.82
General Liability	Litigation	Partner	424	\$240.00	\$295.00	\$350.00	\$345.51	\$334.98	\$334.79
		Associate	481	\$196.00	\$225.00	\$247.86	\$251.65	\$241.98	\$243.27
Intellectual Property: Patents	Litigation	Partner	35	\$375.00	\$470.00	\$655.00	\$543.87	\$572.79	\$532.89
		Associate	31	\$250.00	\$290.00	\$425.00	\$334.55	\$371.29	\$375.56
	Non-Litigation	Partner	28	\$345.00	\$445.00	\$845.00	\$572.30	\$599.58	\$502.29
		Associate	28	\$227.50	\$254.60	\$297.23	\$297.32	\$331.84	\$320.10
Intellectual Property: Trademarks	Non-Litigation	Partner	23	\$434.00	\$532.00	\$560.50	\$545.00	\$515.84	\$537.96
		Associate	17	\$310.51	\$342.00	\$384.75	\$399.47	\$387.78	\$393.56
Intellectual Property: Other	Non-Litigation	Partner	10	\$487.90	\$567.65	\$650.00	\$590.01	\$458.65	\$546.50
		Associate	n/a	n/a	n/a	n/a	n/a	\$271.96	\$291.15

## Section II: Industry Analysis

### Consumer Goods

By Matter Type

#### 2015—Real Rates for Partners and Associates

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Labor and Employment	Litigation	Partner	115	\$360.00	\$488.17	\$615.00	\$487.56	\$495.55	\$453.11
		Associate	87	\$266.44	\$375.00	\$420.00	\$363.55	\$353.20	\$324.42
	Non-Litigation	Partner	192	\$317.88	\$400.00	\$630.00	\$482.22	\$459.86	\$475.50
		Associate	128	\$280.00	\$287.50	\$378.14	\$337.99	\$317.14	\$318.84
Real Estate	Non-Litigation	Partner	11	\$355.00	\$455.00	\$632.11	\$485.31	\$502.86	\$426.54
		Associate	9	\$245.00	\$250.00	\$260.00	\$294.39	\$259.77	\$295.00



## Section II: Industry Analysis

### Consumer Services

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	Litigation	Partner	78	\$275.00	\$370.00	\$470.00	\$392.91	\$416.30	\$421.35
		Associate	56	\$245.00	\$270.00	\$335.00	\$292.16	\$289.60	\$291.42
	Non-Litigation	Partner	30	\$350.00	\$482.50	\$565.50	\$473.78	\$449.78	\$439.69
		Associate	20	\$281.19	\$364.95	\$440.00	\$366.35	\$350.54	\$346.80
Commercial	Litigation	Partner	412	\$369.23	\$503.45	\$650.00	\$538.27	\$507.44	\$499.55
		Associate	333	\$257.00	\$315.00	\$435.60	\$358.99	\$352.45	\$338.83
	Non-Litigation	Partner	319	\$390.00	\$543.80	\$685.00	\$563.33	\$563.27	\$555.17
		Associate	300	\$275.00	\$327.20	\$470.00	\$387.54	\$383.50	\$388.40
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	110	\$635.00	\$963.50	\$1,036.00	\$841.84	\$840.81	\$865.94
		Associate	192	\$415.00	\$508.00	\$704.00	\$527.67	\$498.58	\$463.78
Corporate: Regulatory and Compliance	Litigation	Partner	71	\$425.00	\$549.00	\$809.38	\$601.35	\$554.57	\$521.29
		Associate	65	\$150.00	\$283.00	\$525.00	\$346.61	\$377.57	\$350.19
	Non-Litigation	Partner	359	\$388.00	\$515.00	\$660.00	\$550.49	\$528.51	\$495.78
		Associate	270	\$270.00	\$361.60	\$515.00	\$406.71	\$378.97	\$343.03
Corporate: Other	Litigation	Partner	229	\$485.00	\$640.00	\$775.00	\$648.59	\$605.54	\$576.76
		Associate	221	\$295.00	\$385.00	\$505.00	\$418.05	\$386.20	\$372.75
	Non-Litigation	Partner	533	\$513.30	\$675.00	\$876.22	\$702.12	\$683.08	\$692.58
		Associate	445	\$350.00	\$490.00	\$605.00	\$479.73	\$471.51	\$446.70
Environmental	Litigation	Partner	32	\$225.00	\$255.00	\$447.82	\$331.13	\$425.49	\$389.97
		Associate	32	\$170.00	\$175.00	\$192.00	\$206.72	\$403.75	\$325.83
	Non-Litigation	Partner	35	\$655.00	\$730.00	\$795.00	\$744.55	\$676.44	\$641.53
		Associate	17	\$315.00	\$380.00	\$510.00	\$417.35	\$409.21	\$410.30
Finance and Securities	Non-Litigation	Partner	120	\$677.00	\$895.00	\$1,036.00	\$857.47	\$844.39	\$808.93
		Associate	130	\$436.50	\$588.50	\$704.00	\$577.62	\$482.32	\$458.13
General Liability	Litigation	Partner	379	\$165.00	\$245.00	\$450.00	\$325.59	\$309.25	\$301.13
		Associate	390	\$150.00	\$175.00	\$250.00	\$222.18	\$218.75	\$221.50
Intellectual Property: Patents	Litigation	Partner	76	\$484.50	\$603.12	\$773.50	\$634.87	\$592.76	\$578.65
		Associate	56	\$311.50	\$421.70	\$615.25	\$451.27	\$434.32	\$398.42
	Non-Litigation	Partner	50	\$405.00	\$532.50	\$703.00	\$568.59	\$530.56	\$531.65
		Associate	50	\$255.55	\$299.50	\$424.00	\$355.37	\$336.43	\$324.54
Intellectual Property: Trademarks	Litigation	Partner	17	\$385.00	\$475.00	\$630.67	\$501.68	\$430.60	\$527.91
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Non-Litigation	Partner	37	\$530.00	\$589.77	\$675.00	\$609.70	\$554.87	\$531.13
		Associate	37	\$270.00	\$307.71	\$395.00	\$341.91	\$329.51	\$321.43

## Section II: Industry Analysis

### Consumer Services

By Matter Area

#### 2015—Real Rates for Partners and Associates

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Intellectual Property: Other	Litigation	Partner	85	\$300.00	\$472.50	\$640.00	\$470.63	\$476.09	\$422.74
		Associate	77	\$249.38	\$300.00	\$375.00	\$312.15	\$313.84	\$301.84
	Non-Litigation	Partner	73	\$410.62	\$535.00	\$700.00	\$575.51	\$534.06	\$549.80
		Associate	68	\$255.00	\$314.57	\$437.17	\$359.30	\$334.64	\$362.66
Labor and Employment	Litigation	Partner	739	\$300.00	\$375.00	\$485.00	\$406.12	\$396.33	\$391.97
		Associate	693	\$240.00	\$275.00	\$370.00	\$302.29	\$302.05	\$305.08
	Non-Litigation	Partner	508	\$330.00	\$475.00	\$635.00	\$509.50	\$526.87	\$506.08
		Associate	342	\$260.00	\$334.72	\$450.00	\$372.22	\$385.34	\$348.71
Real Estate	Litigation	Partner	88	\$322.50	\$412.62	\$542.50	\$467.51	\$393.41	\$352.22
		Associate	56	\$238.10	\$287.50	\$375.00	\$318.75	\$252.56	\$264.87
	Non-Litigation	Partner	316	\$350.00	\$425.00	\$502.63	\$427.91	\$447.59	\$433.13
		Associate	217	\$234.00	\$280.00	\$325.00	\$281.10	\$292.97	\$301.57

## Section II: Industry Analysis

### Financials

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	Litigation	Partner	365	\$270.00	\$340.00	\$448.05	\$379.88	\$386.38	\$367.44
		Associate	344	\$200.00	\$249.50	\$310.00	\$273.46	\$267.73	\$262.54
	Non-Litigation	Partner	280	\$261.50	\$350.00	\$450.00	\$386.47	\$388.33	\$387.53
		Associate	190	\$200.00	\$235.21	\$309.38	\$294.47	\$309.47	\$266.82
Commercial	Litigation	Partner	365	\$395.00	\$545.00	\$715.00	\$558.23	\$489.42	\$445.16
		Associate	257	\$260.00	\$352.75	\$485.00	\$388.19	\$338.51	\$300.55
	Non-Litigation	Partner	156	\$322.00	\$415.00	\$595.00	\$475.18	\$496.12	\$505.79
		Associate	113	\$205.00	\$285.00	\$346.50	\$325.90	\$317.00	\$368.98
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	112	\$695.00	\$875.00	\$1,075.00	\$864.79	\$779.87	\$798.93
		Associate	152	\$380.00	\$499.50	\$695.66	\$524.27	\$513.47	\$510.64
Corporate: Regulatory and Compliance	Litigation	Partner	328	\$501.00	\$695.00	\$920.89	\$716.22	\$694.99	\$700.25
		Associate	351	\$335.00	\$430.00	\$600.00	\$467.67	\$460.33	\$440.13
	Non-Litigation	Partner	311	\$637.47	\$803.00	\$1,000.00	\$817.51	\$785.29	\$716.67
		Associate	266	\$360.00	\$478.81	\$625.00	\$494.38	\$478.56	\$445.78
Corporate: Other	Litigation	Partner	619	\$350.00	\$501.00	\$680.00	\$533.38	\$497.27	\$511.43
		Associate	541	\$240.00	\$320.00	\$425.00	\$347.38	\$322.74	\$320.20
	Non-Litigation	Partner	1,074	\$540.00	\$765.32	\$990.00	\$776.27	\$724.68	\$687.81
		Associate	992	\$335.00	\$467.95	\$640.00	\$500.01	\$451.61	\$427.99
Environmental	Non-Litigation	Partner	27	\$440.00	\$495.00	\$777.63	\$590.29	\$579.06	\$541.86
		Associate	17	\$260.00	\$320.00	\$380.00	\$342.99	\$309.57	\$417.00
Finance and Securities	Litigation	Partner	325	\$590.00	\$753.18	\$895.00	\$746.59	\$655.29	\$615.78
		Associate	328	\$357.84	\$482.24	\$592.50	\$480.43	\$432.16	\$426.30
	Non-Litigation	Partner	3,353	\$595.00	\$800.00	\$999.35	\$797.82	\$753.59	\$729.81
		Associate	3,335	\$378.06	\$518.20	\$680.00	\$538.35	\$508.25	\$491.70
General Liability	Litigation	Partner	287	\$154.62	\$290.00	\$559.90	\$375.43	\$334.79	\$305.50
		Associate	286	\$150.00	\$225.00	\$360.00	\$275.74	\$273.25	\$213.70
Intellectual Property: Patents	Non-Litigation	Partner	16	\$395.00	\$662.50	\$745.75	\$606.61	\$463.69	\$431.73
		Associate	9	\$280.00	\$300.00	\$470.00	\$367.83	\$312.09	\$267.25
Intellectual Property: Trademarks	Non-Litigation	Partner	22	\$425.00	\$425.00	\$525.00	\$520.29	\$517.77	\$387.03
		Associate	16	\$211.44	\$250.00	\$287.50	\$325.13	\$383.85	\$299.55
Intellectual Property: Other	Litigation	Partner	14	\$416.10	\$484.16	\$675.26	\$525.79	\$403.40	\$517.87
		Associate	11	\$300.00	\$345.00	\$475.00	\$395.86	\$283.68	\$310.33
	Non-Litigation	Partner	22	\$340.00	\$409.00	\$525.00	\$456.73	\$436.35	\$464.60
		Associate	19	\$250.00	\$303.60	\$465.00	\$383.64	\$362.47	\$363.09

## Section II: Industry Analysis

### Financials

By Matter Type

#### 2015—Real Rates for Partners and Associates

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Labor and Employment	Litigation	Partner	314	\$495.00	\$700.00	\$851.20	\$695.45	\$411.55	\$411.64
		Associate	407	\$325.00	\$444.00	\$577.00	\$453.77	\$319.27	\$305.77
	Non-Litigation	Partner	460	\$374.25	\$500.00	\$695.00	\$552.16	\$538.48	\$507.20
		Associate	288	\$253.50	\$338.00	\$455.00	\$388.36	\$395.28	\$362.19
Real Estate	Litigation	Partner	933	\$225.00	\$275.00	\$325.00	\$292.55	\$293.65	\$293.81
		Associate	797	\$180.00	\$215.00	\$250.00	\$223.11	\$219.14	\$216.61
	Non-Litigation	Partner	1,242	\$235.00	\$285.00	\$350.00	\$320.90	\$315.41	\$305.83
		Associate	1,029	\$185.00	\$225.00	\$260.00	\$238.34	\$237.02	\$226.39

## Section II: Industry Analysis

### Health Care

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Commercial	Litigation	Partner	91	\$330.00	\$405.00	\$475.00	\$425.50	\$426.01	\$391.86
		Associate	45	\$205.00	\$295.00	\$330.00	\$309.45	\$300.58	\$287.90
	Non-Litigation	Partner	100	\$509.38	\$700.66	\$875.00	\$684.62	\$641.96	\$588.42
		Associate	115	\$270.00	\$408.43	\$575.00	\$428.80	\$400.97	\$363.16
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	148	\$413.66	\$650.00	\$795.00	\$628.28	\$641.76	\$672.34
		Associate	132	\$218.00	\$370.00	\$532.50	\$396.97	\$393.49	\$393.46
Corporate: Regulatory and Compliance	Litigation	Partner	223	\$420.00	\$565.00	\$720.00	\$589.56	\$568.06	\$583.41
		Associate	181	\$265.00	\$375.00	\$482.00	\$383.79	\$411.43	\$395.40
	Non-Litigation	Partner	310	\$414.00	\$617.46	\$756.23	\$606.89	\$581.33	\$569.30
		Associate	218	\$250.00	\$397.71	\$525.00	\$408.06	\$395.50	\$384.79
Corporate: Other	Litigation	Partner	469	\$425.00	\$559.45	\$718.26	\$589.85	\$582.59	\$571.04
		Associate	434	\$300.00	\$385.00	\$496.00	\$407.23	\$387.34	\$385.62
	Non-Litigation	Partner	280	\$522.37	\$683.52	\$853.00	\$699.81	\$636.90	\$636.63
		Associate	301	\$314.86	\$400.00	\$514.00	\$428.52	\$398.32	\$402.64
Environmental	Litigation	Partner	39	\$370.00	\$455.00	\$615.00	\$499.68	\$475.94	\$454.62
		Associate	16	\$242.50	\$265.00	\$392.50	\$316.27	\$274.82	\$337.29
	Non-Litigation	Partner	17	\$400.00	\$445.00	\$577.91	\$477.18	\$466.11	\$437.44
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Finance and Securities	Litigation	Partner	13	\$365.00	\$399.00	\$538.00	\$514.53	\$510.89	\$574.85
		Associate	12	\$365.00	\$365.00	\$365.00	\$401.83	\$350.32	\$379.53
	Non-Litigation	Partner	15	\$620.00	\$814.00	\$895.00	\$756.19	\$811.39	\$572.14
		Associate	20	\$397.03	\$502.50	\$632.50	\$504.80	\$459.73	\$357.12
General Liability	Litigation	Partner	793	\$200.00	\$300.00	\$520.00	\$382.68	\$354.90	\$357.13
		Associate	853	\$165.00	\$205.00	\$318.00	\$257.53	\$260.26	\$267.04
Intellectual Property: Patents	Litigation	Partner	270	\$540.00	\$704.00	\$846.00	\$703.02	\$688.78	\$643.88
		Associate	289	\$355.00	\$450.00	\$565.00	\$461.17	\$438.29	\$406.70
	Non-Litigation	Partner	176	\$412.50	\$525.00	\$710.55	\$564.26	\$544.09	\$516.78
		Associate	184	\$275.00	\$359.90	\$462.50	\$377.93	\$357.35	\$325.83
Intellectual Property: Trademarks	Non-Litigation	Partner	21	\$510.00	\$570.00	\$699.46	\$604.44	\$564.79	\$575.20
		Associate	13	\$340.00	\$384.10	\$460.00	\$412.83	\$366.95	\$344.21
Intellectual Property: Other	Litigation	Partner	17	\$385.00	\$502.00	\$620.00	\$491.47	\$468.76	\$448.82
		Associate	16	\$235.00	\$272.50	\$367.50	\$298.13	\$301.17	\$272.69
	Non-Litigation	Partner	134	\$410.00	\$475.00	\$725.00	\$556.28	\$533.43	\$503.04
		Associate	150	\$235.00	\$302.81	\$390.00	\$341.39	\$330.14	\$313.83

## Section II: Industry Analysis

### Health Care

By Matter Type

#### 2015—Real Rates for Partners and Associates

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Labor and Employment	Litigation	Partner	364	\$300.00	\$392.50	\$560.00	\$452.83	\$422.24	\$393.36
		Associate	380	\$220.00	\$278.25	\$400.00	\$330.93	\$293.87	\$281.29
	Non-Litigation	Partner	174	\$373.50	\$431.00	\$522.00	\$470.67	\$451.25	\$460.65
		Associate	110	\$245.00	\$290.00	\$380.00	\$322.85	\$311.95	\$326.80
Real Estate	Litigation	Partner	16	\$462.50	\$637.50	\$843.25	\$673.97	\$633.63	\$554.73
		Associate	10	\$320.00	\$441.35	\$644.31	\$470.40	\$410.23	\$395.00
	Non-Litigation	Partner	56	\$377.50	\$430.00	\$550.00	\$529.49	\$514.71	\$434.14
		Associate	56	\$197.62	\$312.50	\$475.00	\$364.05	\$328.13	\$298.12

## Section II: Industry Analysis

### Industrials

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	Litigation	Partner	63	\$225.00	\$325.00	\$425.00	\$347.51	\$361.57	\$418.04
		Associate	41	\$193.50	\$237.17	\$300.00	\$254.03	\$245.70	\$280.54
	Non-Litigation	Partner	59	\$386.65	\$495.00	\$850.86	\$625.30	\$524.00	\$556.83
		Associate	43	\$202.67	\$321.20	\$554.14	\$395.78	\$397.99	\$401.48
Commercial	Litigation	Partner	302	\$300.00	\$430.83	\$585.00	\$466.77	\$455.55	\$452.57
		Associate	267	\$210.00	\$275.09	\$395.00	\$314.69	\$302.81	\$312.53
	Non-Litigation	Partner	277	\$380.00	\$490.00	\$650.00	\$541.25	\$495.55	\$538.51
		Associate	175	\$249.55	\$315.00	\$450.00	\$362.52	\$334.09	\$361.40
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	608	\$662.63	\$885.00	\$1,085.00	\$871.29	\$743.32	\$758.15
		Associate	991	\$421.05	\$530.00	\$705.00	\$550.92	\$472.78	\$454.96
Corporate: Regulatory and Compliance	Litigation	Partner	35	\$550.00	\$711.00	\$825.00	\$680.75	\$649.31	\$666.16
		Associate	22	\$350.00	\$444.73	\$510.00	\$438.00	\$420.55	\$426.06
	Non-Litigation	Partner	232	\$385.50	\$527.50	\$727.41	\$593.37	\$524.72	\$551.74
		Associate	196	\$296.52	\$357.50	\$548.76	\$428.94	\$359.42	\$384.05
Corporate: Other	Litigation	Partner	616	\$325.00	\$488.34	\$744.30	\$537.87	\$491.23	\$503.47
		Associate	585	\$220.00	\$340.00	\$495.00	\$369.67	\$344.03	\$343.59
	Non-Litigation	Partner	980	\$490.00	\$697.04	\$919.00	\$714.01	\$666.15	\$657.54
		Associate	855	\$330.00	\$445.00	\$595.63	\$468.17	\$441.11	\$440.58
Environmental	Litigation	Partner	53	\$440.00	\$510.00	\$603.76	\$513.89	\$463.39	\$442.36
		Associate	43	\$250.00	\$300.00	\$385.00	\$347.69	\$338.40	\$307.16
	Non-Litigation	Partner	129	\$385.00	\$475.00	\$577.50	\$491.21	\$486.13	\$473.66
		Associate	64	\$275.00	\$331.08	\$396.50	\$352.04	\$323.51	\$301.50
Finance and Securities	Litigation	Partner	14	\$550.00	\$780.87	\$995.00	\$742.04	\$631.74	\$744.32
		Associate	8	\$262.22	\$353.61	\$420.00	\$363.54	\$384.62	\$466.55
	Non-Litigation	Partner	750	\$495.00	\$700.00	\$882.32	\$691.25	\$623.31	\$616.09
		Associate	769	\$365.00	\$477.40	\$635.36	\$500.27	\$439.58	\$418.71
General Liability	Litigation	Partner	831	\$210.00	\$260.00	\$365.00	\$312.67	\$318.25	\$317.56
		Associate	725	\$175.00	\$202.48	\$259.00	\$226.76	\$225.17	\$221.41
Intellectual Property: Patents	Litigation	Partner	69	\$420.00	\$520.00	\$685.00	\$574.69	\$587.36	\$594.05
		Associate	55	\$281.00	\$382.50	\$495.90	\$396.60	\$361.48	\$314.57
	Non-Litigation	Partner	148	\$317.00	\$388.21	\$535.00	\$464.69	\$465.49	\$455.32
		Associate	205	\$241.18	\$289.55	\$375.00	\$367.80	\$329.47	\$341.90



## Section II: Industry Analysis

### Industrials

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Intellectual Property: Trademarks	Litigation	Partner	15	\$395.00	\$450.00	\$510.00	\$466.67	\$494.56	\$519.40
		Associate	10	\$255.00	\$290.13	\$361.25	\$306.78	\$305.78	\$285.60
	Non-Litigation	Partner	20	\$397.53	\$509.69	\$607.50	\$504.13	\$475.07	\$436.84
		Associate	24	\$198.87	\$280.00	\$315.00	\$281.42	\$292.95	\$275.57
Intellectual Property: Other	Litigation	Partner	50	\$450.00	\$555.00	\$792.00	\$624.40	\$616.03	\$586.31
		Associate	37	\$283.00	\$403.00	\$510.00	\$413.59	\$384.14	\$337.31
	Non-Litigation	Partner	171	\$335.00	\$420.00	\$607.00	\$491.55	\$462.34	\$506.20
		Associate	191	\$210.00	\$250.00	\$325.00	\$299.94	\$338.47	\$403.52
Labor and Employment	Litigation	Partner	331	\$325.00	\$395.00	\$510.00	\$437.35	\$402.90	\$397.94
		Associate	269	\$230.00	\$295.00	\$355.00	\$304.09	\$303.62	\$296.56
	Non-Litigation	Partner	376	\$364.50	\$446.08	\$560.00	\$498.01	\$470.40	\$463.69
		Associate	235	\$241.00	\$300.00	\$395.00	\$327.72	\$304.80	\$335.68
Real Estate	Litigation	Partner	8	\$242.48	\$363.54	\$457.50	\$353.38	\$475.08	\$479.17
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Non-Litigation	Partner	216	\$434.76	\$564.44	\$694.00	\$596.74	\$511.03	\$484.85
		Associate	222	\$300.00	\$373.74	\$495.00	\$410.58	\$368.05	\$351.57

## Section II: Industry Analysis

### Professional Services

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Commercial	Litigation	Partner	87	\$445.00	\$678.22	\$795.00	\$623.85	\$674.84	\$742.47
		Associate	85	\$315.00	\$373.00	\$480.00	\$406.45	\$426.63	\$444.90
	Non-Litigation	Partner	92	\$500.86	\$624.35	\$715.56	\$617.99	\$569.71	\$639.95
		Associate	105	\$296.00	\$366.67	\$466.80	\$392.11	\$403.57	\$432.65
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	50	\$565.00	\$816.90	\$1,090.00	\$834.01	\$768.37	\$752.16
		Associate	64	\$344.59	\$470.00	\$585.00	\$495.42	\$457.36	\$457.15
Corporate: Regulatory and Compliance	Non-Litigation	Partner	42	\$512.00	\$639.20	\$718.27	\$602.18	\$662.69	\$709.45
		Associate	42	\$348.00	\$403.50	\$462.00	\$402.87	\$382.91	\$452.89
Corporate: Other	Non-Litigation	Partner	28	\$577.59	\$687.48	\$849.03	\$711.15	\$730.46	\$724.18
		Associate	40	\$348.00	\$449.00	\$508.50	\$462.83	\$441.16	\$421.93
Finance and Securities	Non-Litigation	Partner	19	\$1,200.00	\$1,240.00	\$1,260.00	\$1,141.95	\$1,050.62	\$1,087.86
		Associate	40	\$420.00	\$560.00	\$890.63	\$626.80	\$650.99	\$626.99
Intellectual Property: Patents	Non-Litigation	Partner	21	\$447.17	\$570.00	\$693.37	\$581.29	\$599.26	\$621.89
		Associate	43	\$325.00	\$382.28	\$469.00	\$416.01	\$362.16	\$388.30
Intellectual Property: Trademarks	Non-Litigation	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	8	\$396.73	\$448.25	\$647.69	\$489.73	\$494.10	\$438.55
Intellectual Property: Other	Non-Litigation	Partner	24	\$487.50	\$647.88	\$702.00	\$610.41	\$724.04	\$685.43
		Associate	24	\$341.50	\$390.50	\$559.00	\$424.79	\$468.91	\$441.15
Labor and Employment	Non-Litigation	Partner	47	\$416.00	\$470.00	\$591.25	\$509.21	\$552.42	\$546.15
		Associate	52	\$249.04	\$281.00	\$349.00	\$303.75	\$362.58	\$379.94

## Section II: Industry Analysis

### Technology and Telecommunications

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	Litigation	Partner	33	\$297.50	\$435.00	\$559.00	\$487.07	\$491.30	\$489.55
		Associate	20	\$233.88	\$275.00	\$350.25	\$344.35	\$340.70	\$340.57
	Non-Litigation	Partner	16	\$267.00	\$370.07	\$438.45	\$420.50	\$459.28	\$535.99
		Associate	9	\$205.00	\$225.00	\$332.81	\$281.45	\$294.47	\$365.16
Commercial	Litigation	Partner	145	\$407.11	\$590.63	\$689.00	\$567.19	\$553.71	\$530.11
		Associate	161	\$258.00	\$318.88	\$448.00	\$339.68	\$347.59	\$350.91
	Non-Litigation	Partner	262	\$420.00	\$550.00	\$688.90	\$566.11	\$581.22	\$552.90
		Associate	228	\$265.21	\$323.95	\$403.07	\$364.21	\$377.68	\$352.02
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	372	\$570.00	\$735.00	\$900.00	\$751.96	\$726.59	\$710.96
		Associate	445	\$352.75	\$460.00	\$595.00	\$480.71	\$467.31	\$456.00
Corporate: Regulatory and Compliance	Litigation	Partner	44	\$530.23	\$617.52	\$878.00	\$694.87	\$604.09	\$656.81
		Associate	34	\$338.00	\$381.00	\$500.00	\$437.79	\$417.83	\$446.20
	Non-Litigation	Partner	437	\$458.19	\$585.00	\$727.00	\$603.23	\$595.77	\$585.02
		Associate	411	\$310.00	\$395.00	\$504.85	\$416.72	\$392.97	\$375.04
Corporate: Other	Litigation	Partner	399	\$450.00	\$620.00	\$813.00	\$655.69	\$631.04	\$609.85
		Associate	461	\$275.00	\$378.71	\$505.00	\$396.20	\$373.12	\$398.39
	Non-Litigation	Partner	754	\$550.00	\$690.47	\$900.00	\$730.37	\$699.97	\$672.57
		Associate	861	\$274.00	\$395.00	\$530.00	\$409.17	\$415.30	\$411.40
Environmental	Litigation	Partner	13	\$414.00	\$505.00	\$665.00	\$531.64	\$551.49	\$520.75
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Non-Litigation	Partner	11	\$450.00	\$525.00	\$605.00	\$535.38	\$531.57	\$524.29
		Associate	10	\$308.10	\$351.00	\$395.00	\$356.83	\$314.12	\$334.37
Finance and Securities	Non-Litigation	Partner	62	\$488.80	\$710.75	\$1,039.18	\$768.68	\$761.22	\$679.35
		Associate	46	\$323.99	\$447.38	\$565.00	\$464.76	\$480.36	\$406.79
General Liability	Litigation	Partner	154	\$345.74	\$480.62	\$604.00	\$481.66	\$487.38	\$491.10
		Associate	118	\$250.00	\$306.38	\$379.35	\$322.78	\$320.52	\$333.33
Intellectual Property: Patents	Litigation	Partner	363	\$479.82	\$619.09	\$750.00	\$638.43	\$641.54	\$635.43
		Associate	342	\$319.87	\$400.25	\$520.13	\$429.57	\$421.62	\$413.95
	Non-Litigation	Partner	367	\$370.00	\$454.16	\$565.73	\$478.31	\$486.23	\$494.69
		Associate	535	\$256.33	\$310.00	\$383.00	\$328.45	\$328.82	\$324.51
Intellectual Property: Trademarks	Litigation	Partner	10	\$500.00	\$575.50	\$624.37	\$566.34	\$457.91	\$506.43
		Associate	11	\$250.00	\$302.00	\$395.00	\$327.86	\$278.67	\$340.00
	Non-Litigation	Partner	58	\$427.50	\$557.52	\$651.75	\$553.32	\$525.82	\$545.13
		Associate	65	\$261.49	\$343.00	\$425.00	\$350.15	\$344.10	\$347.66

## Section II: Industry Analysis

### Technology and Telecommunications

By Matter Type

#### 2015—Real Rates for Partners and Associates

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Intellectual Property: Other	Litigation	Partner	60	\$508.00	\$580.00	\$702.50	\$595.94	\$615.19	\$610.70
		Associate	57	\$350.00	\$395.00	\$483.75	\$418.16	\$418.57	\$418.23
	Non-Litigation	Partner	119	\$460.00	\$600.00	\$840.00	\$667.52	\$582.80	\$587.92
		Associate	97	\$290.00	\$350.00	\$500.00	\$418.27	\$376.46	\$362.54
Labor and Employment	Litigation	Partner	191	\$384.00	\$461.00	\$564.80	\$480.62	\$468.25	\$472.13
		Associate	154	\$255.00	\$300.00	\$365.00	\$314.89	\$308.08	\$296.06
	Non-Litigation	Partner	567	\$400.00	\$515.00	\$665.00	\$538.52	\$527.44	\$524.72
		Associate	520	\$265.00	\$310.00	\$397.50	\$339.72	\$330.05	\$335.49
Real Estate	Litigation	Partner	16	\$247.50	\$306.00	\$530.00	\$431.75	\$421.17	\$423.81
		Associate	11	\$167.00	\$295.00	\$460.00	\$371.93	\$333.35	\$333.52
	Non-Litigation	Partner	208	\$335.00	\$425.00	\$500.00	\$439.91	\$445.91	\$437.24
		Associate	117	\$240.00	\$285.00	\$330.00	\$292.26	\$307.17	\$292.19

## Section III: Practice Area Analysis

### Bankruptcy and Collections

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Albany, NY	Partner	14	\$243.37	\$250.00	\$300.00	\$270.72	\$245.60	\$240.30
	Associate	8	\$189.53	\$215.00	\$248.72	\$221.07	\$217.12	\$188.15
Atlanta, GA	Partner	23	\$275.00	\$405.00	\$610.00	\$452.74	\$453.73	\$513.41
	Associate	28	\$203.70	\$275.96	\$349.40	\$311.17	\$306.66	\$295.06
Baltimore, MD	Partner	35	\$316.00	\$360.00	\$425.00	\$370.86	\$359.31	\$356.59
	Associate	21	\$200.44	\$230.00	\$250.00	\$258.47	\$233.41	\$304.17
Birmingham, AL	Partner	11	\$200.00	\$295.00	\$334.34	\$275.07	\$332.96	\$288.94
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$219.88
Boston, MA	Partner	18	\$275.00	\$542.50	\$625.00	\$476.17	\$520.90	\$526.08
	Associate	7	\$205.00	\$225.00	\$450.00	\$330.71	\$337.37	\$340.68
Buffalo, NY	Partner	20	\$243.75	\$300.00	\$325.00	\$299.22	\$289.40	\$263.44
	Associate	15	\$160.00	\$195.00	\$205.00	\$190.73	\$199.93	\$193.20
Chicago, IL	Partner	51	\$450.00	\$595.00	\$795.00	\$620.78	\$554.86	\$546.41
	Associate	40	\$318.13	\$375.00	\$462.15	\$405.59	\$388.02	\$382.27
Cleveland, OH	Partner	28	\$292.42	\$364.10	\$460.25	\$377.91	\$359.24	\$402.24
	Associate	25	\$200.00	\$205.00	\$226.88	\$219.92	\$213.93	\$216.33
Columbus, OH	Partner	11	\$263.00	\$370.00	\$420.00	\$361.76	\$342.75	\$370.63
	Associate	7	\$200.00	\$249.00	\$285.00	\$247.15	\$245.19	\$289.90
Dallas, TX	Partner	21	\$316.80	\$375.00	\$578.40	\$415.78	\$450.85	\$429.32
	Associate	18	\$219.56	\$365.00	\$430.00	\$349.50	\$289.53	\$288.98
Denver, CO	Partner	9	\$225.00	\$275.00	\$355.33	\$298.02	\$329.33	\$327.14
	Associate	n/a	n/a	n/a	n/a	n/a	\$220.28	\$220.50
Detroit, MI	Partner	13	\$250.00	\$308.86	\$369.77	\$315.69	\$311.45	\$265.49
	Associate	10	\$195.00	\$258.83	\$380.00	\$287.51	\$241.37	\$270.13
Houston, TX	Partner	15	\$309.09	\$540.00	\$594.00	\$484.21	\$427.02	\$417.69
	Associate	14	\$275.00	\$294.00	\$380.00	\$316.36	\$291.87	\$285.30
Indianapolis, IN	Partner	10	\$250.00	\$285.00	\$330.00	\$285.50	\$305.50	\$307.93
	Associate	8	\$210.00	\$225.00	\$302.50	\$249.38	\$243.94	\$216.04
Kansas City, MO	Partner	13	\$380.00	\$435.00	\$470.00	\$433.15	\$410.35	\$388.24
	Associate	12	\$237.50	\$260.00	\$281.00	\$272.26	\$267.23	\$278.73
Los Angeles, CA	Partner	34	\$275.00	\$330.00	\$632.00	\$463.93	\$483.03	\$466.09
	Associate	46	\$235.00	\$265.00	\$460.00	\$360.11	\$378.22	\$384.62
Miami, FL	Partner	36	\$262.50	\$386.50	\$425.00	\$352.09	\$349.83	\$349.22
	Associate	21	\$183.00	\$240.00	\$255.00	\$230.72	\$230.21	\$239.01
Milwaukee, WI	Partner	10	\$330.00	\$357.50	\$445.00	\$378.50	\$373.81	n/a
	Associate	13	\$240.00	\$265.00	\$275.00	\$258.85	\$278.55	n/a

## Section III: Practice Area Analysis

### Bankruptcy and Collections

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
New York, NY	Partner	90	\$350.00	\$516.24	\$694.15	\$555.14	\$565.51	\$553.65
	Associate	71	\$275.00	\$335.00	\$442.73	\$369.56	\$407.40	\$390.93
Omaha, NE	Partner	9	\$320.00	\$325.00	\$350.61	\$333.87	\$321.43	\$300.56
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Orlando, FL	Partner	n/a	n/a	n/a	n/a	n/a	\$317.88	\$354.93
	Associate	9	\$219.03	\$245.00	\$258.00	\$240.43	\$245.53	\$278.21
Philadelphia, PA	Partner	35	\$360.00	\$380.00	\$522.00	\$428.40	\$439.47	\$442.43
	Associate	34	\$235.00	\$273.04	\$310.00	\$271.52	\$268.53	\$275.73
Phoenix, AZ	Partner	17	\$325.00	\$450.00	\$492.54	\$416.21	\$400.90	\$396.31
	Associate	9	\$250.00	\$282.38	\$321.20	\$280.69	\$284.83	\$268.01
Pittsburgh, PA	Partner	13	\$300.00	\$350.00	\$390.00	\$339.50	\$366.29	\$386.58
	Associate	16	\$207.50	\$245.00	\$275.00	\$246.25	\$260.42	\$259.80
Portland, OR	Partner	14	\$205.00	\$362.13	\$426.40	\$335.24	\$340.25	\$346.07
	Associate	12	\$190.00	\$226.61	\$281.84	\$241.06	n/a	\$232.02
Richmond, VA	Partner	11	\$250.00	\$299.78	\$340.00	\$348.51	\$380.83	\$432.57
	Associate	10	\$190.00	\$190.00	\$250.00	\$213.70	\$246.97	\$287.94
Salt Lake City, UT	Partner	8	\$242.38	\$298.86	\$350.00	\$313.20	\$322.83	\$303.13
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$176.87
San Francisco, CA	Partner	9	\$458.00	\$500.00	\$701.26	\$578.84	\$525.94	\$510.58
	Associate	9	\$250.00	\$290.00	\$365.50	\$332.68	\$316.83	\$372.76
Seattle, WA	Partner	23	\$308.00	\$405.00	\$600.00	\$449.22	\$407.47	\$387.02
	Associate	12	\$226.68	\$330.00	\$440.00	\$338.76	\$311.41	\$262.96
St. Louis, MO	Partner	7	\$402.99	\$480.00	\$545.00	\$475.64	\$435.93	\$400.06
	Associate	n/a	n/a	n/a	n/a	n/a	\$260.58	\$305.54
Syracuse, NY	Partner	7	\$235.00	\$239.63	\$250.00	\$241.58	\$269.23	\$221.07
	Associate	10	\$140.00	\$175.00	\$180.45	\$159.05	\$154.16	\$176.88
Tampa, FL	Partner	n/a	n/a	n/a	n/a	n/a	\$359.88	\$396.13
	Associate	11	\$235.00	\$245.00	\$285.00	\$254.23	\$236.80	\$254.24
Washington, DC	Partner	20	\$415.00	\$532.75	\$778.33	\$591.76	\$583.28	\$568.47
	Associate	15	\$231.00	\$370.00	\$510.00	\$367.56	\$361.28	\$362.10

## Section III: Practice Area Analysis

### Bankruptcy and Collections

By Years of Experience and Matter Type

2015—Real Rates for Partners						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	176	\$265.00	\$325.00	\$440.00	\$367.12	\$367.21	\$367.81
	Non-Litigation	124	\$288.88	\$347.50	\$450.00	\$401.07	\$385.39	\$405.49
21 or More Years	Litigation	265	\$275.00	\$365.00	\$475.00	\$405.37	\$424.91	\$423.73
	Non-Litigation	203	\$315.00	\$426.40	\$565.00	\$471.90	\$458.99	\$447.03

2015—Real Rates for Associates						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	29	\$195.00	\$230.00	\$285.00	\$250.32	\$240.32	\$225.90
	Non-Litigation	25	\$181.50	\$205.00	\$260.00	\$225.08	\$244.45	\$240.36
3 to Fewer Than 7 Years	Litigation	100	\$200.00	\$245.00	\$290.00	\$270.03	\$286.60	\$282.68
	Non-Litigation	67	\$211.22	\$250.00	\$320.00	\$288.41	\$314.02	\$317.16
7 and More Years	Litigation	150	\$212.04	\$256.50	\$350.00	\$300.02	\$289.88	\$295.15
	Non-Litigation	80	\$202.00	\$285.00	\$360.00	\$308.59	\$309.46	\$300.68



## Section III: Practice Area Analysis

### Bankruptcy and Collections

By Firm Size and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	147	\$225.00	\$275.00	\$330.00	\$286.43	\$297.40	\$295.24
		Associate	125	\$185.00	\$205.00	\$250.00	\$218.21	\$209.07	\$210.13
	Non-Litigation	Partner	78	\$225.00	\$275.00	\$340.00	\$297.68	\$312.45	\$305.34
		Associate	47	\$189.01	\$205.00	\$240.00	\$218.46	\$217.30	\$222.50
51–200 Lawyers	Litigation	Partner	134	\$275.00	\$320.00	\$400.00	\$347.84	\$353.86	\$374.96
		Associate	94	\$195.00	\$225.00	\$255.00	\$230.69	\$233.44	\$233.19
	Non-Litigation	Partner	88	\$270.38	\$337.80	\$415.00	\$345.90	\$365.97	\$360.60
		Associate	68	\$180.00	\$201.33	\$256.79	\$329.36	\$352.07	\$216.69
201–500 Lawyers	Litigation	Partner	119	\$308.86	\$420.00	\$500.00	\$425.95	\$434.88	\$431.02
		Associate	88	\$250.00	\$282.88	\$336.17	\$303.09	\$299.43	\$292.67
	Non-Litigation	Partner	101	\$350.70	\$433.13	\$505.26	\$437.10	\$415.07	\$430.28
		Associate	73	\$225.00	\$261.00	\$321.20	\$276.91	\$272.57	\$285.90
501–1,000 Lawyers	Litigation	Partner	66	\$420.00	\$508.36	\$660.00	\$540.09	\$526.67	\$535.27
		Associate	78	\$258.00	\$330.75	\$445.50	\$361.44	\$332.94	\$346.71
	Non-Litigation	Partner	47	\$480.00	\$596.18	\$810.61	\$639.48	\$567.52	\$582.07
		Associate	38	\$282.38	\$377.50	\$495.00	\$398.32	\$370.23	\$379.62
More Than 1,000 Lawyers	Litigation	Partner	29	\$435.00	\$625.00	\$795.00	\$630.05	\$668.92	\$606.06
		Associate	30	\$271.09	\$322.50	\$510.00	\$385.77	\$394.45	\$422.41
	Non-Litigation	Partner	36	\$410.00	\$765.00	\$903.72	\$713.20	\$698.65	\$632.94
		Associate	26	\$340.00	\$458.73	\$610.00	\$491.12	\$478.85	\$413.26

## Section III: Practice Area Analysis

### Commercial

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Albany, NY	Partner	10	\$235.00	\$260.39	\$401.89	\$338.39	n/a	\$310.00
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Atlanta, GA	Partner	78	\$380.00	\$522.50	\$640.00	\$506.38	\$510.72	\$462.82
	Associate	61	\$280.50	\$345.00	\$406.70	\$343.27	\$320.77	\$317.05
Austin, TX	Partner	25	\$300.00	\$425.00	\$470.00	\$436.88	\$461.00	\$435.02
	Associate	10	\$242.95	\$261.00	\$345.72	\$321.20	\$359.65	\$300.05
Baltimore, MD	Partner	35	\$420.00	\$490.00	\$629.00	\$520.17	\$491.18	\$435.44
	Associate	23	\$284.00	\$385.00	\$510.60	\$412.00	\$323.92	\$325.52
Birmingham, AL	Partner	14	\$335.00	\$407.50	\$475.00	\$416.89	\$395.39	\$295.31
	Associate	n/a	n/a	n/a	n/a	n/a	\$247.65	\$231.78
Boston, MA	Partner	57	\$350.00	\$500.00	\$720.00	\$526.99	\$509.49	\$496.06
	Associate	40	\$257.50	\$355.88	\$518.88	\$385.14	\$380.62	\$399.33
Charleston, SC	Partner	11	\$310.00	\$350.00	\$450.00	\$366.91	\$356.15	\$367.50
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Charlotte, NC	Partner	17	\$390.00	\$495.00	\$535.00	\$459.30	\$488.01	\$473.93
	Associate	21	\$150.00	\$150.00	\$270.00	\$197.31	\$302.69	\$294.59
Chicago, IL	Partner	247	\$445.00	\$599.00	\$770.00	\$613.51	\$589.04	\$603.35
	Associate	219	\$281.00	\$371.81	\$475.00	\$385.18	\$372.73	\$373.25
Cincinnati, OH	Partner	20	\$325.00	\$422.50	\$450.00	\$398.76	\$394.39	\$425.31
	Associate	13	\$218.63	\$250.00	\$275.00	\$249.23	\$246.32	\$277.04
Cleveland, OH	Partner	80	\$330.00	\$414.00	\$540.91	\$451.12	\$426.18	\$419.64
	Associate	68	\$210.00	\$246.00	\$295.00	\$255.82	\$252.75	\$239.87
Columbia, SC	Partner	16	\$317.50	\$350.00	\$410.36	\$354.31	\$339.28	\$319.09
	Associate	9	\$220.00	\$235.00	\$250.00	\$228.00	\$235.49	n/a
Dallas, TX	Partner	53	\$400.00	\$596.25	\$715.00	\$571.69	\$481.24	\$466.96
	Associate	36	\$282.50	\$327.50	\$430.75	\$358.10	\$339.82	\$287.40
Denver, CO	Partner	36	\$327.50	\$412.05	\$462.27	\$405.23	\$426.49	\$373.58
	Associate	18	\$210.00	\$257.50	\$318.16	\$262.60	\$286.97	\$261.21
Detroit, MI	Partner	24	\$308.63	\$365.00	\$430.00	\$367.33	\$344.40	\$348.95
	Associate	22	\$230.00	\$235.89	\$285.00	\$253.58	\$245.59	\$239.19
Greenville, SC	Partner	13	\$260.00	\$400.00	\$420.00	\$338.58	\$284.91	\$276.68
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Hartford, CT	Partner	15	\$369.00	\$490.00	\$550.00	\$485.17	\$430.74	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	\$288.81	n/a
Houston, TX	Partner	50	\$345.00	\$487.50	\$700.56	\$525.91	\$523.73	\$556.18
	Associate	30	\$300.00	\$345.00	\$445.00	\$356.21	\$326.85	\$341.43

## Section III: Practice Area Analysis

### Commercial

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Indianapolis, IN	Partner	33	\$320.23	\$385.00	\$500.00	\$406.54	\$385.12	\$363.48
	Associate	24	\$225.00	\$260.00	\$285.00	\$270.46	\$254.16	\$238.84
Jackson, MS	Partner	11	\$370.00	\$415.00	\$560.00	\$445.45	n/a	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Jacksonville, FL	Partner	7	\$199.00	\$290.00	\$450.00	\$349.00	\$358.12	\$275.50
	Associate	n/a	n/a	n/a	n/a	n/a	\$252.99	\$199.78
Kansas City, MO	Partner	43	\$370.00	\$440.00	\$480.00	\$444.14	\$472.17	\$420.92
	Associate	20	\$250.00	\$260.00	\$305.95	\$270.87	\$274.44	\$269.04
Lansing, MI	Partner	7	\$315.00	\$405.00	\$490.00	\$422.07	\$396.73	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Las Vegas, NV	Partner	7	\$250.00	\$350.00	\$515.31	\$394.62	\$425.68	\$422.00
	Associate	n/a	n/a	n/a	n/a	n/a	\$240.71	\$266.43
Los Angeles, CA	Partner	141	\$400.00	\$601.97	\$794.81	\$607.38	\$585.44	\$591.05
	Associate	196	\$337.66	\$460.00	\$560.00	\$458.94	\$402.17	\$384.99
Louisville, KY	Partner	14	\$330.00	\$372.50	\$416.00	\$382.16	\$373.98	\$355.71
	Associate	11	\$179.00	\$210.00	\$221.00	\$206.69	\$184.16	\$197.55
Memphis, TN	Partner	12	\$145.00	\$225.00	\$427.50	\$279.08	\$291.60	\$312.04
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Miami, FL	Partner	49	\$323.00	\$425.00	\$504.90	\$422.57	\$400.73	\$403.45
	Associate	38	\$241.20	\$293.75	\$350.00	\$297.03	\$291.09	\$294.64
Milwaukee, WI	Partner	23	\$319.21	\$365.00	\$431.14	\$406.71	\$395.46	\$388.63
	Associate	22	\$250.00	\$261.00	\$278.00	\$274.34	\$264.89	\$253.33
Minneapolis, MN	Partner	65	\$350.00	\$431.00	\$535.00	\$444.44	\$446.60	\$425.65
	Associate	54	\$240.00	\$279.50	\$330.00	\$289.97	\$278.73	\$265.39
Nashville, TN	Partner	11	\$275.00	\$340.00	\$452.61	\$348.02	\$389.30	\$326.89
	Associate	12	\$192.00	\$197.50	\$207.50	\$205.54	\$215.60	\$202.76
New Orleans, LA	Partner	18	\$225.00	\$235.00	\$350.00	\$287.22	\$296.11	\$263.33
	Associate	13	\$150.00	\$200.00	\$200.00	\$200.00	\$211.07	\$173.61
New York, NY	Partner	280	\$475.00	\$632.50	\$881.66	\$682.85	\$657.90	\$657.41
	Associate	315	\$295.00	\$430.00	\$625.00	\$465.71	\$449.11	\$437.27
Omaha, NE	Partner	8	\$250.00	\$362.50	\$385.00	\$326.88	\$310.56	n/a
	Associate	8	\$165.00	\$189.25	\$220.00	\$192.33	\$178.39	n/a
Orlando, FL	Partner	8	\$417.42	\$452.50	\$470.00	\$439.36	\$396.82	\$413.13
	Associate	8	\$248.85	\$265.00	\$287.35	\$264.86	\$259.61	\$257.06
Philadelphia, PA	Partner	164	\$424.05	\$555.00	\$672.50	\$556.04	\$564.74	\$529.03
	Associate	196	\$270.50	\$324.50	\$405.00	\$337.50	\$329.27	\$322.94

## Section III: Practice Area Analysis

### Commercial

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Phoenix, AZ	Partner	17	\$340.00	\$385.00	\$475.00	\$418.15	\$419.16	\$404.31
	Associate	24	\$52.50	\$181.29	\$238.27	\$165.86	\$187.09	\$275.90
Pittsburgh, PA	Partner	35	\$295.00	\$480.00	\$600.00	\$471.06	\$459.32	\$466.28
	Associate	34	\$205.00	\$265.00	\$345.00	\$282.92	\$288.60	\$302.59
Portland, OR	Partner	32	\$306.50	\$378.50	\$473.00	\$378.89	\$359.94	\$368.96
	Associate	59	\$220.00	\$245.00	\$303.96	\$260.47	\$240.00	\$243.06
Richmond, VA	Partner	20	\$372.50	\$570.00	\$642.50	\$540.81	\$497.03	\$467.67
	Associate	26	\$310.00	\$345.00	\$392.96	\$383.80	\$313.14	\$310.32
Salt Lake City, UT	Partner	14	\$335.00	\$420.00	\$495.00	\$412.93	\$360.43	\$348.14
	Associate	n/a	n/a	n/a	n/a	n/a	\$204.79	\$200.59
San Diego, CA	Partner	20	\$387.50	\$646.98	\$720.51	\$577.05	\$616.42	\$600.68
	Associate	12	\$242.50	\$395.89	\$535.92	\$397.10	\$394.84	\$357.23
San Francisco, CA	Partner	66	\$445.50	\$630.75	\$747.00	\$600.81	\$593.65	\$590.04
	Associate	47	\$360.00	\$442.00	\$550.00	\$455.62	\$430.27	\$419.75
San Jose, CA	Partner	31	\$643.00	\$729.00	\$848.50	\$706.30	\$595.29	\$676.96
	Associate	11	\$205.00	\$437.75	\$603.00	\$425.08	\$402.04	\$440.57
San Juan, PR	Partner	8	\$192.50	\$222.50	\$270.00	\$225.63	\$223.00	\$252.78
	Associate	n/a	n/a	n/a	n/a	n/a	\$152.33	\$159.78
Seattle, WA	Partner	88	\$372.26	\$461.48	\$538.02	\$448.98	\$439.81	\$408.18
	Associate	45	\$243.16	\$293.87	\$333.04	\$295.58	\$313.09	\$264.01
St. Louis, MO	Partner	27	\$385.00	\$425.00	\$470.00	\$431.49	\$418.12	\$366.48
	Associate	18	\$250.00	\$300.00	\$310.00	\$291.11	\$257.72	\$270.14
Tampa, FL	Partner	16	\$318.75	\$420.27	\$559.25	\$443.72	\$376.44	\$343.37
	Associate	n/a	n/a	n/a	n/a	n/a	\$266.24	\$255.98
Trenton, NJ	Partner	8	\$287.00	\$442.30	\$525.00	\$411.08	\$409.65	\$336.33
	Associate	8	\$235.58	\$260.00	\$402.50	\$301.39	\$247.41	\$254.98
Washington, DC	Partner	377	\$572.20	\$669.58	\$795.00	\$694.35	\$695.79	\$672.93
	Associate	265	\$319.00	\$400.00	\$497.70	\$431.90	\$439.66	\$406.98

## Section III: Practice Area Analysis

### Commercial

By Years of Experience and Matter Type

2015—Real Rates for Partners						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	497	\$330.00	\$450.00	\$605.00	\$476.78	\$457.53	\$437.48
	Non-Litigation	435	\$350.00	\$464.39	\$620.65	\$500.70	\$512.14	\$527.03
21 or More Years	Litigation	814	\$383.00	\$525.00	\$710.00	\$556.54	\$527.24	\$510.62
	Non-Litigation	651	\$430.00	\$572.55	\$720.00	\$600.34	\$583.32	\$582.17

2015—Real Rates for Associates						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	126	\$225.00	\$275.00	\$325.00	\$292.84	\$286.41	\$282.22
	Non-Litigation	124	\$212.83	\$266.55	\$365.00	\$309.58	\$326.62	\$325.84
3 to Fewer Than 7 Years	Litigation	318	\$257.00	\$335.00	\$475.00	\$376.51	\$362.08	\$339.67
	Non-Litigation	257	\$275.00	\$354.88	\$510.00	\$400.61	\$397.08	\$386.61
7 and More Years	Litigation	286	\$250.00	\$340.44	\$470.00	\$369.64	\$363.48	\$339.79
	Non-Litigation	237	\$268.15	\$351.50	\$499.00	\$411.75	\$400.44	\$414.51

## Section III: Practice Area Analysis

### Commercial

By Firm Size and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	264	\$225.04	\$320.00	\$400.00	\$332.58	\$326.61	\$307.60
		Associate	185	\$190.00	\$225.00	\$285.00	\$240.72	\$235.97	\$237.74
	Non-Litigation	Partner	195	\$257.50	\$350.00	\$427.50	\$361.94	\$344.32	\$342.28
		Associate	106	\$175.00	\$220.00	\$280.00	\$239.35	\$235.57	\$235.33
51–200 Lawyers	Litigation	Partner	296	\$300.00	\$385.00	\$534.50	\$427.54	\$384.38	\$378.38
		Associate	199	\$189.00	\$243.27	\$299.63	\$252.52	\$243.92	\$245.00
	Non-Litigation	Partner	201	\$325.00	\$395.00	\$485.00	\$423.40	\$420.36	\$421.90
		Associate	131	\$210.00	\$255.00	\$288.00	\$253.99	\$250.30	\$257.08
201–500 Lawyers	Litigation	Partner	312	\$388.25	\$480.00	\$596.27	\$509.53	\$500.72	\$485.15
		Associate	203	\$250.00	\$291.00	\$373.00	\$317.83	\$304.39	\$312.75
	Non-Litigation	Partner	293	\$405.00	\$510.00	\$625.00	\$525.73	\$499.27	\$486.14
		Associate	188	\$257.00	\$312.00	\$416.79	\$350.58	\$338.49	\$333.97
501–1,000 Lawyers	Litigation	Partner	301	\$475.00	\$600.00	\$755.00	\$637.39	\$625.38	\$615.94
		Associate	298	\$303.10	\$369.43	\$481.90	\$402.69	\$407.58	\$380.43
	Non-Litigation	Partner	326	\$503.35	\$607.37	\$722.85	\$644.16	\$637.91	\$621.53
		Associate	371	\$295.00	\$332.82	\$440.00	\$384.63	\$403.20	\$397.22
More Than 1,000 Lawyers	Litigation	Partner	282	\$598.00	\$704.50	\$845.00	\$719.44	\$724.71	\$704.57
		Associate	295	\$355.00	\$455.60	\$555.00	\$464.93	\$449.47	\$433.44
	Non-Litigation	Partner	255	\$630.00	\$730.00	\$900.00	\$760.88	\$731.12	\$725.50
		Associate	297	\$345.00	\$455.03	\$585.00	\$471.83	\$446.23	\$426.76

## Section III: Practice Area Analysis

### Corporate: Mergers, Acquisitions, and Divestitures

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Atlanta, GA	Partner	44	\$602.19	\$705.00	\$882.50	\$714.10	\$671.50	\$636.85
	Associate	55	\$360.38	\$456.50	\$620.00	\$474.11	\$428.60	\$383.20
Austin, TX	Partner	11	\$400.00	\$450.00	\$495.00	\$452.73	\$473.19	\$496.89
	Associate	n/a	n/a	n/a	n/a	n/a	\$321.19	n/a
Baltimore, MD	Partner	22	\$510.00	\$575.00	\$737.43	\$605.69	\$616.25	\$559.31
	Associate	24	\$360.00	\$406.75	\$520.84	\$441.70	\$433.21	\$479.38
Boston, MA	Partner	28	\$730.00	\$830.00	\$920.00	\$815.25	\$815.46	\$771.57
	Associate	34	\$260.00	\$380.00	\$480.00	\$381.49	\$490.94	\$460.37
Charlotte, NC	Partner	7	\$555.00	\$576.00	\$600.00	\$607.32	\$620.08	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Chicago, IL	Partner	171	\$635.00	\$750.00	\$875.00	\$762.89	\$701.99	\$705.59
	Associate	164	\$396.17	\$480.00	\$597.50	\$503.42	\$459.87	\$453.35
Cleveland, OH	Partner	11	\$395.00	\$560.00	\$700.00	\$548.02	\$601.96	\$500.82
	Associate	22	\$270.00	\$374.25	\$450.00	\$379.06	\$306.93	\$322.13
Dallas, TX	Partner	28	\$680.21	\$775.00	\$887.50	\$784.46	\$742.24	\$731.52
	Associate	54	\$432.00	\$525.00	\$720.00	\$557.47	\$493.48	\$504.07
Houston, TX	Partner	n/a	n/a	n/a	n/a	n/a	\$641.17	n/a
	Associate	21	\$300.00	\$410.00	\$720.00	\$486.72	\$390.08	\$444.54
Indianapolis, IN	Partner	8	\$289.15	\$392.50	\$467.50	\$373.54	n/a	n/a
	Associate	9	\$200.00	\$295.00	\$385.00	\$292.78	n/a	n/a
Los Angeles, CA	Partner	76	\$797.56	\$943.00	\$1,065.00	\$903.20	\$845.19	\$838.73
	Associate	208	\$450.00	\$554.13	\$690.00	\$561.18	\$559.83	\$526.20
Milwaukee, WI	Partner	16	\$378.93	\$446.19	\$477.50	\$435.94	\$436.12	\$473.94
	Associate	n/a	n/a	n/a	n/a	n/a	\$279.65	n/a
Minneapolis, MN	Partner	13	\$500.00	\$585.00	\$620.00	\$581.15	n/a	n/a
	Associate	12	\$280.00	\$292.50	\$387.50	\$332.08	n/a	\$278.13
Nashville, TN	Partner	41	\$346.36	\$404.19	\$440.64	\$397.32	\$383.76	\$394.84
	Associate	49	\$180.00	\$210.00	\$244.79	\$215.28	\$201.94	\$208.09
New York, NY	Partner	356	\$925.04	\$1,036.00	\$1,200.00	\$1,036.14	\$951.20	\$933.60
	Associate	695	\$474.91	\$635.00	\$745.00	\$616.71	\$556.89	\$535.72
Philadelphia, PA	Partner	85	\$495.00	\$601.00	\$800.00	\$640.52	\$592.89	\$617.85
	Associate	104	\$277.50	\$315.00	\$415.00	\$357.36	\$343.95	\$332.00
Phoenix, AZ	Partner	9	\$382.50	\$475.00	\$505.00	\$457.66	n/a	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$58.15
Pittsburgh, PA	Partner	21	\$510.00	\$546.61	\$585.00	\$562.86	\$559.77	n/a
	Associate	50	\$296.25	\$307.50	\$415.00	\$342.06	\$352.52	\$301.80



## Section III: Practice Area Analysis

### Corporate: Mergers, Acquisitions, and Divestitures

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Portland, OR	Partner	n/a	n/a	n/a	n/a	n/a	n/a	\$373.50
	Associate	13	\$228.00	\$273.00	\$282.00	\$262.66	\$239.54	\$251.66
Richmond, VA	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Associate	17	\$292.50	\$324.00	\$356.25	\$329.63	n/a	n/a
San Francisco, CA	Partner	45	\$710.00	\$865.31	\$1,025.61	\$862.80	\$825.50	\$766.75
	Associate	45	\$440.00	\$575.00	\$675.00	\$565.75	\$515.70	\$509.11
San Jose, CA	Partner	53	\$735.00	\$875.00	\$1,025.00	\$884.77	\$788.41	\$765.39
	Associate	41	\$380.00	\$530.00	\$695.00	\$540.44	\$485.25	\$476.32
Seattle, WA	Partner	56	\$436.00	\$479.10	\$529.50	\$486.05	\$469.29	\$465.28
	Associate	33	\$263.00	\$307.23	\$334.00	\$328.11	\$277.25	\$288.75
Washington, DC	Partner	199	\$675.75	\$800.00	\$950.00	\$824.82	\$767.08	\$748.56
	Associate	208	\$391.88	\$480.00	\$576.32	\$492.19	\$462.95	\$443.29

## Section III: Practice Area Analysis

### Corporate: Mergers, Acquisitions, and Divestitures

By Years of Experience and Matter Type

2015—Real Rates for Partners						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	14	\$365.00	\$412.50	\$475.00	\$451.70	\$583.27	\$549.76
	Non-Litigation	485	\$550.25	\$730.00	\$950.00	\$747.34	\$687.08	\$692.73
21 or More Years	Litigation	14	\$465.00	\$547.50	\$640.00	\$576.79	\$635.83	\$653.54
	Non-Litigation	640	\$620.00	\$840.25	\$1,050.00	\$838.50	\$775.81	\$784.28

2015—Real Rates for Associates						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	n/a	n/a	n/a	n/a	n/a	n/a	\$290.71
	Non-Litigation	203	\$315.00	\$424.00	\$531.00	\$426.81	\$399.29	\$386.77
3 to Fewer Than 7 Years	Litigation	n/a	n/a	n/a	n/a	n/a	\$386.66	\$330.07
	Non-Litigation	398	\$396.00	\$595.50	\$729.95	\$568.26	\$505.26	\$492.65
7 and More Years	Litigation	n/a	n/a	n/a	n/a	n/a	\$449.24	\$431.03
	Non-Litigation	330	\$440.00	\$631.59	\$760.00	\$601.89	\$548.56	\$522.36

## Section III: Practice Area Analysis

### Corporate: Mergers, Acquisitions, and Divestitures

By Firm Size and Matter Type

#### 2015—Real Rates for Partners and Associates

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Non-Litigation	Partner	51	\$350.00	\$480.00	\$535.00	\$485.28	\$450.83	\$460.99
		Associate	25	\$220.00	\$275.00	\$395.00	\$325.03	\$249.00	\$275.38
51–200 Lawyers	Non-Litigation	Partner	112	\$367.38	\$462.50	\$715.00	\$518.92	\$462.30	\$509.55
		Associate	115	\$212.06	\$260.00	\$280.51	\$273.26	\$274.67	\$166.99
201–500 Lawyers	Litigation	Partner	18	\$385.00	\$470.00	\$530.00	\$490.56	\$556.45	\$592.16
		Associate	8	\$287.50	\$305.00	\$517.50	\$378.13	\$376.15	\$327.47
	Non-Litigation	Partner	129	\$396.00	\$560.00	\$780.00	\$602.39	\$574.51	\$599.01
		Associate	112	\$284.25	\$333.00	\$477.50	\$384.08	\$364.04	\$382.35
501–1,000 Lawyers	Non-Litigation	Partner	408	\$621.00	\$895.00	\$1,070.50	\$868.67	\$838.99	\$799.18
		Associate	663	\$415.00	\$527.04	\$704.00	\$550.93	\$497.64	\$489.23
More Than 1,000 Lawyers	Non-Litigation	Partner	652	\$695.00	\$850.00	\$1,035.00	\$863.90	\$796.91	\$779.63
		Associate	984	\$411.02	\$525.00	\$675.00	\$543.36	\$506.16	\$484.48

## Section III: Practice Area Analysis

### Corporate: Regulatory and Compliance

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Atlanta, GA	Partner	49	\$410.00	\$575.00	\$665.00	\$564.97	\$516.89	\$509.28
	Associate	34	\$289.00	\$410.00	\$485.55	\$399.06	\$377.74	\$323.21
Austin, TX	Partner	19	\$337.89	\$425.00	\$450.00	\$435.29	\$453.80	\$397.01
	Associate	11	\$280.00	\$318.72	\$410.00	\$357.44	\$348.17	\$291.57
Baltimore, MD	Partner	34	\$420.00	\$520.00	\$589.60	\$521.26	\$515.67	\$486.17
	Associate	30	\$275.00	\$294.80	\$360.00	\$316.97	\$343.92	\$379.97
Birmingham, AL	Partner	13	\$358.57	\$380.00	\$435.00	\$394.09	\$339.27	\$328.16
	Associate	8	\$225.00	\$245.00	\$290.00	\$255.13	\$238.40	n/a
Boston, MA	Partner	53	\$538.75	\$730.00	\$850.00	\$707.20	\$672.49	\$640.38
	Associate	53	\$260.00	\$419.15	\$548.00	\$428.31	\$398.71	\$421.29
Charlotte, NC	Partner	13	\$504.00	\$625.00	\$860.00	\$643.45	\$526.23	\$537.85
	Associate	n/a	n/a	n/a	n/a	n/a	\$330.91	n/a
Chicago, IL	Partner	154	\$495.00	\$650.00	\$755.00	\$634.80	\$645.32	\$633.06
	Associate	125	\$332.03	\$390.00	\$490.50	\$421.50	\$400.78	\$380.79
Cleveland, OH	Partner	7	\$375.00	\$510.00	\$720.00	\$517.41	\$497.67	\$445.02
	Associate	n/a	n/a	n/a	n/a	n/a	\$265.00	\$276.43
Columbia, SC	Partner	11	\$300.00	\$350.00	\$425.00	\$368.85	\$386.43	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Columbus, OH	Partner	7	\$250.00	\$460.00	\$495.00	\$395.00	\$418.11	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Dallas, TX	Partner	14	\$395.00	\$575.00	\$600.00	\$563.71	\$501.16	\$433.31
	Associate	16	\$295.00	\$322.50	\$360.00	\$340.19	\$341.68	\$332.08
Denver, CO	Partner	28	\$448.70	\$507.50	\$662.50	\$562.84	\$505.58	\$498.53
	Associate	7	\$200.00	\$325.00	\$350.00	\$313.75	\$317.25	\$331.22
Detroit, MI	Partner	9	\$360.00	\$360.00	\$360.00	\$358.23	\$329.98	\$361.79
	Associate	n/a	n/a	n/a	n/a	n/a	\$239.93	\$254.71
Houston, TX	Partner	15	\$500.00	\$525.00	\$740.00	\$575.19	\$498.34	\$574.67
	Associate	10	\$310.00	\$380.00	\$405.00	\$371.18	n/a	\$361.75
Indianapolis, IN	Partner	29	\$360.00	\$387.08	\$465.00	\$409.86	\$411.32	\$390.86
	Associate	15	\$170.00	\$224.55	\$245.00	\$215.20	\$217.38	\$220.25
Jackson, MS	Partner	17	\$300.00	\$370.00	\$420.00	\$373.10	\$355.56	\$355.42
	Associate	8	\$150.00	\$200.00	\$200.00	\$182.38	n/a	\$235.71
Kansas City, MO	Partner	21	\$366.96	\$430.00	\$500.00	\$453.22	\$418.63	\$412.80
	Associate	10	\$250.00	\$322.50	\$400.00	\$325.64	\$295.93	\$269.29
Las Vegas, NV	Partner	11	\$400.00	\$475.00	\$535.00	\$476.82	\$446.06	\$463.78
	Associate	n/a	n/a	n/a	n/a	n/a	\$279.29	\$276.79

## Section III: Practice Area Analysis

### Corporate: Regulatory and Compliance

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Los Angeles, CA	Partner	90	\$565.00	\$720.83	\$895.00	\$726.52	\$691.84	\$674.23
	Associate	142	\$380.00	\$476.38	\$575.00	\$496.04	\$484.66	\$452.49
Memphis, TN	Partner	7	\$300.00	\$335.00	\$375.00	\$318.24	n/a	\$329.00
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Miami, FL	Partner	29	\$350.12	\$479.40	\$565.00	\$477.53	\$466.86	\$446.81
	Associate	21	\$195.47	\$270.00	\$335.00	\$281.75	\$271.04	\$277.50
Milwaukee, WI	Partner	13	\$390.00	\$450.00	\$620.00	\$520.31	\$449.12	\$476.18
	Associate	7	\$235.00	\$295.00	\$450.00	\$340.88	\$295.27	\$286.69
Minneapolis, MN	Partner	28	\$421.75	\$477.00	\$530.00	\$479.97	\$483.94	\$466.86
	Associate	18	\$250.00	\$302.50	\$375.00	\$321.37	\$279.61	\$273.17
Nashville, TN	Partner	39	\$339.84	\$396.00	\$455.00	\$391.35	\$359.85	\$351.64
	Associate	42	\$180.00	\$210.00	\$250.00	\$223.23	\$201.45	\$196.97
New York, NY	Partner	319	\$700.00	\$942.00	\$1,080.00	\$886.00	\$827.20	\$796.65
	Associate	434	\$400.00	\$522.00	\$657.00	\$534.40	\$520.24	\$478.31
Philadelphia, PA	Partner	101	\$540.63	\$630.00	\$681.91	\$613.32	\$598.13	\$605.74
	Associate	126	\$285.00	\$345.00	\$425.00	\$362.61	\$327.44	\$328.27
Phoenix, AZ	Partner	20	\$322.50	\$362.50	\$426.50	\$381.65	\$367.74	\$373.60
	Associate	n/a	n/a	n/a	n/a	n/a	\$224.03	\$234.11
Pittsburgh, PA	Partner	26	\$475.00	\$545.00	\$635.00	\$528.14	\$497.29	\$462.50
	Associate	34	\$335.00	\$335.00	\$365.00	\$355.29	\$312.75	\$323.29
Portland, OR	Partner	12	\$377.45	\$454.80	\$483.87	\$444.97	\$442.68	\$394.71
	Associate	27	\$240.30	\$269.10	\$302.00	\$272.87	\$266.09	\$255.97
Raleigh, NC	Partner	10	\$424.71	\$447.75	\$463.50	\$440.37	\$445.34	\$439.07
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Richmond, VA	Partner	21	\$310.00	\$375.00	\$545.00	\$411.95	\$399.30	\$376.57
	Associate	29	\$205.00	\$308.75	\$385.00	\$309.21	\$319.87	\$251.74
San Francisco, CA	Partner	67	\$515.00	\$614.20	\$779.00	\$635.97	\$628.85	\$638.02
	Associate	48	\$342.50	\$432.50	\$574.38	\$454.99	\$411.54	\$418.18
San Jose, CA	Partner	14	\$672.00	\$762.50	\$805.50	\$749.11	\$661.81	\$641.83
	Associate	9	\$335.00	\$365.00	\$370.00	\$366.75	\$447.77	\$413.46
San Juan, PR	Partner	14	\$190.00	\$212.50	\$225.00	\$201.26	\$187.86	\$240.10
	Associate	13	\$140.00	\$145.00	\$150.00	\$144.53	\$147.04	\$149.35
Seattle, WA	Partner	56	\$400.37	\$460.50	\$519.25	\$468.03	\$454.71	\$432.83
	Associate	29	\$292.81	\$319.00	\$346.00	\$318.41	\$295.65	\$268.93
St. Louis, MO	Partner	13	\$320.00	\$336.00	\$450.00	\$385.92	\$397.44	\$408.44
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$226.73

## Section III: Practice Area Analysis

### Corporate: Regulatory and Compliance

By City

#### 2015—Real Rates for Partners and Associates

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Syracuse, NY	Partner	10	\$234.00	\$306.00	\$332.00	\$295.20	\$296.15	\$279.46
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Tampa, FL	Partner	10	\$425.00	\$502.50	\$616.25	\$523.71	n/a	\$392.92
	Associate	8	\$302.50	\$312.50	\$355.00	\$325.63	\$283.00	\$256.08
Washington, DC	Partner	622	\$578.00	\$700.00	\$826.19	\$715.00	\$694.82	\$682.60
	Associate	509	\$350.00	\$430.00	\$545.00	\$463.99	\$439.94	\$429.20

## Section III: Practice Area Analysis

### Corporate: Regulatory and Compliance

By Years of Experience and Matter Type

#### 2015—Real Rates for Partners

						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	224	\$425.00	\$573.88	\$717.50	\$579.48	\$575.96	\$586.59
	Non-Litigation	543	\$406.46	\$565.00	\$735.00	\$589.83	\$555.06	\$535.73
21 or More Years	Litigation	382	\$495.64	\$666.78	\$876.00	\$693.18	\$653.98	\$674.10
	Non-Litigation	834	\$445.00	\$618.50	\$790.00	\$644.59	\$620.68	\$612.35

#### 2015—Real Rates for Associates

						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	63	\$225.00	\$335.00	\$420.00	\$336.86	\$346.87	\$355.50
	Non-Litigation	157	\$266.05	\$340.00	\$430.00	\$348.65	\$319.49	\$317.11
3 to Fewer Than 7 Years	Litigation	153	\$320.00	\$382.00	\$559.00	\$431.28	\$460.20	\$434.68
	Non-Litigation	327	\$287.10	\$410.00	\$582.71	\$439.44	\$413.92	\$403.07
7 and More Years	Litigation	149	\$330.00	\$413.60	\$600.00	\$463.04	\$479.13	\$458.34
	Non-Litigation	301	\$335.00	\$440.00	\$595.00	\$467.39	\$430.89	\$418.40



## Section III: Practice Area Analysis

### Corporate: Regulatory and Compliance

By Firm Size and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	89	\$300.00	\$410.00	\$500.00	\$421.62	\$407.03	\$459.78
		Associate	70	\$160.00	\$280.00	\$350.00	\$283.00	\$274.79	\$265.19
	Non-Litigation	Partner	254	\$310.00	\$400.00	\$525.00	\$421.11	\$398.21	\$381.92
		Associate	103	\$225.00	\$270.00	\$350.00	\$289.45	\$266.51	\$267.14
51–200 Lawyers	Litigation	Partner	104	\$365.14	\$491.98	\$625.00	\$505.03	\$512.08	\$513.36
		Associate	92	\$200.00	\$317.88	\$350.00	\$291.92	\$320.73	\$312.59
	Non-Litigation	Partner	224	\$350.00	\$424.50	\$567.63	\$457.56	\$430.01	\$441.26
		Associate	174	\$200.00	\$260.00	\$328.50	\$278.42	\$250.25	\$250.31
201–500 Lawyers	Litigation	Partner	83	\$421.46	\$505.00	\$670.00	\$552.45	\$486.53	\$532.75
		Associate	44	\$284.00	\$314.57	\$394.03	\$340.49	\$303.43	\$326.97
	Non-Litigation	Partner	303	\$420.00	\$540.00	\$676.21	\$575.89	\$533.61	\$530.61
		Associate	208	\$265.50	\$328.00	\$426.02	\$361.62	\$342.92	\$343.26
501–1,000 Lawyers	Litigation	Partner	233	\$640.00	\$780.00	\$980.00	\$803.25	\$781.03	\$784.24
		Associate	272	\$404.38	\$494.77	\$636.00	\$514.35	\$508.40	\$487.09
	Non-Litigation	Partner	456	\$539.24	\$690.37	\$912.82	\$740.21	\$706.51	\$677.19
		Associate	483	\$350.00	\$446.26	\$595.00	\$474.68	\$432.94	\$423.70
More Than 1,000 Lawyers	Litigation	Partner	194	\$577.81	\$725.00	\$918.00	\$755.56	\$721.38	\$719.85
		Associate	185	\$335.00	\$420.00	\$565.00	\$453.19	\$456.16	\$438.15
	Non-Litigation	Partner	357	\$667.17	\$757.57	\$880.00	\$780.14	\$759.76	\$735.94
		Associate	384	\$374.03	\$483.12	\$602.50	\$497.01	\$476.71	\$449.69

## Section III: Practice Area Analysis

### Corporate: Other

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Akron, OH	Partner	15	\$325.00	\$325.00	\$360.00	\$335.67	\$324.83	n/a
	Associate	7	\$170.00	\$185.00	\$200.00	\$195.00	\$198.57	n/a
Albany, NY	Partner	11	\$250.00	\$300.00	\$364.50	\$315.93	\$342.66	\$330.28
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Atlanta, GA	Partner	193	\$475.00	\$589.85	\$697.00	\$581.33	\$564.06	\$556.65
	Associate	218	\$286.88	\$358.83	\$446.16	\$363.92	\$354.31	\$306.78
Austin, TX	Partner	45	\$351.03	\$414.87	\$475.00	\$452.97	\$455.03	\$435.55
	Associate	23	\$261.00	\$305.00	\$343.05	\$306.10	\$326.61	\$300.53
Baltimore, MD	Partner	48	\$422.50	\$568.51	\$665.00	\$551.18	\$571.62	\$529.40
	Associate	66	\$313.88	\$383.75	\$467.50	\$392.57	\$383.13	\$366.95
Baton Rouge, LA	Partner	12	\$301.39	\$354.89	\$377.50	\$352.01	\$316.75	\$304.77
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$225.30
Birmingham, AL	Partner	44	\$292.78	\$347.99	\$420.00	\$360.15	\$345.67	\$357.21
	Associate	36	\$204.22	\$220.94	\$278.83	\$238.82	\$215.52	\$215.65
Boston, MA	Partner	98	\$455.00	\$646.50	\$797.22	\$632.45	\$610.18	\$588.21
	Associate	131	\$298.29	\$375.00	\$489.00	\$396.88	\$374.91	\$377.94
Bridgeport, CT	Partner	17	\$275.00	\$438.57	\$517.50	\$429.59	\$445.84	\$410.93
	Associate	14	\$190.00	\$255.48	\$302.00	\$255.39	\$301.18	\$272.44
Buffalo, NY	Partner	14	\$219.00	\$309.40	\$375.00	\$307.70	\$295.18	\$274.53
	Associate	10	\$170.00	\$217.46	\$225.00	\$209.64	\$191.25	\$192.54
Charleston, SC	Partner	7	\$301.61	\$340.00	\$400.00	\$358.30	\$310.64	\$309.99
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Charleston, WV	Partner	8	\$282.50	\$350.00	\$370.00	\$332.50	n/a	\$306.72
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$201.04
Charlotte, NC	Partner	25	\$390.00	\$562.50	\$677.57	\$568.25	\$519.31	\$526.05
	Associate	25	\$288.00	\$340.00	\$450.00	\$362.65	\$348.48	\$389.81
Chicago, IL	Partner	544	\$563.00	\$700.00	\$842.42	\$706.62	\$689.24	\$654.54
	Associate	528	\$345.00	\$427.99	\$548.12	\$447.59	\$425.04	\$403.32
Cincinnati, OH	Partner	20	\$395.00	\$439.00	\$525.00	\$462.11	\$409.54	\$405.05
	Associate	7	\$209.00	\$250.00	\$295.00	\$255.14	\$236.86	\$223.57
Cleveland, OH	Partner	73	\$345.00	\$432.60	\$550.00	\$468.53	\$454.72	\$461.71
	Associate	81	\$225.00	\$250.00	\$301.73	\$274.13	\$272.35	\$247.21
Columbia, SC	Partner	19	\$315.00	\$374.00	\$425.00	\$352.29	\$358.51	\$341.18
	Associate	18	\$200.00	\$240.00	\$285.52	\$243.72	\$233.91	\$234.18
Columbus, OH	Partner	15	\$383.12	\$460.00	\$572.16	\$503.80	\$447.12	\$424.99
	Associate	18	\$245.00	\$293.50	\$310.00	\$294.92	\$266.60	\$255.00

## Section III: Practice Area Analysis

### Corporate: Other

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Dallas, TX	Partner	84	\$402.40	\$630.00	\$732.40	\$585.84	\$529.54	\$511.54
	Associate	87	\$300.00	\$396.34	\$485.60	\$399.36	\$373.11	\$372.67
Denver, CO	Partner	59	\$350.00	\$435.00	\$536.55	\$446.53	\$425.02	\$414.30
	Associate	58	\$243.00	\$297.49	\$369.85	\$317.70	\$301.12	\$292.36
Detroit, MI	Partner	29	\$295.00	\$370.00	\$448.06	\$379.55	\$379.88	\$350.28
	Associate	35	\$178.52	\$230.00	\$295.00	\$247.29	\$240.58	\$231.13
Greenville, SC	Partner	16	\$285.00	\$340.00	\$382.50	\$352.06	\$352.69	\$348.90
	Associate	n/a	n/a	n/a	n/a	n/a	\$251.00	\$247.50
Hartford, CT	Partner	38	\$375.00	\$425.00	\$495.00	\$439.95	\$422.12	\$409.72
	Associate	12	\$260.00	\$282.50	\$300.07	\$280.96	\$294.95	\$259.75
Honolulu, HI	Partner	9	\$330.00	\$425.00	\$425.00	\$415.80	\$356.69	\$331.48
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$200.14
Houston, TX	Partner	68	\$438.75	\$630.00	\$766.62	\$611.63	\$635.01	\$550.43
	Associate	45	\$295.00	\$343.81	\$475.99	\$381.66	\$405.32	\$325.88
Indianapolis, IN	Partner	32	\$315.00	\$437.50	\$525.00	\$417.73	\$418.40	\$383.93
	Associate	15	\$215.00	\$265.00	\$345.00	\$270.33	\$281.57	\$240.90
Jackson, MS	Partner	25	\$270.00	\$380.00	\$445.00	\$368.57	\$335.48	\$333.22
	Associate	n/a	n/a	n/a	n/a	n/a	\$208.81	\$214.83
Jacksonville, FL	Partner	12	\$345.00	\$385.00	\$493.94	\$410.34	\$374.01	\$364.24
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Kansas City, MO	Partner	39	\$372.58	\$475.00	\$550.00	\$498.85	\$462.52	\$439.83
	Associate	22	\$250.00	\$278.13	\$320.00	\$311.63	\$292.96	\$287.98
Las Vegas, NV	Partner	24	\$185.00	\$340.75	\$405.00	\$337.45	\$337.42	\$341.55
	Associate	9	\$270.00	\$300.00	\$310.50	\$297.19	\$286.57	\$268.12
Los Angeles, CA	Partner	324	\$534.62	\$720.00	\$950.00	\$733.95	\$672.01	\$658.23
	Associate	506	\$315.29	\$460.00	\$585.00	\$438.24	\$431.94	\$430.20
Louisville, KY	Partner	7	\$285.00	\$355.00	\$510.00	\$372.57	\$362.25	\$352.23
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$188.28
Memphis, TN	Partner	16	\$295.00	\$335.00	\$397.50	\$354.49	\$349.99	\$353.03
	Associate	7	\$189.52	\$215.00	\$222.04	\$210.71	\$199.41	\$222.45
Miami, FL	Partner	72	\$350.00	\$457.50	\$627.50	\$498.37	\$425.92	\$447.96
	Associate	65	\$250.00	\$305.74	\$390.00	\$337.65	\$303.35	\$312.19
Milwaukee, WI	Partner	24	\$262.50	\$414.50	\$555.00	\$422.94	\$384.08	\$396.40
	Associate	25	\$215.00	\$278.00	\$334.00	\$284.33	\$245.42	\$263.88
Minneapolis, MN	Partner	56	\$307.50	\$431.50	\$544.46	\$437.17	\$440.42	\$418.05
	Associate	85	\$175.00	\$260.00	\$335.00	\$257.78	\$259.34	\$249.04

## Section III: Practice Area Analysis

### Corporate: Other

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Nashville, TN	Partner	23	\$343.00	\$405.00	\$460.00	\$387.36	\$381.88	\$399.49
	Associate	15	\$165.00	\$200.00	\$220.23	\$209.65	\$174.82	\$223.36
New Haven, CT	Partner	7	\$300.00	\$395.00	\$440.00	\$378.86	\$382.88	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
New Orleans, LA	Partner	30	\$278.97	\$320.00	\$382.50	\$326.81	\$305.01	\$308.87
	Associate	15	\$192.69	\$227.94	\$265.00	\$230.96	\$212.33	\$226.76
New York, NY	Partner	1,007	\$660.00	\$875.00	\$1,084.37	\$857.51	\$805.23	\$785.62
	Associate	1,374	\$395.00	\$523.52	\$697.50	\$541.16	\$500.55	\$491.48
Oklahoma City, OK	Partner	9	\$310.00	\$315.00	\$365.00	\$317.83	\$299.86	n/a
	Associate	9	\$191.59	\$200.00	\$205.00	\$186.10	n/a	n/a
Omaha, NE	Partner	9	\$275.00	\$301.50	\$365.00	\$312.59	n/a	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$189.29
Orlando, FL	Partner	19	\$329.27	\$450.00	\$545.00	\$456.91	\$409.34	\$402.01
	Associate	23	\$241.02	\$257.93	\$272.26	\$259.58	\$240.86	\$227.88
Philadelphia, PA	Partner	262	\$495.00	\$625.00	\$744.34	\$626.08	\$584.06	\$568.11
	Associate	276	\$266.52	\$335.00	\$415.00	\$349.32	\$325.70	\$323.75
Phoenix, AZ	Partner	29	\$350.00	\$404.94	\$445.00	\$397.87	\$373.57	\$386.58
	Associate	44	\$228.18	\$260.00	\$295.00	\$249.52	\$266.50	\$259.68
Pittsburgh, PA	Partner	41	\$400.00	\$515.00	\$630.00	\$504.57	\$511.55	\$512.86
	Associate	60	\$250.00	\$315.05	\$398.21	\$326.99	\$302.92	\$316.69
Portland, ME	Partner	24	\$205.00	\$295.00	\$362.50	\$301.54	\$263.13	\$294.22
	Associate	13	\$175.00	\$200.00	\$220.00	\$209.37	\$185.89	\$231.43
Portland, OR	Partner	23	\$357.00	\$416.00	\$510.00	\$424.32	\$423.38	\$399.03
	Associate	29	\$211.50	\$265.00	\$297.00	\$258.34	\$252.86	\$255.00
Raleigh, NC	Partner	8	\$387.87	\$440.25	\$510.00	\$448.28	\$406.25	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Reno, NV	Partner	n/a	n/a	n/a	n/a	n/a	\$390.84	n/a
	Associate	7	\$200.00	\$325.00	\$380.00	\$298.57	n/a	n/a
Richmond, VA	Partner	27	\$450.00	\$615.00	\$730.00	\$592.14	\$491.44	\$485.38
	Associate	19	\$230.00	\$345.00	\$365.00	\$329.06	\$298.77	\$328.64
Sacramento, CA	Partner	9	\$395.00	\$395.00	\$450.00	\$447.68	\$445.36	\$524.95
	Associate	21	\$225.00	\$265.88	\$325.00	\$289.49	\$265.63	\$269.05
Salt Lake City, UT	Partner	12	\$335.00	\$382.50	\$472.50	\$393.57	\$366.92	\$354.22
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
San Diego, CA	Partner	46	\$325.00	\$539.98	\$830.00	\$555.53	\$535.71	\$587.19
	Associate	48	\$185.11	\$250.00	\$357.50	\$284.42	\$334.07	\$397.18

## Section III: Practice Area Analysis

### Corporate: Other

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
San Francisco, CA	Partner	166	\$565.00	\$699.05	\$855.00	\$709.99	\$706.92	\$737.94
	Associate	116	\$345.00	\$414.50	\$575.00	\$457.54	\$458.82	\$460.93
San Jose, CA	Partner	90	\$630.36	\$767.50	\$930.66	\$789.75	\$714.95	\$730.69
	Associate	42	\$375.00	\$442.63	\$596.00	\$487.54	\$457.88	\$467.33
San Juan, PR	Partner	17	\$200.00	\$230.52	\$265.00	\$231.11	\$249.49	\$229.06
	Associate	n/a	n/a	n/a	n/a	n/a	\$150.83	\$165.00
Santa Fe, NM	Partner	7	\$181.76	\$222.96	\$238.82	\$217.04	\$178.76	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Seattle, WA	Partner	76	\$379.50	\$479.76	\$553.23	\$476.79	\$469.64	\$441.72
	Associate	50	\$257.00	\$288.52	\$345.00	\$310.51	\$311.32	\$271.40
St. Louis, MO	Partner	40	\$385.00	\$442.08	\$497.50	\$427.70	\$397.87	\$385.08
	Associate	14	\$205.00	\$250.00	\$280.00	\$239.20	\$235.91	\$238.81
Syracuse, NY	Partner	7	\$250.43	\$260.00	\$275.00	\$268.63	n/a	\$261.49
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Tallahassee, FL	Associate	14	\$325.00	\$450.00	\$500.00	\$447.02	\$406.91	\$422.47
	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Tampa, FL	Partner	26	\$330.00	\$382.50	\$425.00	\$387.48	\$384.09	\$378.61
	Associate	10	\$215.00	\$272.40	\$350.00	\$288.68	\$256.93	\$261.09
Trenton, NJ	Partner	10	\$493.83	\$500.00	\$580.00	\$566.44	\$549.69	\$564.45
	Associate	n/a	n/a	n/a	n/a	n/a	\$348.50	\$370.25
Washington, DC	Partner	874	\$612.05	\$720.00	\$850.00	\$740.74	\$708.20	\$697.57
	Associate	693	\$346.00	\$440.00	\$547.40	\$461.10	\$434.51	\$423.06

## Section III: Practice Area Analysis

### Corporate: Other

By Years of Experience and Matter Type

2015—Real Rates for Partners						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	797	\$350.00	\$499.00	\$666.04	\$517.51	\$490.46	\$482.63
	Non-Litigation	1,099	\$480.00	\$644.55	\$802.23	\$658.67	\$625.77	\$599.72
21 or More Years	Litigation	1,255	\$415.00	\$590.00	\$789.98	\$610.12	\$577.14	\$573.66
	Non-Litigation	1,669	\$530.00	\$725.00	\$930.00	\$744.50	\$704.89	\$688.21

2015—Real Rates for Associates						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	232	\$227.25	\$307.19	\$372.59	\$312.70	\$306.07	\$312.31
	Non-Litigation	310	\$285.00	\$383.20	\$467.86	\$385.11	\$358.55	\$359.57
3 to Fewer Than 7 Years	Litigation	534	\$262.91	\$386.79	\$512.50	\$408.63	\$381.96	\$373.45
	Non-Litigation	677	\$347.29	\$480.00	\$645.23	\$490.52	\$472.07	\$455.10
7 and More Years	Litigation	511	\$270.00	\$380.00	\$523.14	\$404.50	\$382.28	\$366.36
	Non-Litigation	675	\$360.00	\$511.64	\$690.00	\$533.00	\$498.84	\$477.37

## Section III: Practice Area Analysis

### Corporate: Other

By Firm Size and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	322	\$215.00	\$300.00	\$400.00	\$334.65	\$319.64	\$325.16
		Associate	259	\$165.00	\$214.59	\$277.67	\$233.29	\$215.46	\$221.38
	Non-Litigation	Partner	301	\$300.00	\$390.00	\$502.15	\$410.42	\$384.46	\$386.72
		Associate	205	\$221.09	\$265.00	\$330.00	\$286.25	\$262.86	\$245.26
51–200 Lawyers	Litigation	Partner	333	\$300.00	\$385.00	\$525.00	\$449.03	\$406.88	\$412.73
		Associate	269	\$184.00	\$235.00	\$320.00	\$266.58	\$230.91	\$240.29
	Non-Litigation	Partner	363	\$365.00	\$490.00	\$644.38	\$514.34	\$516.06	\$502.95
		Associate	269	\$230.00	\$285.00	\$380.00	\$310.19	\$298.31	\$294.74
201–500 Lawyers	Litigation	Partner	498	\$370.00	\$480.00	\$640.00	\$513.79	\$506.06	\$499.75
		Associate	400	\$256.83	\$315.00	\$405.27	\$340.22	\$342.99	\$326.29
	Non-Litigation	Partner	606	\$450.00	\$570.00	\$749.75	\$610.62	\$584.95	\$542.22
		Associate	454	\$310.00	\$382.50	\$500.00	\$410.13	\$397.86	\$356.52
501–1,000 Lawyers	Litigation	Partner	556	\$531.25	\$658.33	\$804.98	\$686.15	\$681.48	\$678.86
		Associate	703	\$325.00	\$404.00	\$500.00	\$425.41	\$416.83	\$413.96
	Non-Litigation	Partner	871	\$625.00	\$800.00	\$1,036.00	\$832.08	\$779.67	\$771.80
		Associate	996	\$365.00	\$487.32	\$654.45	\$510.28	\$480.51	\$467.19
More Than 1,000 Lawyers	Litigation	Partner	564	\$619.33	\$730.00	\$893.28	\$759.52	\$731.82	\$709.03
		Associate	588	\$375.31	\$460.00	\$585.00	\$483.55	\$452.56	\$439.89
	Non-Litigation	Partner	1,098	\$670.00	\$807.36	\$975.00	\$832.05	\$776.51	\$760.05
		Associate	1,235	\$380.00	\$495.00	\$635.36	\$515.80	\$471.17	\$476.15



## Section III: Practice Area Analysis

### Environmental

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Atlanta, GA	Partner	11	\$507.50	\$546.88	\$603.76	\$559.07	n/a	\$506.81
	Associate	10	\$262.50	\$297.50	\$405.00	\$330.44	n/a	n/a
Baltimore, MD	Partner	14	\$561.00	\$674.27	\$738.00	\$642.54	\$543.56	n/a
	Associate	10	\$315.00	\$400.00	\$485.00	\$395.15	\$294.86	n/a
Boston, MA	Partner	19	\$475.00	\$687.10	\$795.00	\$617.72	\$656.20	\$575.89
	Associate	21	\$260.00	\$380.00	\$425.00	\$361.37	\$351.67	\$365.24
Chicago, IL	Partner	30	\$255.00	\$560.88	\$709.00	\$521.13	\$605.77	\$591.44
	Associate	31	\$170.00	\$329.00	\$430.00	\$327.27	\$397.01	\$381.00
Cleveland, OH	Partner	12	\$312.24	\$380.50	\$483.41	\$408.11	\$405.92	\$389.33
	Associate	10	\$208.93	\$239.49	\$275.88	\$246.78	\$239.10	\$270.75
Los Angeles, CA	Partner	15	\$402.28	\$558.63	\$718.00	\$557.98	\$493.70	\$484.03
	Associate	19	\$175.00	\$225.00	\$423.00	\$310.37	\$312.71	\$353.98
New York, NY	Partner	44	\$396.61	\$545.00	\$682.50	\$567.76	\$515.12	\$479.38
	Associate	28	\$255.00	\$375.00	\$450.00	\$367.90	\$303.22	\$351.01
Philadelphia, PA	Partner	29	\$375.00	\$480.00	\$510.00	\$468.75	\$514.40	\$515.44
	Associate	19	\$192.00	\$280.00	\$300.00	\$261.86	\$294.33	\$335.85
San Francisco, CA	Partner	16	\$564.00	\$643.00	\$692.00	\$595.69	\$586.24	\$589.60
	Associate	7	\$385.00	\$420.36	\$535.50	\$445.98	\$405.12	n/a
Washington, DC	Partner	66	\$575.00	\$650.88	\$755.00	\$673.46	\$645.60	\$606.14
	Associate	51	\$308.10	\$370.50	\$480.00	\$409.90	\$387.49	\$346.89

## Section III: Practice Area Analysis

### Environmental

By Years of Experience and Matter Type

2015—Real Rates for Partners						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	38	\$310.00	\$398.00	\$475.00	\$416.61	\$444.51	\$434.72
	Non-Litigation	70	\$350.00	\$437.00	\$581.10	\$474.21	\$468.36	\$461.24
21 or More Years	Litigation	112	\$332.50	\$485.00	\$603.76	\$483.54	\$453.10	\$448.96
	Non-Litigation	182	\$450.00	\$556.88	\$730.00	\$589.03	\$555.87	\$516.38

2015—Real Rates for Associates						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	8	\$215.50	\$259.90	\$325.00	\$266.35	\$285.41	\$269.57
	Non-Litigation	12	\$280.00	\$311.50	\$399.47	\$323.58	\$286.01	\$308.89
3 to Fewer Than 7 Years	Litigation	28	\$196.26	\$270.00	\$360.00	\$291.17	\$283.11	\$280.71
	Non-Litigation	40	\$297.96	\$420.18	\$497.50	\$412.68	\$345.60	\$316.36
7 and More Years	Litigation	33	\$170.00	\$255.00	\$355.00	\$278.02	\$300.44	\$357.24
	Non-Litigation	34	\$275.00	\$343.00	\$504.40	\$393.29	\$380.89	\$382.04

## Section III: Practice Area Analysis

### Environmental

By Firm Size and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	41	\$225.00	\$255.00	\$360.20	\$308.53	\$305.28	\$293.83
		Associate	32	\$170.00	\$175.00	\$188.50	\$181.88	\$198.52	\$205.00
	Non-Litigation	Partner	27	\$280.48	\$350.00	\$509.84	\$405.25	\$355.40	\$356.88
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$267.50
51–200 Lawyers	Litigation	Partner	52	\$375.00	\$477.50	\$617.50	\$490.15	\$417.18	\$396.44
		Associate	42	\$50.00	\$212.25	\$345.00	\$217.70	\$155.33	\$255.50
	Non-Litigation	Partner	68	\$357.50	\$438.25	\$545.94	\$472.16	\$442.46	\$447.15
		Associate	32	\$235.00	\$260.00	\$310.87	\$281.09	\$269.10	\$281.97
201–500 Lawyers	Litigation	Partner	34	\$440.00	\$466.41	\$552.50	\$483.70	\$486.56	\$429.13
		Associate	29	\$253.97	\$300.00	\$370.00	\$319.75	\$310.46	\$298.76
	Non-Litigation	Partner	74	\$405.00	\$465.12	\$550.00	\$489.55	\$479.06	\$465.46
		Associate	26	\$275.00	\$307.50	\$400.00	\$339.50	\$300.75	\$292.66
501–1,000 Lawyers	Litigation	Partner	39	\$410.00	\$540.00	\$612.00	\$550.73	\$533.49	\$527.20
		Associate	31	\$207.00	\$280.00	\$450.00	\$343.32	\$333.78	\$343.14
	Non-Litigation	Partner	58	\$559.00	\$650.88	\$750.00	\$655.42	\$597.25	\$590.24
		Associate	48	\$330.25	\$372.81	\$450.00	\$398.75	\$368.14	\$351.25
More Than 1,000 Lawyers	Litigation	Partner	10	\$531.00	\$617.50	\$701.26	\$607.01	\$603.84	\$649.80
		Associate	n/a	n/a	n/a	n/a	n/a	\$357.36	\$377.94
	Non-Litigation	Partner	52	\$651.25	\$719.80	\$800.00	\$744.10	\$734.99	\$661.88
		Associate	41	\$350.00	\$435.00	\$537.00	\$458.70	\$417.38	\$396.33

## Section III: Practice Area Analysis

### Finance and Securities

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Atlanta, GA	Partner	101	\$555.57	\$707.73	\$870.00	\$710.82	\$602.44	\$588.63
	Associate	123	\$335.00	\$435.00	\$575.00	\$455.74	\$366.70	\$382.36
Baltimore, MD	Partner	56	\$355.00	\$437.50	\$557.50	\$477.15	\$488.68	\$465.71
	Associate	28	\$254.00	\$332.50	\$495.38	\$369.32	\$321.26	\$307.74
Boston, MA	Partner	100	\$644.50	\$797.68	\$980.00	\$811.74	\$757.78	\$745.32
	Associate	97	\$390.00	\$450.00	\$553.80	\$473.16	\$446.78	\$446.20
Bridgeport, CT	Partner	n/a	n/a	n/a	n/a	n/a	\$507.14	\$546.88
	Associate	10	\$252.17	\$340.00	\$370.00	\$318.22	\$306.59	\$275.81
Buffalo, NY	Partner	23	\$260.00	\$300.00	\$300.00	\$304.00	\$309.30	\$317.54
	Associate	8	\$205.00	\$205.69	\$225.00	\$228.30	\$221.17	\$201.92
Charlotte, NC	Partner	48	\$437.50	\$569.67	\$775.14	\$610.99	\$591.14	\$557.07
	Associate	46	\$292.50	\$385.00	\$467.50	\$402.78	\$393.46	\$380.60
Chicago, IL	Partner	394	\$643.73	\$780.00	\$912.00	\$785.52	\$718.90	\$697.72
	Associate	408	\$366.27	\$445.00	\$584.00	\$483.91	\$465.91	\$447.27
Cleveland, OH	Partner	64	\$359.00	\$416.75	\$567.50	\$466.20	\$459.91	\$455.73
	Associate	46	\$210.00	\$290.50	\$327.00	\$283.01	\$272.41	\$276.92
Columbus, OH	Partner	11	\$350.00	\$410.00	\$465.00	\$406.28	\$374.03	\$388.37
	Associate	8	\$200.00	\$213.50	\$255.00	\$235.75	\$237.70	\$250.87
Dallas, TX	Partner	111	\$625.43	\$725.00	\$895.00	\$750.93	\$706.91	\$655.71
	Associate	140	\$380.00	\$447.50	\$555.00	\$472.02	\$419.11	\$382.18
Denver, CO	Partner	25	\$360.00	\$400.00	\$575.00	\$454.33	\$409.42	\$423.91
	Associate	13	\$270.00	\$345.00	\$425.00	\$359.07	\$310.52	\$316.01
Detroit, MI	Partner	21	\$325.00	\$397.42	\$425.00	\$378.45	\$408.20	\$350.30
	Associate	n/a	n/a	n/a	n/a	n/a	\$269.24	\$240.56
Greensboro, NC	Partner	13	\$375.00	\$409.35	\$435.00	\$420.21	\$380.32	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Houston, TX	Partner	52	\$712.50	\$825.00	\$1,000.00	\$840.14	\$733.54	\$678.55
	Associate	52	\$331.79	\$450.00	\$627.50	\$490.17	\$423.43	\$435.89
Indianapolis, IN	Partner	13	\$306.18	\$457.81	\$469.92	\$408.76	\$369.69	\$402.96
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$238.72
Kansas City, MO	Partner	35	\$360.37	\$400.67	\$490.47	\$461.03	\$433.96	\$427.95
	Associate	19	\$250.00	\$266.52	\$310.00	\$300.84	\$289.18	\$289.93
Los Angeles, CA	Partner	228	\$702.50	\$875.00	\$1,030.00	\$850.23	\$841.05	\$779.94
	Associate	405	\$480.00	\$620.00	\$760.00	\$619.89	\$579.51	\$524.28
Miami, FL	Partner	45	\$520.00	\$560.00	\$680.00	\$581.44	\$537.52	\$470.00
	Associate	28	\$245.00	\$345.75	\$570.00	\$396.66	\$317.16	\$316.59

## Section III: Practice Area Analysis

### Finance and Securities

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Minneapolis, MN	Partner	26	\$365.41	\$522.50	\$610.00	\$500.09	\$437.46	\$427.92
	Associate	17	\$280.00	\$335.00	\$365.00	\$324.53	\$324.86	\$305.35
New York, NY	Partner	1,232	\$784.35	\$950.00	\$1,125.00	\$945.45	\$894.40	\$868.64
	Associate	1,714	\$460.00	\$580.00	\$730.00	\$597.47	\$559.69	\$539.20
Omaha, NE	Partner	21	\$300.00	\$357.27	\$371.05	\$337.51	\$305.19	\$311.93
	Associate	8	\$185.97	\$214.00	\$238.23	\$213.40	\$204.38	\$198.84
Orlando, FL	Partner	12	\$548.59	\$679.68	\$729.21	\$640.37	\$595.17	\$503.89
	Associate	14	\$310.00	\$364.59	\$486.00	\$396.51	\$404.59	\$352.83
Philadelphia, PA	Partner	178	\$575.00	\$685.76	\$825.00	\$703.10	\$641.20	\$625.29
	Associate	161	\$320.00	\$405.00	\$495.00	\$418.83	\$391.87	\$389.55
Phoenix, AZ	Partner	46	\$325.00	\$391.50	\$495.00	\$421.05	\$391.03	\$383.95
	Associate	26	\$211.50	\$236.97	\$325.00	\$265.03	\$237.27	\$262.10
Pittsburgh, PA	Partner	70	\$465.64	\$522.08	\$632.00	\$548.32	\$524.63	\$538.11
	Associate	86	\$311.78	\$335.00	\$375.00	\$347.43	\$318.23	\$317.67
Portland, OR	Partner	21	\$300.00	\$362.36	\$450.00	\$397.23	\$384.74	\$383.65
	Associate	12	\$209.57	\$250.00	\$281.63	\$248.35	\$236.97	\$249.83
Raleigh, NC	Partner	13	\$360.00	\$415.00	\$500.00	\$436.21	\$386.57	\$411.00
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$251.36
Richmond, VA	Partner	41	\$570.00	\$665.00	\$725.00	\$652.90	\$594.26	\$595.56
	Associate	47	\$292.50	\$350.00	\$450.00	\$378.58	\$349.31	\$374.26
Salt Lake City, UT	Partner	10	\$335.00	\$387.50	\$549.06	\$430.24	\$368.38	\$355.57
	Associate	n/a	n/a	n/a	n/a	n/a	\$195.33	\$215.28
San Francisco, CA	Partner	70	\$640.00	\$831.50	\$1,036.00	\$834.20	\$799.06	\$777.74
	Associate	51	\$380.00	\$495.00	\$690.00	\$524.89	\$486.48	\$493.83
San Jose, CA	Partner	28	\$832.93	\$887.35	\$1,012.13	\$919.99	\$926.58	\$850.11
	Associate	19	\$585.00	\$675.00	\$721.46	\$685.53	\$647.12	\$558.50
Seattle, WA	Partner	49	\$424.92	\$500.00	\$690.00	\$550.16	\$461.67	\$455.55
	Associate	33	\$290.00	\$331.87	\$425.00	\$383.06	\$337.30	\$329.33
Tampa, FL	Partner	14	\$405.00	\$539.75	\$620.00	\$514.61	\$443.16	\$411.33
	Associate	7	\$295.00	\$310.00	\$406.03	\$343.15	\$266.33	\$256.59
Washington, DC	Partner	413	\$675.00	\$800.00	\$923.50	\$814.69	\$780.57	\$748.27
	Associate	284	\$377.76	\$488.40	\$625.00	\$518.14	\$493.18	\$476.23

## Section III: Practice Area Analysis

### Finance and Securities

By Years of Experience and Matter Type

2015—Real Rates for Partners						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	105	\$531.42	\$706.12	\$854.00	\$686.60	\$603.94	\$586.14
	Non-Litigation	1,237	\$517.50	\$728.51	\$904.01	\$726.00	\$679.07	\$650.88
21 or More Years	Litigation	187	\$571.90	\$750.00	\$950.00	\$752.79	\$677.96	\$652.06
	Non-Litigation	1,799	\$580.48	\$810.00	\$1,025.00	\$805.61	\$748.71	\$715.51

2015—Real Rates for Associates						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	58	\$325.00	\$368.00	\$424.00	\$377.30	\$357.00	\$340.39
	Non-Litigation	424	\$318.06	\$424.76	\$527.50	\$433.27	\$412.93	\$409.62
3 to Fewer Than 7 Years	Litigation	80	\$365.00	\$539.19	\$622.50	\$512.70	\$450.10	\$430.07
	Non-Litigation	901	\$395.00	\$585.00	\$730.00	\$570.57	\$535.89	\$507.48
7 and More Years	Litigation	72	\$317.37	\$464.59	\$629.75	\$481.00	\$470.23	\$513.72
	Non-Litigation	831	\$439.94	\$597.22	\$760.00	\$601.45	\$562.80	\$532.97

## Section III: Practice Area Analysis

### Finance and Securities

By Firm Size and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	28	\$339.00	\$572.50	\$760.00	\$545.29	\$409.08	\$360.62
		Associate	22	\$175.00	\$368.89	\$535.00	\$367.79	\$236.00	\$248.93
	Non-Litigation	Partner	211	\$290.00	\$350.00	\$462.67	\$393.99	\$386.85	\$373.36
		Associate	120	\$209.00	\$250.00	\$324.54	\$272.59	\$260.05	\$254.80
51–200 Lawyers	Litigation	Partner	44	\$377.50	\$453.00	\$690.00	\$543.72	\$522.12	\$451.58
		Associate	28	\$273.00	\$328.08	\$462.50	\$404.00	\$316.25	\$274.39
	Non-Litigation	Partner	432	\$349.00	\$437.12	\$650.00	\$500.64	\$466.54	\$459.49
		Associate	266	\$232.90	\$295.00	\$425.00	\$362.56	\$327.54	\$290.29
201–500 Lawyers	Litigation	Partner	47	\$550.00	\$750.00	\$911.00	\$742.42	\$660.61	\$702.67
		Associate	34	\$388.48	\$530.00	\$610.00	\$504.97	\$470.95	\$431.52
	Non-Litigation	Partner	524	\$480.00	\$636.50	\$912.64	\$688.23	\$642.58	\$609.03
		Associate	434	\$310.00	\$420.00	\$590.00	\$454.11	\$420.85	\$389.81
501–1,000 Lawyers	Litigation	Partner	89	\$649.16	\$820.00	\$920.00	\$802.00	\$743.67	\$742.96
		Associate	132	\$365.00	\$500.58	\$602.50	\$483.79	\$447.90	\$466.54
	Non-Litigation	Partner	1,135	\$700.00	\$850.00	\$1,050.00	\$880.38	\$823.40	\$794.41
		Associate	1,515	\$425.00	\$535.00	\$680.00	\$559.03	\$509.66	\$499.78
More Than 1,000 Lawyers	Litigation	Partner	124	\$655.45	\$760.26	\$897.13	\$788.52	\$778.84	\$766.43
		Associate	115	\$363.33	\$462.72	\$580.00	\$486.98	\$472.64	\$507.73
	Non-Litigation	Partner	1,229	\$725.00	\$856.07	\$1,028.81	\$876.38	\$841.66	\$811.10
		Associate	1,432	\$418.36	\$555.00	\$730.00	\$573.40	\$562.05	\$535.00



## Section III: Practice Area Analysis

### General Liability (Litigation Only)

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Akron, OH	Partner	7	\$150.00	\$240.00	\$300.00	\$249.58	\$220.55	\$268.11
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$221.13
Albuquerque, NM	Partner	23	\$160.00	\$185.00	\$250.00	\$205.44	\$221.08	\$219.26
	Associate	16	\$130.69	\$150.00	\$162.50	\$150.77	\$157.05	\$151.09
Atlanta, GA	Partner	95	\$207.14	\$299.21	\$419.00	\$349.89	\$352.66	\$353.48
	Associate	83	\$185.00	\$235.00	\$353.57	\$273.27	\$268.87	\$278.49
Austin, TX	Partner	18	\$255.65	\$275.00	\$425.00	\$366.51	\$408.47	\$376.61
	Associate	8	\$248.00	\$261.00	\$407.47	\$322.87	\$358.40	\$374.19
Baltimore, MD	Partner	44	\$315.00	\$415.00	\$538.66	\$437.89	\$445.89	\$389.87
	Associate	69	\$250.00	\$285.00	\$380.00	\$321.16	\$293.91	\$281.54
Baton Rouge, LA	Partner	9	\$265.00	\$280.00	\$350.00	\$303.33	n/a	\$245.44
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Birmingham, AL	Partner	37	\$195.00	\$283.95	\$324.92	\$262.70	\$271.55	\$251.79
	Associate	20	\$153.19	\$202.50	\$219.12	\$192.21	\$205.72	\$191.74
Boston, MA	Partner	56	\$200.00	\$225.00	\$411.25	\$345.04	\$345.70	\$369.06
	Associate	73	\$155.63	\$175.00	\$195.00	\$210.38	\$236.83	\$244.30
Buffalo, NY	Partner	22	\$190.00	\$265.24	\$320.00	\$265.94	\$272.14	\$293.42
	Associate	17	\$195.00	\$205.00	\$220.00	\$206.37	\$205.48	\$192.63
Charleston, SC	Partner	13	\$285.00	\$304.34	\$350.00	\$308.80	\$307.18	\$286.41
	Associate	14	\$165.00	\$175.00	\$224.79	\$191.58	\$198.40	\$192.49
Charleston, WV	Partner	34	\$200.00	\$250.00	\$297.71	\$249.30	\$235.81	\$221.12
	Associate	26	\$156.23	\$182.50	\$200.00	\$183.95	\$178.41	\$172.62
Charlotte, NC	Partner	21	\$325.00	\$345.00	\$405.00	\$356.26	\$328.05	\$324.31
	Associate	8	\$230.31	\$241.00	\$265.00	\$241.89	\$278.81	\$248.69
Chattanooga, TN	Partner	7	\$150.00	\$165.00	\$285.00	\$207.78	n/a	\$216.67
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Chicago, IL	Partner	174	\$255.00	\$382.74	\$650.00	\$458.90	\$445.97	\$442.96
	Associate	258	\$175.71	\$227.51	\$315.00	\$271.91	\$285.13	\$270.93
Cincinnati, OH	Partner	n/a	n/a	n/a	n/a	n/a	\$362.46	\$377.79
	Associate	9	\$220.00	\$228.68	\$230.00	\$239.85	\$236.29	\$228.42
Cleveland, OH	Partner	33	\$220.00	\$300.00	\$455.00	\$336.75	\$342.45	\$359.39
	Associate	34	\$175.00	\$214.00	\$249.27	\$213.91	\$222.89	\$205.35
Columbia, SC	Partner	19	\$195.00	\$275.00	\$330.00	\$272.52	\$273.46	\$289.08
	Associate	19	\$155.00	\$215.00	\$245.00	\$210.98	\$208.19	\$210.90
Columbus, OH	Partner	17	\$349.87	\$350.00	\$375.00	\$365.20	\$369.83	\$355.31
	Associate	14	\$219.07	\$225.00	\$249.68	\$228.43	\$240.95	\$231.63

## Section III: Practice Area Analysis

### General Liability (Litigation Only)

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Dallas, TX	Partner	49	\$195.00	\$260.00	\$300.00	\$299.71	\$322.80	\$334.19
	Associate	56	\$165.00	\$197.00	\$277.50	\$234.33	\$228.65	\$225.88
Denver, CO	Partner	33	\$295.00	\$350.00	\$444.36	\$385.07	\$344.58	\$325.37
	Associate	40	\$235.00	\$275.00	\$295.00	\$258.44	\$227.25	\$240.83
Des Moines, IA	Partner	9	\$220.00	\$235.00	\$428.24	\$312.05	\$271.18	\$245.41
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Detroit, MI	Partner	39	\$150.00	\$214.01	\$265.00	\$219.00	\$229.25	\$241.24
	Associate	27	\$175.00	\$190.00	\$215.00	\$186.58	\$200.21	\$188.72
Greenville, SC	Partner	11	\$200.00	\$230.00	\$311.23	\$241.90	\$244.91	\$278.14
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$194.63
Hartford, CT	Partner	14	\$250.00	\$275.00	\$348.51	\$283.97	\$307.45	\$298.96
	Associate	11	\$157.15	\$175.00	\$185.00	\$184.74	\$207.89	\$178.95
Houston, TX	Partner	63	\$240.00	\$320.00	\$570.00	\$403.63	\$406.06	\$437.98
	Associate	45	\$235.00	\$320.00	\$335.00	\$298.89	\$305.89	\$303.89
Huntington WV	Partner	9	\$195.00	\$204.44	\$225.00	\$222.16	\$232.73	n/a
	Associate	8	\$165.00	\$165.00	\$167.73	\$168.18	\$170.00	\$189.29
Indianapolis, IN	Partner	27	\$160.00	\$350.00	\$440.00	\$321.55	\$275.93	\$300.20
	Associate	23	\$145.00	\$150.00	\$235.00	\$197.06	\$177.43	\$176.32
Jackson, MS	Partner	39	\$199.81	\$250.00	\$285.00	\$255.65	\$271.38	\$269.58
	Associate	37	\$175.00	\$175.00	\$195.00	\$192.70	\$185.98	\$190.76
Jacksonville, FL	Partner	13	\$190.00	\$275.00	\$350.00	\$270.73	\$281.26	\$258.15
	Associate	10	\$135.00	\$182.50	\$210.00	\$189.50	n/a	n/a
Kansas City, MO	Partner	32	\$225.00	\$350.00	\$472.50	\$370.12	\$323.34	\$325.49
	Associate	35	\$175.00	\$245.00	\$280.00	\$238.28	\$242.79	\$232.64
Knoxville, TN	Partner	12	\$195.00	\$282.50	\$300.00	\$265.00	\$264.50	\$243.13
	Associate	8	\$169.95	\$200.00	\$200.00	\$183.79	\$179.46	\$178.48
Las Vegas, NV	Partner	20	\$219.58	\$227.50	\$280.00	\$260.02	\$301.08	\$298.02
	Associate	23	\$195.00	\$200.00	\$210.00	\$208.16	\$216.11	\$214.73
Lexington, KY	Partner	7	\$250.00	\$290.00	\$330.00	\$282.36	\$275.30	\$291.08
	Associate	n/a	n/a	n/a	n/a	n/a	\$202.60	\$195.86
Little Rock, AR	Partner	12	\$202.50	\$237.50	\$300.00	\$246.49	\$252.50	\$245.02
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Los Angeles, CA	Partner	142	\$240.00	\$332.50	\$573.00	\$416.65	\$415.60	\$443.42
	Associate	178	\$175.00	\$220.00	\$300.00	\$262.68	\$259.30	\$285.16
Louisville, KY	Partner	23	\$200.00	\$275.00	\$330.00	\$283.46	\$272.37	\$285.10
	Associate	27	\$175.00	\$175.00	\$180.00	\$177.39	\$176.62	\$181.91

## Section III: Practice Area Analysis

### General Liability (Litigation Only)

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Memphis, TN	Partner	18	\$140.00	\$287.50	\$375.00	\$281.22	\$273.54	\$260.93
	Associate	n/a	n/a	n/a	n/a	n/a	\$198.52	\$180.96
Miami, FL	Partner	82	\$200.00	\$260.00	\$415.00	\$324.34	\$320.97	\$316.59
	Associate	53	\$162.57	\$200.00	\$275.00	\$236.21	\$236.56	\$235.42
Milwaukee, WI	Partner	22	\$225.00	\$250.00	\$360.00	\$286.63	\$242.18	\$236.23
	Associate	18	\$185.00	\$195.00	\$250.00	\$222.11	\$204.03	\$206.30
Minneapolis, MN	Partner	52	\$247.50	\$300.00	\$400.00	\$327.49	\$295.50	\$312.86
	Associate	38	\$175.00	\$225.20	\$300.00	\$247.11	\$237.49	\$225.06
Nashville, TN	Partner	22	\$247.50	\$275.00	\$345.00	\$299.42	\$276.31	\$288.58
	Associate	23	\$189.00	\$202.58	\$243.76	\$216.13	\$211.40	\$185.00
New Orleans, LA	Partner	50	\$195.00	\$225.00	\$288.75	\$246.43	\$235.37	\$234.55
	Associate	43	\$155.00	\$175.00	\$225.75	\$186.16	\$192.36	\$178.15
New York, NY	Partner	225	\$200.00	\$360.00	\$640.00	\$440.96	\$432.84	\$446.76
	Associate	283	\$150.00	\$250.00	\$360.00	\$288.48	\$293.17	\$293.29
Oklahoma City, OK	Partner	13	\$175.00	\$190.00	\$216.37	\$205.56	\$239.91	\$230.80
	Associate	15	\$110.00	\$150.00	\$175.00	\$151.94	\$162.25	\$172.89
Orlando, FL	Partner	11	\$135.00	\$241.97	\$320.00	\$282.91	\$233.05	\$222.26
	Associate	21	\$173.59	\$182.73	\$230.00	\$216.96	\$172.59	\$178.96
Philadelphia, PA	Partner	159	\$210.40	\$365.00	\$510.00	\$398.77	\$388.30	\$371.83
	Associate	240	\$175.00	\$243.18	\$329.09	\$270.56	\$253.05	\$252.95
Phoenix, AZ	Partner	30	\$225.00	\$275.57	\$334.65	\$293.16	\$294.73	\$313.32
	Associate	37	\$160.34	\$200.00	\$222.86	\$208.54	\$203.51	\$225.46
Pittsburgh, PA	Partner	34	\$245.00	\$476.50	\$580.29	\$443.27	\$500.62	\$420.06
	Associate	53	\$180.00	\$265.00	\$345.00	\$268.06	\$294.43	\$302.41
Portland, OR	Partner	14	\$225.00	\$272.50	\$325.00	\$284.36	\$316.54	\$303.43
	Associate	11	\$200.00	\$215.60	\$235.00	\$218.02	\$231.07	\$228.42
Providence, RI	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Associate	9	\$195.00	\$225.00	\$235.00	\$212.80	\$160.07	\$166.32
Richmond, VA	Partner	31	\$200.00	\$258.49	\$369.76	\$291.25	\$306.59	\$291.53
	Associate	24	\$177.82	\$215.00	\$276.99	\$239.88	\$237.09	\$217.58
Salt Lake City, UT	Partner	15	\$180.00	\$224.20	\$365.00	\$267.32	\$284.63	\$288.01
	Associate	n/a	n/a	n/a	n/a	n/a	\$199.39	\$200.43
San Antonio, TX	Partner	8	\$207.50	\$245.00	\$290.75	\$260.97	\$306.48	\$297.24
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
San Diego, CA	Partner	18	\$175.00	\$267.50	\$395.00	\$329.36	\$263.33	\$281.50
	Associate	32	\$155.07	\$167.62	\$185.00	\$180.02	\$193.36	\$192.66

## Section III: Practice Area Analysis

### General Liability (Litigation Only)

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
San Francisco, CA	Partner	77	\$230.00	\$275.00	\$535.00	\$379.48	\$408.03	\$397.48
	Associate	99	\$200.00	\$220.00	\$300.00	\$273.77	\$271.61	\$267.52
San Jose, CA	Partner	n/a	n/a	n/a	n/a	n/a	\$490.68	\$403.56
	Associate	9	\$160.00	\$160.00	\$279.00	\$225.44	\$223.54	\$315.70
Seattle, WA	Partner	25	\$222.66	\$225.44	\$305.00	\$267.36	\$298.18	\$294.02
	Associate	23	\$175.00	\$195.00	\$255.00	\$215.86	\$217.91	\$230.68
St. Louis, MO	Partner	65	\$230.00	\$300.00	\$379.00	\$304.94	\$305.10	\$305.96
	Associate	84	\$164.81	\$180.00	\$202.50	\$192.08	\$205.25	\$201.97
Syracuse, NY	Partner	10	\$166.98	\$180.00	\$300.00	\$235.20	\$197.66	\$194.46
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$172.43
Tampa, FL	Associate	15	\$160.00	\$235.00	\$395.00	\$278.96	\$325.23	\$274.19
	Partner	n/a	n/a	n/a	n/a	n/a	\$218.77	\$194.88
Washington, DC	Partner	132	\$586.32	\$679.20	\$788.67	\$683.83	\$650.80	\$639.07
	Associate	105	\$375.00	\$455.00	\$530.00	\$467.14	\$441.12	\$417.30

## Section III: Practice Area Analysis

### General Liability (Litigation Only)

By Years of Experience and Matter Type

2015—Real Rates for Partners						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	931	\$207.00	\$275.00	\$400.00	\$334.35	\$333.09	\$332.40
21 or More Years	Litigation	1,313	\$220.00	\$310.00	\$500.00	\$386.59	\$370.52	\$374.18

2015—Real Rates for Associates						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	229	\$173.59	\$200.00	\$267.63	\$232.73	\$222.59	\$243.07
3 to Fewer Than 7 Years	Litigation	624	\$175.00	\$225.00	\$315.00	\$270.94	\$272.70	\$263.66
7 and More Years	Litigation	778	\$175.00	\$223.90	\$300.00	\$260.70	\$264.13	\$263.28

## Section III: Practice Area Analysis

### General Liability (Litigation Only)

By Years of Experience and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	861	\$190.00	\$225.00	\$275.00	\$244.63	\$242.32	\$245.85
		Associate	893	\$155.00	\$175.00	\$210.00	\$187.35	\$186.59	\$184.48
51–200 Lawyers	Litigation	Partner	653	\$200.00	\$265.00	\$340.00	\$293.28	\$288.56	\$287.09
		Associate	635	\$165.00	\$200.00	\$235.00	\$205.90	\$197.47	\$200.97
201–500 Lawyers	Litigation	Partner	443	\$283.95	\$375.00	\$515.00	\$422.09	\$413.33	\$416.82
		Associate	383	\$210.00	\$255.00	\$320.00	\$281.81	\$280.64	\$280.97
501–1,000 Lawyers	Litigation	Partner	274	\$385.00	\$495.00	\$650.00	\$544.08	\$538.38	\$541.38
		Associate	327	\$258.93	\$325.00	\$435.26	\$358.05	\$352.40	\$362.26
More Than 1,000 Lawyers	Litigation	Partner	245	\$550.00	\$655.00	\$796.00	\$672.30	\$652.72	\$633.34
		Associate	301	\$312.00	\$390.00	\$507.58	\$404.77	\$414.37	\$399.88

## Section III: Practice Area Analysis

### Insurance Defense (Litigation Only)

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Akron, OH	Partner	10	\$155.00	\$160.00	\$225.00	\$182.94	\$194.30	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Albany, NY	Partner	27	\$150.00	\$156.83	\$165.00	\$156.89	\$153.89	\$158.20
	Associate	18	\$129.89	\$136.93	\$170.99	\$151.11	\$137.54	\$145.75
Albuquerque, NM	Partner	12	\$173.92	\$180.00	\$185.00	\$178.99	\$200.39	\$202.30
	Associate	11	\$150.00	\$150.00	\$150.00	\$147.08	\$152.41	\$154.16
Atlanta, GA	Partner	109	\$170.00	\$200.00	\$261.51	\$257.29	\$240.70	\$244.12
	Associate	117	\$150.00	\$175.00	\$232.00	\$203.94	\$182.11	\$193.42
Austin, TX	Partner	18	\$180.00	\$200.00	\$225.00	\$262.50	\$296.70	\$249.05
	Associate	n/a	n/a	n/a	n/a	n/a	\$225.86	\$227.55
Baltimore, MD	Partner	73	\$150.00	\$170.00	\$195.00	\$187.99	\$186.16	\$174.86
	Associate	58	\$130.00	\$150.00	\$195.00	\$191.96	\$175.94	\$169.81
Baton Rouge, LA	Partner	21	\$165.00	\$182.00	\$199.26	\$205.39	\$192.42	\$198.16
	Associate	25	\$140.00	\$174.76	\$190.00	\$176.72	\$175.31	\$166.31
Birmingham, AL	Partner	77	\$150.29	\$175.00	\$287.00	\$229.78	\$226.51	\$194.01
	Associate	37	\$130.00	\$177.69	\$207.00	\$175.95	\$168.13	\$166.12
Boston, MA	Partner	106	\$175.00	\$188.67	\$237.10	\$240.35	\$231.57	\$237.03
	Associate	107	\$160.00	\$175.21	\$203.05	\$212.32	\$193.74	\$188.02
Bridgeport, CT	Partner	17	\$177.33	\$185.00	\$200.00	\$201.12	\$205.30	\$192.52
	Associate	15	\$145.71	\$165.00	\$175.00	\$179.06	\$180.67	\$161.23
Buffalo, NY	Partner	86	\$145.00	\$158.70	\$190.00	\$169.60	\$167.96	\$163.70
	Associate	66	\$120.45	\$130.00	\$145.94	\$141.88	\$137.35	\$139.12
Burlington, VT	Partner	16	\$145.00	\$147.79	\$174.87	\$165.20	\$166.36	\$162.33
	Associate	n/a	n/a	n/a	n/a	n/a	\$141.23	\$139.27
Charleston, SC	Partner	46	\$155.00	\$170.00	\$185.00	\$182.11	\$181.96	\$173.82
	Associate	40	\$139.53	\$149.99	\$155.00	\$152.16	\$151.23	\$148.46
Charleston, WV	Partner	57	\$160.00	\$163.36	\$230.00	\$188.37	\$190.73	\$202.53
	Associate	49	\$150.00	\$150.00	\$171.93	\$160.26	\$164.80	\$163.16
Charlotte, NC	Partner	35	\$145.00	\$165.00	\$295.00	\$225.06	\$193.41	\$203.74
	Associate	45	\$145.88	\$185.00	\$220.00	\$186.44	\$174.44	\$149.54
Chattanooga, TN	Partner	11	\$134.16	\$135.00	\$150.00	\$160.01	\$157.42	\$138.85
	Associate	12	\$124.33	\$125.00	\$142.55	\$141.43	\$143.39	\$128.07
Chicago, IL	Partner	284	\$182.50	\$250.00	\$336.22	\$288.34	\$265.13	\$238.84
	Associate	312	\$150.00	\$188.32	\$270.00	\$229.53	\$209.57	\$183.03



## Section III: Practice Area Analysis

### Insurance Defense (Litigation Only)

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Cincinnati, OH	Partner	27	\$145.00	\$160.00	\$165.00	\$170.85	\$174.45	\$167.72
	Associate	26	\$120.00	\$140.00	\$150.00	\$146.43	\$142.29	\$144.35
Cleveland, OH	Partner	75	\$155.00	\$164.50	\$200.00	\$177.63	\$186.94	\$185.10
	Associate	46	\$135.00	\$147.50	\$175.00	\$154.86	\$146.60	\$150.69
Columbia, SC	Partner	50	\$160.00	\$165.00	\$165.00	\$195.73	\$208.86	\$228.23
	Associate	39	\$144.53	\$145.96	\$155.00	\$152.29	\$157.81	\$163.86
Columbus, OH	Partner	41	\$150.00	\$150.00	\$170.00	\$168.79	\$183.31	\$188.43
	Associate	21	\$135.00	\$136.82	\$145.00	\$158.74	\$152.66	\$141.27
Dallas, TX	Partner	81	\$210.00	\$235.00	\$300.00	\$261.02	\$258.87	\$262.31
	Associate	73	\$160.00	\$190.00	\$215.00	\$226.40	\$214.84	\$217.10
Denver, CO	Partner	35	\$180.00	\$190.00	\$259.36	\$304.31	\$281.05	\$219.33
	Associate	33	\$150.00	\$160.00	\$207.00	\$179.14	\$185.89	\$184.07
Des Moines, IA	Partner	28	\$137.50	\$188.55	\$220.00	\$186.12	\$189.30	\$193.10
	Associate	16	\$135.00	\$156.25	\$185.00	\$155.63	\$151.01	\$151.54
Detroit, MI	Partner	86	\$139.29	\$160.00	\$191.89	\$174.30	\$181.01	\$168.22
	Associate	88	\$130.00	\$145.00	\$160.00	\$153.69	\$155.26	\$155.83
Grand Rapids, MI	Partner	25	\$90.00	\$110.00	\$140.00	\$113.20	\$119.19	\$135.13
	Associate	15	\$78.73	\$90.00	\$120.00	\$96.21	\$91.57	\$91.63
Greensboro, NC	Partner	9	\$140.00	\$143.40	\$268.00	\$197.44	\$212.36	\$214.48
	Associate	n/a	n/a	n/a	n/a	n/a	\$143.64	\$150.76
Greenville, SC	Partner	22	\$140.00	\$165.00	\$170.00	\$175.88	\$178.74	\$170.05
	Associate	12	\$127.27	\$140.01	\$148.72	\$144.58	\$145.23	\$144.02
Harrisburg, PA	Partner	36	\$145.00	\$150.00	\$160.00	\$153.50	\$162.39	\$177.02
	Associate	24	\$125.00	\$145.00	\$179.65	\$158.52	\$148.22	\$146.18
Hartford, CT	Partner	44	\$147.32	\$182.57	\$235.00	\$224.55	\$225.03	\$195.44
	Associate	35	\$155.00	\$170.00	\$200.00	\$190.71	\$198.58	\$170.78
Honolulu, HI	Partner	17	\$165.00	\$186.81	\$205.00	\$189.52	\$189.81	\$184.26
	Associate	8	\$152.50	\$175.00	\$175.00	\$160.34	\$162.31	\$157.67
Houston, TX	Partner	81	\$177.33	\$200.00	\$275.00	\$272.55	\$240.26	\$208.60
	Associate	47	\$145.00	\$174.15	\$200.00	\$190.87	\$192.43	\$169.93
Indianapolis, IN	Partner	45	\$140.00	\$150.00	\$180.00	\$163.95	\$161.42	\$162.37
	Associate	31	\$121.69	\$130.00	\$146.90	\$142.76	\$136.72	\$130.29
Jackson, MS	Partner	34	\$165.00	\$250.00	\$250.00	\$224.46	\$222.80	\$212.57
	Associate	19	\$140.59	\$174.13	\$190.00	\$165.16	\$173.68	\$167.22
Jacksonville, FL	Partner	27	\$166.09	\$180.00	\$200.00	\$184.11	\$175.32	\$205.75
	Associate	29	\$155.00	\$155.79	\$170.00	\$161.73	\$155.53	\$165.98

## Section III: Practice Area Analysis

### Insurance Defense (Litigation Only)

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Kansas City, MO	Partner	28	\$174.04	\$192.77	\$222.50	\$211.08	\$201.82	\$186.15
	Associate	20	\$140.00	\$168.28	\$237.50	\$183.63	\$187.64	\$174.09
Knoxville, TN	Partner	17	\$140.00	\$145.00	\$150.00	\$151.96	\$156.57	\$153.32
	Associate	12	\$130.00	\$145.00	\$165.00	\$150.83	\$140.82	\$145.36
Las Vegas, NV	Partner	25	\$146.59	\$165.00	\$212.51	\$191.04	\$186.34	\$179.35
	Associate	37	\$150.00	\$160.00	\$165.00	\$169.57	\$165.66	\$158.52
Lexington, KY	Partner	28	\$127.50	\$149.41	\$210.00	\$174.63	\$174.12	\$184.52
	Associate	37	\$115.12	\$117.55	\$130.00	\$138.17	\$135.53	\$144.46
Little Rock, AR	Partner	13	\$150.00	\$180.00	\$205.00	\$187.35	\$177.20	\$172.79
	Associate	7	\$140.00	\$150.00	\$170.00	\$155.38	\$156.29	\$143.66
Los Angeles, CA	Partner	219	\$185.00	\$233.00	\$285.00	\$269.77	\$249.21	\$232.27
	Associate	247	\$160.00	\$193.15	\$235.00	\$218.10	\$206.09	\$197.10
Louisville, KY	Partner	39	\$130.00	\$150.00	\$195.31	\$163.98	\$173.48	\$192.31
	Associate	34	\$110.00	\$125.00	\$142.55	\$132.55	\$141.59	\$154.99
Memphis, TN	Partner	18	\$135.00	\$170.00	\$180.00	\$187.35	\$178.66	\$184.66
	Associate	9	\$115.00	\$150.00	\$150.00	\$153.17	\$162.29	\$128.17
Miami, FL	Partner	141	\$169.11	\$200.00	\$225.00	\$222.11	\$214.10	\$195.12
	Associate	142	\$155.00	\$160.00	\$180.00	\$174.84	\$162.37	\$155.99
Milwaukee, WI	Partner	40	\$157.50	\$170.00	\$207.97	\$188.97	\$187.27	\$174.90
	Associate	28	\$134.07	\$150.00	\$185.00	\$164.71	\$148.67	\$146.29
Minneapolis, MN	Partner	96	\$160.00	\$172.50	\$210.00	\$203.46	\$202.20	\$205.94
	Associate	81	\$140.00	\$145.00	\$175.00	\$175.49	\$177.06	\$171.35
Mobile, AL	Partner	12	\$165.33	\$223.90	\$275.00	\$221.45	\$203.70	\$203.59
	Associate	8	\$150.00	\$210.00	\$210.00	\$186.88	\$195.63	n/a
Nashville, TN	Partner	36	\$135.00	\$159.97	\$243.19	\$203.23	\$198.56	\$156.46
	Associate	25	\$125.00	\$150.00	\$165.00	\$150.36	\$144.60	\$141.23
New Haven, CT	Partner	14	\$150.54	\$159.20	\$180.00	\$197.61	\$191.39	\$171.35
	Associate	15	\$120.00	\$134.32	\$235.00	\$172.42	\$153.89	\$137.80
New Orleans, LA	Partner	88	\$175.00	\$190.00	\$225.00	\$205.06	\$202.93	\$198.85
	Associate	76	\$150.00	\$160.71	\$175.00	\$165.08	\$162.32	\$163.35
New York, NY	Partner	631	\$168.55	\$195.00	\$250.00	\$239.97	\$254.06	\$244.31
	Associate	736	\$150.00	\$175.00	\$209.85	\$196.82	\$194.17	\$191.11
Oklahoma City, OK	Partner	12	\$150.00	\$161.82	\$174.91	\$177.38	\$191.01	\$195.41
	Associate	12	\$127.52	\$145.00	\$195.90	\$157.83	\$158.60	\$144.79
Omaha, NE	Partner	24	\$177.50	\$180.00	\$187.50	\$187.52	\$183.87	\$177.89
	Associate	16	\$130.00	\$130.00	\$130.00	\$135.47	\$128.41	\$123.00

## Section III: Practice Area Analysis

### Insurance Defense (Litigation Only)

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Orlando, FL	Partner	41	\$163.66	\$175.00	\$205.00	\$220.78	\$217.44	\$195.26
	Associate	38	\$151.52	\$155.00	\$165.00	\$167.20	\$179.34	\$172.80
Philadelphia, PA	Partner	323	\$155.00	\$185.00	\$275.00	\$237.24	\$239.73	\$220.19
	Associate	406	\$145.00	\$170.00	\$210.00	\$196.68	\$190.06	\$173.52
Phoenix, AZ	Partner	86	\$170.00	\$185.00	\$235.00	\$217.61	\$215.35	\$208.53
	Associate	46	\$150.00	\$171.43	\$195.00	\$173.84	\$176.49	\$172.39
Pittsburgh, PA	Partner	116	\$154.30	\$170.00	\$201.30	\$187.39	\$176.93	\$177.71
	Associate	85	\$140.41	\$150.00	\$170.00	\$157.16	\$153.78	\$157.17
Portland, ME	Partner	10	\$159.48	\$180.00	\$194.66	\$188.30	\$188.47	\$175.20
	Associate	11	\$150.00	\$150.00	\$155.00	\$161.04	\$148.66	\$150.22
Portland, OR	Partner	29	\$180.00	\$240.88	\$275.00	\$231.04	\$219.46	\$212.56
	Associate	14	\$155.00	\$166.87	\$230.00	\$185.61	\$185.54	\$177.74
Providence, RI	Partner	18	\$145.00	\$160.00	\$172.07	\$166.25	\$163.55	\$159.20
	Associate	15	\$110.00	\$137.36	\$150.00	\$135.96	\$138.40	\$135.84
Raleigh, NC	Partner	36	\$145.00	\$165.00	\$190.00	\$177.16	\$175.37	\$183.14
	Associate	18	\$140.00	\$145.92	\$150.00	\$147.20	\$154.65	\$147.35
Richmond, VA	Partner	36	\$165.00	\$174.82	\$225.00	\$212.56	\$211.80	\$209.88
	Associate	41	\$150.47	\$161.56	\$205.00	\$196.21	\$175.54	\$164.21
Rochester, NY	Associate	19	\$140.00	\$153.96	\$163.54	\$153.91	\$151.91	\$143.79
	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Sacramento, CA	Partner	15	\$170.00	\$190.00	\$210.00	\$223.33	\$225.00	\$209.15
	Associate	13	\$170.00	\$250.00	\$325.00	\$252.31	\$207.34	\$174.45
Salt Lake City, UT	Partner	19	\$200.00	\$210.00	\$230.00	\$230.56	\$214.91	\$206.65
	Associate	15	\$150.00	\$180.00	\$195.00	\$173.78	\$175.27	\$177.24
San Antonio, TX	Partner	16	\$165.00	\$190.00	\$196.91	\$186.01	\$189.66	\$222.85
	Associate	n/a	n/a	n/a	n/a	n/a	\$169.55	\$196.11
San Diego, CA	Partner	58	\$175.00	\$190.00	\$225.00	\$209.58	\$204.40	\$198.14
	Associate	67	\$153.41	\$166.58	\$200.00	\$174.64	\$168.74	\$167.89
San Francisco, CA	Partner	144	\$200.00	\$250.00	\$305.00	\$275.47	\$270.30	\$243.39
	Associate	179	\$170.00	\$200.00	\$250.00	\$226.47	\$209.61	\$192.18
San Jose, CA	Partner	7	\$150.00	\$200.00	\$350.00	\$312.91	\$205.91	\$166.68
	Associate	8	\$152.50	\$196.57	\$332.50	\$247.77	\$209.90	\$170.65
Seattle, WA	Partner	42	\$185.00	\$250.00	\$350.00	\$276.13	\$265.05	\$250.54
	Associate	28	\$147.50	\$182.50	\$250.00	\$197.14	\$192.60	\$188.60
St. Louis, MO	Partner	40	\$160.00	\$170.00	\$242.77	\$202.51	\$194.01	\$178.17
	Associate	37	\$135.00	\$150.00	\$205.00	\$173.07	\$160.52	\$145.07

## Section III: Practice Area Analysis

### Insurance Defense (Litigation Only)

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Syracuse, NY	Partner	24	\$155.00	\$169.62	\$194.00	\$173.50	\$169.30	\$168.54
	Associate	18	\$130.00	\$138.00	\$155.00	\$147.54	\$147.32	\$141.80
Tallahassee, FL	Partner	11	\$175.00	\$175.00	\$190.00	\$204.20	\$226.53	\$188.85
	Associate	n/a	n/a	n/a	n/a	n/a	\$163.61	n/a
Tampa, FL	Partner	60	\$160.00	\$185.00	\$222.45	\$203.39	\$209.75	\$211.00
	Associate	60	\$144.73	\$160.00	\$184.92	\$171.64	\$170.41	\$167.66
Toledo, OH	Partner	7	\$135.00	\$135.00	\$173.64	\$147.67	n/a	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	\$119.48	n/a
Trenton, NJ	Partner	18	\$203.69	\$217.50	\$260.00	\$245.95	\$218.58	\$218.86
	Associate	15	\$155.00	\$170.00	\$179.04	\$175.79	\$164.21	\$164.25
Tucson AZ	Partner	8	\$150.00	\$237.50	\$305.66	\$240.79	\$257.94	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Tulsa, OK	Partner	14	\$160.00	\$177.50	\$240.00	\$322.92	\$417.36	\$186.56
	Associate	8	\$150.00	\$150.00	\$175.00	\$160.89	\$146.26	\$129.37
Virginia Beach, VA	Partner	7	\$175.00	\$198.31	\$200.00	\$199.76	\$214.44	\$207.74
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Washington, DC	Partner	102	\$250.00	\$422.76	\$480.00	\$413.00	\$437.20	\$380.69
	Associate	118	\$223.00	\$275.00	\$340.00	\$287.29	\$281.13	\$266.48
Worcester, MA	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Associate	9	\$138.96	\$143.54	\$145.00	\$146.18	\$141.30	\$141.80

## Section III: Practice Area Analysis

### Insurance Defense (Litigation Only)

By Years of Experience and Matter Type

2015—Real Rates for Partners						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	1,607	\$160.00	\$188.49	\$240.00	\$220.78	\$216.30	\$207.52
21 or More Years	Litigation	2,681	\$160.00	\$185.00	\$239.52	\$220.97	\$221.67	\$212.28

2015—Real Rates for Associates						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	439	\$145.00	\$160.00	\$200.00	\$193.34	\$177.77	\$165.81
3 to Fewer Than 7 Years	Litigation	948	\$150.00	\$170.00	\$200.00	\$189.60	\$187.85	\$176.42
7 and More Years	Litigation	1,346	\$145.00	\$165.00	\$200.00	\$189.52	\$182.57	\$177.61

## Section III: Practice Area Analysis

### Insurance Defense (Litigation Only)

By Years of Experience and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	2,393	\$150.00	\$168.55	\$198.35	\$179.20	\$182.04	\$180.63
		Associate	2,052	\$135.00	\$150.00	\$170.00	\$156.33	\$157.85	\$155.92
51–200 Lawyers	Litigation	Partner	1,336	\$165.00	\$190.00	\$225.00	\$209.29	\$215.89	\$209.91
		Associate	1,165	\$150.00	\$160.76	\$185.00	\$171.61	\$173.58	\$171.06
201–500 Lawyers	Litigation	Partner	525	\$215.00	\$275.00	\$374.25	\$320.18	\$309.95	\$283.50
		Associate	476	\$185.00	\$223.03	\$285.63	\$241.64	\$231.71	\$223.21
501–1,000 Lawyers	Litigation	Partner	291	\$250.00	\$320.00	\$395.00	\$348.77	\$346.53	\$344.40
		Associate	375	\$195.00	\$248.00	\$285.00	\$263.60	\$260.56	\$268.41
More Than 1,000 Lawyers	Litigation	Partner	108	\$475.00	\$660.00	\$752.50	\$640.25	\$688.43	\$576.85
		Associate	161	\$330.00	\$395.00	\$495.00	\$419.47	\$440.67	\$411.11

## Section III: Practice Area Analysis

### Intellectual Property: Patents

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Atlanta, GA	Partner	30	\$429.72	\$568.95	\$706.50	\$581.53	\$602.33	\$558.32
	Associate	36	\$310.00	\$382.50	\$478.99	\$396.54	\$382.22	\$367.53
Austin, TX	Partner	35	\$300.00	\$425.00	\$610.28	\$459.24	\$472.92	\$489.78
	Associate	50	\$240.00	\$250.00	\$289.37	\$276.76	\$278.90	\$296.55
Baltimore, MD	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Associate	13	\$371.25	\$396.00	\$492.80	\$418.36	\$428.40	\$337.53
Boston, MA	Partner	59	\$525.00	\$654.00	\$746.21	\$634.03	\$633.96	\$572.74
	Associate	60	\$355.50	\$429.45	\$534.15	\$445.94	\$388.47	\$367.91
Chicago, IL	Partner	127	\$385.00	\$585.85	\$755.00	\$596.94	\$586.78	\$554.40
	Associate	104	\$280.26	\$383.00	\$470.59	\$396.30	\$376.00	\$367.80
Cleveland, OH	Partner	9	\$455.00	\$580.00	\$675.00	\$583.45	n/a	n/a
	Associate	13	\$300.00	\$399.95	\$450.00	\$387.60	\$352.20	\$276.81
Dallas, TX	Partner	24	\$507.46	\$655.00	\$733.45	\$628.58	\$600.10	\$564.79
	Associate	58	\$307.85	\$383.91	\$469.62	\$388.54	\$374.44	\$356.20
Denver, CO	Partner	17	\$417.43	\$470.00	\$600.00	\$499.14	\$509.69	\$437.74
	Associate	40	\$266.88	\$313.20	\$400.96	\$352.70	\$335.91	\$322.75
Detroit, MI	Partner	25	\$296.88	\$370.00	\$490.00	\$418.67	\$346.54	\$412.64
	Associate	22	\$220.50	\$295.00	\$368.29	\$332.90	\$293.13	\$228.49
Houston, TX	Partner	22	\$350.00	\$561.50	\$711.65	\$537.23	\$528.20	\$514.99
	Associate	51	\$210.00	\$250.00	\$310.26	\$290.76	\$305.19	\$314.57
Indianapolis, IN	Partner	14	\$381.11	\$442.50	\$499.35	\$447.26	\$516.50	\$470.91
	Associate	10	\$250.00	\$290.00	\$363.35	\$294.12	\$281.75	\$272.79
Kansas City, MO	Partner	17	\$299.68	\$350.00	\$447.31	\$375.28	\$363.92	\$355.12
	Associate	28	\$213.95	\$246.57	\$288.50	\$259.19	\$250.22	\$233.84
Los Angeles, CA	Partner	96	\$497.50	\$620.00	\$778.61	\$660.84	\$692.74	\$661.32
	Associate	153	\$361.00	\$455.00	\$565.00	\$480.15	\$471.94	\$433.83
Milwaukee, WI	Partner	10	\$325.00	\$391.67	\$440.00	\$470.75	\$458.15	\$469.14
	Associate	7	\$185.00	\$220.00	\$260.00	\$222.86	\$242.12	\$239.44
Minneapolis, MN	Partner	49	\$348.11	\$415.00	\$508.58	\$462.94	\$474.71	\$450.71
	Associate	96	\$250.00	\$287.50	\$365.00	\$397.21	\$324.89	\$323.10
New York, NY	Partner	131	\$511.93	\$661.67	\$837.00	\$687.49	\$687.16	\$680.50
	Associate	199	\$310.00	\$389.87	\$554.96	\$433.78	\$419.89	\$419.74
Philadelphia, PA	Partner	67	\$479.00	\$567.40	\$660.00	\$568.48	\$556.94	\$544.81
	Associate	64	\$258.50	\$320.00	\$395.00	\$331.84	\$331.53	\$342.03
Phoenix, AZ	Partner	11	\$300.00	\$385.00	\$553.63	\$414.94	\$468.91	\$450.15
	Associate	12	\$250.00	\$267.00	\$295.00	\$275.18	\$271.17	\$263.07



## Section III: Practice Area Analysis

### Intellectual Property: Patents

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Portland, OR	Partner	28	\$374.74	\$397.87	\$425.01	\$404.12	\$395.61	\$374.78
	Associate	30	\$236.78	\$300.00	\$325.00	\$287.06	\$276.06	\$249.94
Raleigh, NC	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Associate	10	\$265.00	\$292.01	\$340.00	\$301.83	\$276.93	\$253.33
Riverside, CA	Partner	18	\$290.00	\$297.50	\$300.00	\$295.54	\$277.41	\$272.04
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Salt Lake City, UT	Partner	16	\$331.08	\$376.98	\$402.50	\$375.09	\$365.54	\$346.60
	Associate	19	\$195.00	\$295.00	\$337.71	\$279.12	\$586.19	\$570.45
San Diego, CA	Partner	37	\$520.00	\$585.04	\$725.91	\$634.61	\$643.00	\$602.56
	Associate	22	\$371.43	\$413.80	\$440.00	\$421.41	\$392.94	\$398.07
San Francisco, CA	Partner	94	\$525.00	\$685.16	\$825.00	\$675.24	\$664.49	\$651.00
	Associate	80	\$352.36	\$439.48	\$542.50	\$450.24	\$446.07	\$423.69
San Jose, CA	Partner	49	\$390.00	\$520.00	\$750.00	\$588.89	\$560.15	\$620.19
	Associate	53	\$250.00	\$310.00	\$380.78	\$359.18	\$330.60	\$355.93
Seattle, WA	Partner	22	\$386.53	\$456.08	\$525.00	\$460.17	\$473.89	\$446.14
	Associate	25	\$302.72	\$362.72	\$375.00	\$344.64	\$308.98	\$285.55
St. Louis, MO	Partner	19	\$300.00	\$360.00	\$470.00	\$382.99	\$372.45	\$375.75
	Associate	18	\$200.00	\$234.00	\$248.00	\$239.80	\$224.91	\$230.42
Washington, DC	Partner	242	\$515.00	\$670.00	\$800.00	\$664.12	\$633.09	\$624.46
	Associate	281	\$320.00	\$390.00	\$485.00	\$415.33	\$391.83	\$382.34

## Section III: Practice Area Analysis

### Intellectual Property: Patents

By Years of Experience and Matter Type

2015—Real Rates for Partners						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	346	\$435.00	\$572.23	\$706.50	\$585.28	\$584.12	\$565.05
	Non-Litigation	401	\$360.00	\$460.00	\$600.00	\$493.91	\$481.62	\$475.60
21 or More Years	Litigation	314	\$535.00	\$688.14	\$875.00	\$707.40	\$709.17	\$702.69
	Non-Litigation	233	\$401.04	\$520.00	\$689.28	\$556.18	\$576.36	\$555.22

2015—Real Rates for Associates						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	67	\$285.00	\$330.00	\$425.00	\$359.68	\$352.26	\$365.18
	Non-Litigation	78	\$240.00	\$266.59	\$324.93	\$287.88	\$287.59	\$283.03
3 to Fewer Than 7 Years	Litigation	191	\$338.97	\$440.00	\$572.09	\$454.29	\$438.47	\$414.90
	Non-Litigation	205	\$265.00	\$318.70	\$415.00	\$347.03	\$348.14	\$338.41
7 and More Years	Litigation	167	\$367.00	\$480.00	\$608.00	\$492.47	\$481.23	\$465.43
	Non-Litigation	224	\$280.00	\$347.13	\$450.00	\$369.83	\$375.76	\$382.84

## Section III: Practice Area Analysis

### Intellectual Property: Patents

By Firm Size and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	105	\$380.00	\$450.00	\$550.00	\$478.57	\$470.17	\$467.15
		Associate	51	\$246.79	\$265.00	\$325.00	\$285.18	\$299.61	\$287.04
	Non-Litigation	Partner	214	\$300.00	\$358.70	\$420.00	\$385.58	\$376.11	\$374.66
		Associate	314	\$240.00	\$280.00	\$331.25	\$321.51	\$301.93	\$302.43
51–200 Lawyers	Litigation	Partner	157	\$400.00	\$525.00	\$695.00	\$573.45	\$609.77	\$556.66
		Associate	134	\$295.00	\$350.00	\$459.88	\$396.98	\$393.31	\$375.20
	Non-Litigation	Partner	162	\$370.14	\$440.25	\$550.00	\$479.26	\$473.45	\$474.72
		Associate	175	\$252.72	\$285.00	\$355.00	\$315.07	\$307.21	\$291.51
201–500 Lawyers	Litigation	Partner	128	\$497.50	\$617.98	\$707.63	\$614.50	\$630.67	\$603.84
		Associate	102	\$319.00	\$384.46	\$450.00	\$385.20	\$392.92	\$377.58
	Non-Litigation	Partner	142	\$459.15	\$549.95	\$660.00	\$565.75	\$562.48	\$514.16
		Associate	177	\$289.96	\$360.00	\$435.00	\$366.43	\$353.31	\$330.34
501–1,000 Lawyers	Litigation	Partner	212	\$575.78	\$713.83	\$863.00	\$732.59	\$689.71	\$679.19
		Associate	252	\$366.00	\$447.89	\$573.55	\$468.19	\$443.57	\$436.53
	Non-Litigation	Partner	157	\$513.71	\$610.00	\$730.89	\$637.51	\$610.00	\$627.62
		Associate	229	\$305.17	\$383.00	\$470.00	\$402.98	\$386.25	\$388.41
More Than 1,000 Lawyers	Litigation	Partner	150	\$661.67	\$754.84	\$876.00	\$775.47	\$729.78	\$733.82
		Associate	208	\$397.74	\$492.23	\$589.23	\$490.30	\$472.64	\$448.12
	Non-Litigation	Partner	50	\$615.00	\$730.00	\$845.00	\$740.18	\$737.72	\$704.73
		Associate	53	\$351.00	\$462.00	\$517.00	\$460.56	\$447.96	\$435.74

## Section III: Practice Area Analysis

### Intellectual Property: Trademarks

By City

#### 2015—Real Rates for Partners and Associates

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Atlanta, GA	Partner	8	\$556.25	\$668.07	\$710.00	\$648.58	n/a	\$560.98
	Associate	10	\$270.00	\$328.13	\$445.50	\$348.98	n/a	\$293.60
Austin, TX	Partner	8	\$405.00	\$450.00	\$479.69	\$447.83	\$377.18	\$319.84
	Associate	8	\$175.50	\$202.77	\$261.92	\$242.22	\$206.74	\$200.32
Chicago, IL	Partner	25	\$420.00	\$574.89	\$691.17	\$557.54	\$519.88	\$554.38
	Associate	34	\$325.00	\$384.02	\$480.00	\$396.50	\$369.73	\$375.68
Los Angeles, CA	Partner	12	\$515.50	\$652.66	\$675.00	\$618.40	\$545.31	\$524.59
	Associate	n/a	n/a	n/a	n/a	n/a	\$376.98	\$395.81
New York, NY	Partner	56	\$488.25	\$589.00	\$685.65	\$611.52	\$610.57	\$634.18
	Associate	47	\$279.26	\$365.00	\$510.00	\$398.68	\$410.59	\$401.44
Seattle, WA	Partner	8	\$386.27	\$440.37	\$468.81	\$428.35	\$422.87	\$429.78
	Associate	13	\$263.00	\$275.00	\$353.57	\$301.92	\$289.41	\$256.41
Washington, DC	Partner	30	\$525.87	\$589.05	\$697.50	\$610.00	\$570.44	\$608.20
	Associate	22	\$280.00	\$345.75	\$390.00	\$363.71	\$326.89	\$359.31

## Section III: Practice Area Analysis

### Intellectual Property: Trademarks

By Years of Experience and Matter Type

2015—Real Rates for Partners						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	18	\$385.00	\$483.38	\$537.08	\$472.80	\$441.92	\$484.99
	Non-Litigation	56	\$429.12	\$532.74	\$645.00	\$545.51	\$507.74	\$514.94
21 or More Years	Litigation	29	\$420.00	\$510.00	\$630.67	\$543.35	\$554.16	\$627.55
	Non-Litigation	94	\$470.91	\$567.75	\$678.30	\$579.89	\$553.66	\$558.22

2015—Real Rates for Associates						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Non-Litigation	13	\$240.00	\$275.40	\$280.00	\$267.68	\$303.83	\$310.58
3 to Fewer Than 7 Years	Litigation	7	\$250.00	\$280.25	\$361.25	\$292.75	\$295.77	\$395.80
	Non-Litigation	38	\$255.00	\$371.99	\$498.75	\$398.07	\$381.83	\$347.68
7 and More Years	Litigation	n/a	n/a	n/a	n/a	n/a	\$375.25	\$363.20
	Non-Litigation	48	\$301.63	\$381.58	\$465.47	\$382.66	\$387.44	\$379.07

## Section III: Practice Area Analysis

### Intellectual Property: Trademarks

By Firm Size and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	15	\$395.00	\$425.00	\$534.15	\$449.52	\$412.15	\$413.65
		Associate	7	\$250.00	\$308.15	\$316.31	\$294.49	\$214.45	\$303.19
	Non-Litigation	Partner	57	\$421.85	\$475.00	\$542.05	\$480.23	\$432.43	\$419.81
		Associate	52	\$218.94	\$279.63	\$341.00	\$286.39	\$287.80	\$276.54
51–200 Lawyers	Litigation	Partner	9	\$350.00	\$385.00	\$400.00	\$397.78	n/a	\$401.27
		Associate	7	\$255.00	\$275.00	\$350.00	\$282.14	n/a	n/a
	Non-Litigation	Partner	17	\$339.62	\$475.00	\$519.02	\$461.78	\$481.00	\$478.62
		Associate	11	\$205.00	\$225.00	\$325.00	\$251.65	\$288.00	\$299.22
201–500 Lawyers	Litigation	Partner	8	\$527.29	\$613.69	\$650.00	\$596.49	\$455.71	\$543.73
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Non-Litigation	Partner	26	\$511.22	\$575.05	\$678.30	\$617.17	\$600.45	\$562.26
		Associate	37	\$300.00	\$360.00	\$474.00	\$386.67	\$380.95	\$342.79
501–1,000 Lawyers	Litigation	Partner	11	\$471.75	\$595.00	\$664.26	\$569.18	\$580.76	\$639.46
		Associate	10	\$300.00	\$385.00	\$480.00	\$389.53	\$328.61	\$329.91
	Non-Litigation	Partner	41	\$525.87	\$595.00	\$675.00	\$610.37	\$573.09	\$628.28
		Associate	41	\$283.95	\$351.50	\$425.00	\$365.28	\$371.96	\$355.73
More Than 1,000 Lawyers	Non-Litigation	Partner	32	\$551.61	\$675.00	\$796.22	\$674.55	\$634.34	\$635.97
		Associate	25	\$390.00	\$475.00	\$615.00	\$463.66	\$415.74	\$406.02

## Section III: Practice Area Analysis

### Intellectual Property: Other

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Atlanta, GA	Partner	13	\$500.00	\$544.65	\$626.15	\$541.22	\$513.41	\$599.23
	Associate	9	\$280.00	\$319.67	\$325.00	\$282.06	\$472.32	\$393.03
Austin, TX	Partner	10	\$301.00	\$410.87	\$490.00	\$407.24	n/a	n/a
	Associate	13	\$215.00	\$245.00	\$255.00	\$261.83	\$263.67	n/a
Boston, MA	Partner	23	\$397.50	\$525.00	\$625.00	\$535.28	\$561.34	\$532.66
	Associate	15	\$192.71	\$275.32	\$357.00	\$273.78	\$397.76	\$381.82
Chicago, IL	Partner	82	\$395.00	\$492.30	\$635.00	\$524.52	\$544.00	\$537.06
	Associate	61	\$249.38	\$348.35	\$420.00	\$365.87	\$344.17	\$341.23
Dallas, TX	Partner	8	\$715.00	\$775.00	\$802.50	\$759.25	\$700.98	n/a
	Associate	11	\$256.00	\$298.00	\$525.00	\$378.45	\$414.08	\$394.00
Denver, CO	Partner	7	\$450.00	\$470.00	\$516.72	\$498.72	\$458.66	\$503.48
	Associate	12	\$245.97	\$309.08	\$404.70	\$346.62	\$297.80	\$363.25
Detroit, MI	Partner	17	\$279.00	\$310.00	\$420.00	\$369.05	\$355.04	\$356.47
	Associate	18	\$200.00	\$220.25	\$252.00	\$229.26	\$233.06	\$218.73
Greenville, SC	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Associate	13	\$210.00	\$220.00	\$235.00	\$226.75	n/a	n/a
Houston, TX	Partner	n/a	n/a	n/a	n/a	n/a	\$489.76	\$511.58
	Associate	34	\$182.66	\$229.19	\$269.66	\$234.21	\$229.24	\$241.51
Indianapolis, IN	Partner	13	\$440.00	\$455.00	\$545.00	\$485.77	\$463.33	\$445.03
	Associate	12	\$277.50	\$325.00	\$382.50	\$331.05	\$294.32	\$257.86
Las Vegas, NV	Partner	7	\$350.00	\$360.00	\$410.00	\$345.00	n/a	\$398.12
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Los Angeles, CA	Partner	39	\$556.75	\$695.00	\$870.00	\$705.22	\$621.18	\$587.55
	Associate	42	\$343.00	\$474.13	\$568.00	\$472.41	\$427.91	\$427.05
Miami, FL	Partner	9	\$325.00	\$350.00	\$560.00	\$425.00	n/a	n/a
	Associate	14	\$275.00	\$317.50	\$485.00	\$351.21	n/a	n/a
Milwaukee, WI	Partner	8	\$325.00	\$335.00	\$376.00	\$345.83	\$368.44	\$424.03
	Associate	n/a	n/a	n/a	n/a	n/a	\$256.99	\$258.06
Minneapolis, MN	Partner	35	\$346.50	\$480.00	\$550.00	\$475.80	\$419.64	\$587.75
	Associate	47	\$240.00	\$270.00	\$310.50	\$284.14	\$498.02	\$722.97
New York, NY	Partner	96	\$490.00	\$655.13	\$901.00	\$693.84	\$635.20	\$645.38
	Associate	123	\$291.00	\$390.00	\$575.00	\$435.98	\$398.42	\$383.94
Orlando, FL	Partner	10	\$400.00	\$486.13	\$622.35	\$525.85	n/a	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	\$313.29	n/a



## Section III: Practice Area Analysis

### Intellectual Property: Other

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Philadelphia, PA	Partner	38	\$510.00	\$600.47	\$721.00	\$617.63	\$556.88	\$546.85
	Associate	32	\$275.63	\$300.00	\$393.13	\$333.80	\$319.30	\$343.75
Portland, OR	Partner	11	\$350.00	\$400.00	\$408.50	\$390.91	n/a	n/a
	Associate	13	\$228.00	\$285.00	\$290.00	\$263.28	n/a	n/a
San Diego, CA	Partner	8	\$687.79	\$727.50	\$860.00	\$750.70	\$684.16	\$583.45
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
San Francisco, CA	Partner	32	\$527.11	\$665.02	\$855.00	\$684.43	\$578.99	\$594.72
	Associate	25	\$408.00	\$500.00	\$615.00	\$496.60	\$424.76	\$379.79
San Jose, CA	Partner	16	\$397.50	\$727.50	\$871.00	\$667.29	\$648.89	\$556.35
	Associate	n/a	n/a	n/a	n/a	n/a	\$470.76	\$457.69
Seattle, WA	Partner	12	\$328.39	\$424.00	\$483.67	\$413.89	\$439.22	\$451.11
	Associate	n/a	n/a	n/a	n/a	n/a	\$298.69	n/a
St. Louis, MO	Partner	15	\$325.00	\$435.00	\$468.00	\$418.33	\$407.60	\$391.18
	Associate	30	\$202.00	\$234.00	\$250.00	\$235.61	\$229.60	\$226.92
Washington, DC	Partner	89	\$563.00	\$677.88	\$800.00	\$682.53	\$650.50	\$632.51
	Associate	88	\$328.47	\$394.50	\$485.69	\$419.29	\$373.29	\$357.40

## Section III: Practice Area Analysis

### Intellectual Property: Other

By Years of Experience and Matter Type

2015—Real Rates for Partners						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	76	\$372.50	\$512.50	\$622.75	\$509.19	\$501.95	\$500.20
	Non-Litigation	199	\$375.05	\$495.00	\$693.00	\$534.66	\$508.09	\$509.11
21 or More Years	Litigation	115	\$405.00	\$560.00	\$716.80	\$570.48	\$577.04	\$573.45
	Non-Litigation	216	\$431.24	\$559.16	\$763.13	\$623.50	\$565.52	\$588.72

2015—Real Rates for Associates						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	10	\$225.00	\$272.00	\$338.00	\$270.40	\$298.14	\$330.75
	Non-Litigation	35	\$195.00	\$277.84	\$400.00	\$309.15	\$273.63	\$278.72
3 to Fewer Than 7 Years	Litigation	40	\$279.00	\$357.50	\$452.63	\$382.89	\$379.20	\$360.97
	Non-Litigation	95	\$245.00	\$302.00	\$421.27	\$369.21	\$368.96	\$408.08
7 and More Years	Litigation	45	\$283.00	\$395.00	\$485.00	\$405.07	\$392.16	\$379.40
	Non-Litigation	106	\$285.00	\$355.50	\$480.00	\$412.64	\$401.89	\$388.84

## Section III: Practice Area Analysis

### Intellectual Property: Other

By Firm Size and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	41	\$240.00	\$315.00	\$450.00	\$354.50	\$321.30	\$350.22
		Associate	28	\$167.50	\$240.00	\$300.00	\$254.97	\$244.00	\$270.81
	Non-Litigation	Partner	105	\$330.00	\$415.00	\$450.00	\$412.05	\$391.72	\$466.42
		Associate	133	\$215.00	\$250.00	\$310.00	\$277.53	\$357.21	\$442.21
51–200 Lawyers	Litigation	Partner	40	\$330.47	\$443.53	\$560.25	\$463.44	\$433.37	\$487.17
		Associate	24	\$228.00	\$300.00	\$350.00	\$285.08	\$287.77	\$312.83
	Non-Litigation	Partner	101	\$342.00	\$409.07	\$530.00	\$438.85	\$429.45	\$444.66
		Associate	80	\$220.25	\$280.00	\$323.37	\$277.87	\$275.07	\$285.82
201–500 Lawyers	Litigation	Partner	51	\$425.00	\$585.20	\$715.00	\$578.81	\$558.64	\$599.06
		Associate	42	\$300.00	\$355.00	\$485.00	\$386.49	\$344.77	\$323.74
	Non-Litigation	Partner	88	\$421.50	\$500.00	\$642.50	\$544.33	\$513.38	\$512.92
		Associate	91	\$235.00	\$280.00	\$361.83	\$308.34	\$321.07	\$318.16
501–1,000 Lawyers	Litigation	Partner	50	\$513.03	\$609.64	\$745.00	\$632.62	\$580.29	\$592.50
		Associate	51	\$300.00	\$400.00	\$487.62	\$412.93	\$393.59	\$377.93
	Non-Litigation	Partner	106	\$543.41	\$668.85	\$891.28	\$731.70	\$626.90	\$659.23
		Associate	93	\$313.57	\$424.00	\$620.00	\$466.89	\$403.10	\$388.51
More Than 1,000 Lawyers	Litigation	Partner	38	\$545.00	\$638.56	\$795.00	\$679.03	\$715.30	\$675.65
		Associate	53	\$293.25	\$385.00	\$442.00	\$395.38	\$455.76	\$447.41
	Non-Litigation	Partner	79	\$700.19	\$787.96	\$950.00	\$817.86	\$737.57	\$716.03
		Associate	67	\$430.00	\$568.00	\$667.00	\$549.60	\$500.80	\$466.55

## Section III: Practice Area Analysis

### Labor and Employment

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Atlanta, GA	Partner	113	\$350.00	\$400.00	\$520.00	\$442.16	\$387.80	\$373.39
	Associate	95	\$180.00	\$255.00	\$310.00	\$253.73	\$282.39	\$285.71
Austin, TX	Partner	17	\$350.00	\$425.00	\$472.50	\$434.82	\$386.67	\$365.50
	Associate	7	\$265.00	\$295.00	\$303.14	\$317.59	\$276.58	\$270.87
Baltimore, MD	Partner	25	\$395.00	\$420.00	\$505.00	\$468.07	\$431.08	\$467.12
	Associate	22	\$265.00	\$317.13	\$395.00	\$348.86	\$313.53	\$326.75
Birmingham, AL	Partner	17	\$285.00	\$320.00	\$346.50	\$308.89	\$292.18	\$257.99
	Associate	7	\$214.05	\$242.00	\$304.05	\$249.44	\$199.72	\$199.46
Boston, MA	Partner	75	\$380.00	\$500.00	\$700.00	\$540.53	\$499.72	\$505.35
	Associate	82	\$310.00	\$370.26	\$532.00	\$435.52	\$350.26	\$340.99
Buffalo, NY	Partner	14	\$300.00	\$300.00	\$300.00	\$309.43	\$293.78	\$287.26
	Associate	7	\$205.00	\$225.00	\$225.00	\$216.43	\$202.78	\$182.27
Charleston, WV	Partner	9	\$188.04	\$240.00	\$240.00	\$222.27	\$223.26	\$224.26
	Associate	10	\$160.00	\$165.82	\$187.00	\$173.79	\$194.36	\$173.88
Charlotte, NC	Partner	18	\$345.00	\$485.20	\$525.00	\$457.41	\$445.52	\$433.58
	Associate	12	\$238.01	\$290.00	\$344.50	\$288.28	\$314.62	\$288.06
Chicago, IL	Partner	232	\$426.32	\$551.31	\$679.56	\$558.75	\$536.95	\$514.01
	Associate	246	\$281.00	\$349.50	\$404.89	\$351.37	\$344.81	\$338.27
Cincinnati, OH	Partner	23	\$320.00	\$379.52	\$470.00	\$381.60	\$368.80	\$338.25
	Associate	12	\$200.05	\$230.00	\$258.50	\$232.82	\$222.28	\$210.24
Cleveland, OH	Partner	75	\$315.00	\$380.00	\$504.00	\$421.17	\$417.51	\$400.47
	Associate	55	\$240.00	\$265.17	\$315.00	\$287.25	\$272.01	\$246.54
Columbia, SC	Partner	13	\$315.00	\$350.35	\$414.81	\$369.35	\$347.58	\$352.85
	Associate	12	\$224.68	\$272.24	\$286.48	\$261.62	\$242.08	\$235.69
Columbus, OH	Partner	20	\$310.00	\$377.13	\$450.00	\$385.26	\$363.05	\$335.08
	Associate	14	\$230.00	\$280.00	\$360.00	\$291.61	\$247.16	\$243.11
Dallas, TX	Partner	64	\$379.55	\$447.50	\$560.00	\$498.96	\$451.60	\$423.29
	Associate	59	\$270.00	\$295.00	\$445.00	\$362.09	\$290.43	\$305.90
Denver, CO	Partner	44	\$348.00	\$421.28	\$513.50	\$440.29	\$384.24	\$363.14
	Associate	34	\$253.20	\$295.60	\$310.00	\$287.01	\$291.25	\$274.27
Detroit, MI	Partner	26	\$290.00	\$330.00	\$390.00	\$335.29	\$328.35	\$326.81
	Associate	13	\$195.00	\$243.15	\$290.00	\$245.40	\$230.14	\$232.32
Greenville, SC	Partner	31	\$330.05	\$376.29	\$423.85	\$380.19	\$384.10	\$365.80
	Associate	16	\$230.29	\$255.00	\$285.15	\$251.04	\$236.00	\$246.39
Hartford, CT	Partner	13	\$354.58	\$410.89	\$425.00	\$405.04	\$377.05	\$335.25
	Associate	9	\$276.98	\$281.28	\$290.00	\$283.58	\$261.25	\$236.46

## Section III: Practice Area Analysis

### Labor and Employment

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Houston, TX	Partner	49	\$335.33	\$455.87	\$585.00	\$481.14	\$446.58	\$442.55
	Associate	32	\$255.00	\$285.00	\$337.50	\$319.04	\$334.44	\$322.11
Indianapolis, IN	Partner	29	\$324.38	\$360.00	\$415.86	\$374.26	\$372.37	\$360.92
	Associate	23	\$180.00	\$242.35	\$285.00	\$239.38	\$226.28	\$243.37
Kansas City, MO	Partner	23	\$325.00	\$360.00	\$405.00	\$375.10	\$334.69	\$321.98
	Associate	18	\$225.00	\$267.30	\$300.00	\$285.32	\$243.28	\$225.49
Las Vegas, NV	Partner	10	\$275.00	\$346.35	\$389.88	\$335.89	\$314.90	\$274.17
	Associate	10	\$223.80	\$235.37	\$286.99	\$255.15	\$244.22	\$238.53
Los Angeles, CA	Partner	200	\$360.00	\$492.95	\$647.50	\$527.11	\$473.62	\$504.74
	Associate	238	\$275.00	\$350.00	\$450.00	\$381.53	\$371.78	\$366.62
Louisville, KY	Partner	11	\$350.00	\$390.00	\$453.93	\$399.71	\$351.78	\$338.49
	Associate	11	\$175.00	\$195.00	\$200.00	\$192.55	\$189.58	\$191.92
Memphis, TN	Partner	14	\$295.00	\$307.42	\$380.00	\$342.19	\$347.66	\$316.74
	Associate	n/a	n/a	n/a	n/a	n/a	\$229.54	\$229.47
Miami, FL	Partner	28	\$312.24	\$379.75	\$451.37	\$384.59	\$334.54	\$328.93
	Associate	34	\$230.00	\$297.35	\$392.00	\$313.23	\$252.89	\$255.62
Milwaukee, WI	Partner	30	\$285.00	\$341.55	\$430.00	\$361.94	\$370.36	\$378.57
	Associate	25	\$225.58	\$266.44	\$275.00	\$247.09	\$259.48	\$245.41
Minneapolis, MN	Partner	40	\$347.48	\$442.50	\$500.00	\$425.30	\$406.31	\$369.75
	Associate	25	\$235.00	\$260.00	\$280.00	\$258.09	\$249.17	\$236.04
Nashville, TN	Partner	26	\$342.00	\$374.25	\$450.00	\$389.23	\$356.42	\$349.43
	Associate	20	\$181.51	\$218.10	\$251.75	\$220.32	\$209.87	\$204.37
New Orleans, LA	Partner	13	\$285.00	\$325.00	\$360.00	\$369.04	\$266.34	\$250.27
	Associate	8	\$190.03	\$237.50	\$267.97	\$225.94	\$270.43	\$218.35
New York, NY	Partner	398	\$477.60	\$672.50	\$875.00	\$689.35	\$625.98	\$607.27
	Associate	422	\$304.49	\$441.41	\$586.19	\$467.62	\$424.79	\$400.00
Orlando, FL	Partner	9	\$300.00	\$320.00	\$435.00	\$384.91	\$278.77	\$287.38
	Associate	11	\$247.82	\$280.00	\$292.50	\$285.34	\$223.55	\$208.84
Philadelphia, PA	Partner	158	\$395.00	\$549.50	\$655.00	\$557.24	\$518.87	\$516.49
	Associate	214	\$286.49	\$350.00	\$421.45	\$356.21	\$351.95	\$344.57
Phoenix, AZ	Partner	18	\$333.41	\$377.32	\$408.94	\$389.52	\$383.03	\$376.13
	Associate	10	\$240.00	\$268.35	\$310.25	\$291.39	\$302.38	\$263.26
Pittsburgh, PA	Partner	43	\$365.00	\$490.00	\$545.00	\$486.48	\$461.76	\$407.86
	Associate	43	\$261.00	\$290.00	\$364.00	\$313.60	\$288.25	\$271.17
Portland, OR	Partner	30	\$350.00	\$391.00	\$429.02	\$390.22	\$376.38	\$371.93
	Associate	33	\$246.43	\$270.00	\$305.32	\$268.77	\$261.34	\$273.25

## Section III: Practice Area Analysis

### Labor and Employment

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Raleigh, NC	Partner	11	\$300.00	\$325.71	\$400.00	\$341.00	\$296.91	\$327.35
	Associate	n/a	n/a	n/a	n/a	n/a	\$241.49	\$240.68
Richmond, VA	Partner	26	\$349.39	\$461.00	\$565.00	\$475.92	\$450.98	\$396.63
	Associate	38	\$273.00	\$323.72	\$346.83	\$312.40	\$301.64	\$297.59
Sacramento, CA	Partner	17	\$285.00	\$327.98	\$400.00	\$365.19	\$324.74	\$344.54
	Associate	20	\$240.00	\$250.00	\$260.00	\$268.57	\$255.27	\$264.45
San Diego, CA	Partner	37	\$325.00	\$355.00	\$382.01	\$363.12	\$363.95	\$350.93
	Associate	37	\$250.00	\$280.00	\$299.83	\$310.64	\$270.59	\$275.79
San Francisco, CA	Partner	133	\$375.00	\$472.15	\$630.00	\$519.81	\$522.85	\$539.88
	Associate	125	\$250.00	\$297.99	\$365.00	\$335.85	\$332.93	\$346.48
San Jose, CA	Partner	22	\$450.00	\$637.50	\$784.33	\$627.87	\$592.20	\$655.22
	Associate	20	\$283.31	\$351.51	\$418.50	\$368.16	\$391.15	\$388.53
San Juan, PR	Partner	22	\$160.00	\$180.41	\$230.00	\$189.53	\$209.46	\$201.10
	Associate	26	\$125.00	\$142.95	\$150.00	\$141.99	\$145.67	\$150.30
Seattle, WA	Partner	73	\$375.00	\$436.53	\$458.90	\$429.14	\$422.49	\$373.39
	Associate	43	\$230.00	\$260.00	\$303.13	\$286.44	\$290.85	\$251.45
St. Louis, MO	Partner	32	\$340.24	\$394.25	\$475.00	\$409.74	\$390.64	\$363.30
	Associate	19	\$230.00	\$246.21	\$343.20	\$279.87	\$253.12	\$210.76
Syracuse, NY	Partner	7	\$260.00	\$300.00	\$350.00	\$295.00	n/a	n/a
	Associate	7	\$170.00	\$175.00	\$205.00	\$175.00	\$197.51	\$192.91
Tampa, FL	Partner	24	\$292.50	\$377.50	\$429.78	\$367.08	\$330.83	\$332.77
	Associate	16	\$207.30	\$240.62	\$290.00	\$247.27	\$255.34	\$233.41
Trenton, NJ	Partner	8	\$432.50	\$495.88	\$593.70	\$509.02	\$502.63	\$490.12
	Associate	9	\$356.24	\$438.01	\$488.74	\$420.82	\$331.78	\$366.27
Washington, DC	Partner	231	\$548.66	\$698.75	\$825.00	\$683.35	\$652.13	\$629.27
	Associate	200	\$333.25	\$425.00	\$530.00	\$436.06	\$409.81	\$398.81

## Section III: Practice Area Analysis

### Labor and Employment

By Years of Experience and Matter Type

2015—Real Rates for Partners						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	583	\$320.00	\$395.00	\$556.84	\$458.66	\$391.55	\$387.72
	Non-Litigation	574	\$330.00	\$419.12	\$570.00	\$476.77	\$464.35	\$461.62
21 or More Years	Litigation	801	\$349.44	\$454.75	\$608.95	\$502.87	\$463.33	\$456.68
	Non-Litigation	892	\$384.97	\$500.00	\$658.00	\$538.39	\$534.66	\$527.24

2015—Real Rates for Associates						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	164	\$243.12	\$325.00	\$426.50	\$341.39	\$300.13	\$286.32
	Non-Litigation	100	\$243.00	\$277.50	\$360.00	\$305.56	\$281.84	\$288.35
3 to Fewer Than 7 Years	Litigation	449	\$250.00	\$303.13	\$471.24	\$370.83	\$333.85	\$325.60
	Non-Litigation	299	\$256.50	\$300.00	\$398.23	\$350.41	\$348.72	\$334.35
7 and More Years	Litigation	435	\$255.00	\$325.00	\$430.73	\$362.66	\$339.94	\$327.41
	Non-Litigation	402	\$285.00	\$355.62	\$450.00	\$389.00	\$384.79	\$379.17



## Section III: Practice Area Analysis

### Labor and Employment

By Firm Size and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	205	\$225.00	\$310.00	\$395.00	\$332.49	\$301.97	\$297.30
		Associate	163	\$175.00	\$230.00	\$285.00	\$241.91	\$224.27	\$227.48
	Non-Litigation	Partner	160	\$250.00	\$330.00	\$397.50	\$360.54	\$354.76	\$322.42
		Associate	105	\$190.00	\$241.09	\$295.00	\$247.30	\$245.64	\$230.65
51–200 Lawyers	Litigation	Partner	204	\$291.12	\$350.99	\$435.00	\$373.81	\$302.22	\$309.18
		Associate	143	\$200.00	\$245.00	\$300.00	\$258.29	\$220.79	\$218.70
	Non-Litigation	Partner	222	\$320.00	\$395.00	\$510.00	\$427.42	\$409.73	\$401.92
		Associate	147	\$210.00	\$250.91	\$340.00	\$282.78	\$271.12	\$262.29
201–500 Lawyers	Litigation	Partner	304	\$350.00	\$424.50	\$516.88	\$450.53	\$390.70	\$391.36
		Associate	264	\$230.00	\$280.58	\$335.00	\$295.32	\$273.75	\$271.04
	Non-Litigation	Partner	374	\$346.50	\$414.98	\$504.10	\$434.37	\$429.15	\$415.30
		Associate	234	\$250.00	\$275.00	\$320.00	\$289.17	\$287.52	\$285.93
501–1,000 Lawyers	Litigation	Partner	583	\$350.00	\$462.80	\$630.00	\$518.33	\$491.67	\$486.16
		Associate	662	\$255.00	\$320.00	\$430.00	\$365.04	\$365.07	\$342.15
	Non-Litigation	Partner	579	\$395.30	\$495.00	\$672.49	\$555.99	\$554.76	\$552.14
		Associate	463	\$285.00	\$340.00	\$450.00	\$391.41	\$381.79	\$370.28
More Than 1,000 Lawyers	Litigation	Partner	244	\$550.00	\$700.00	\$841.50	\$705.65	\$671.65	\$657.73
		Associate	373	\$364.50	\$435.00	\$532.00	\$449.08	\$418.35	\$414.75
	Non-Litigation	Partner	307	\$580.00	\$695.00	\$799.00	\$702.43	\$674.80	\$677.10
		Associate	326	\$310.00	\$397.11	\$481.94	\$417.36	\$412.93	\$424.70

## Section III: Practice Area Analysis

### Real Estate

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Albany, NY	Partner	7	\$203.35	\$275.00	\$325.00	\$313.81	n/a	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$207.41
Albuquerque, NM	Partner	10	\$200.00	\$210.00	\$219.87	\$224.59	\$220.95	\$220.29
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Atlanta, GA	Partner	86	\$260.00	\$306.04	\$495.00	\$402.12	\$383.64	\$354.50
	Associate	90	\$200.00	\$243.75	\$385.00	\$298.40	\$280.23	\$248.60
Austin, TX	Partner	10	\$310.00	\$327.50	\$425.00	\$357.20	\$389.14	\$357.07
	Associate	10	\$225.00	\$265.00	\$295.00	\$275.05	\$230.79	\$224.29
Baltimore, MD	Partner	21	\$295.00	\$325.00	\$385.00	\$348.72	\$384.24	\$350.48
	Associate	25	\$204.00	\$225.00	\$275.00	\$252.93	\$266.91	\$250.53
Baton Rouge, LA	Partner	10	\$185.00	\$277.50	\$295.00	\$253.77	\$224.14	\$263.07
	Associate	11	\$150.00	\$180.00	\$190.00	\$181.82	\$185.76	\$169.13
Birmingham, AL	Partner	25	\$285.00	\$290.00	\$300.00	\$307.15	\$294.33	\$285.12
	Associate	36	\$205.00	\$210.00	\$225.00	\$215.65	\$211.45	\$205.22
Boise, ID	Partner	9	\$225.00	\$225.00	\$240.00	\$223.89	\$229.32	\$214.46
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$160.08
Boston, MA	Partner	65	\$225.00	\$385.00	\$660.00	\$470.24	\$449.78	\$413.67
	Associate	70	\$194.93	\$320.00	\$470.00	\$355.01	\$335.79	\$305.28
Bridgeport, CT	Partner	12	\$265.00	\$270.00	\$315.00	\$290.88	\$308.30	\$294.65
	Associate	8	\$175.00	\$242.50	\$255.58	\$217.02	\$214.15	\$206.53
Buffalo, NY	Partner	10	\$260.00	\$322.00	\$325.00	\$287.56	\$304.77	\$265.91
	Associate	9	\$165.00	\$210.00	\$285.00	\$217.22	\$232.15	\$231.98
Burlington, VT	Partner	9	\$210.00	\$210.00	\$225.00	\$227.76	\$228.57	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Charleston, SC	Partner	12	\$265.00	\$300.00	\$314.00	\$293.58	\$265.36	\$278.25
	Associate	12	\$215.00	\$225.00	\$242.50	\$222.92	\$212.05	\$202.05
Charleston, WV	Partner	10	\$225.00	\$225.00	\$250.00	\$239.30	\$241.38	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Charlotte, NC	Partner	27	\$275.00	\$285.00	\$385.00	\$335.01	\$310.33	\$327.50
	Associate	30	\$200.00	\$215.00	\$250.00	\$262.56	\$235.24	\$219.66
Chicago, IL	Partner	159	\$295.00	\$425.00	\$594.00	\$457.85	\$465.48	\$414.18
	Associate	159	\$230.00	\$305.00	\$380.00	\$314.79	\$306.21	\$280.67
Cincinnati, OH	Partner	17	\$285.00	\$378.08	\$420.00	\$345.78	\$360.98	\$363.44
	Associate	10	\$190.00	\$207.50	\$230.00	\$210.50	\$221.66	\$208.72
Cleveland, OH	Partner	68	\$275.00	\$367.50	\$460.57	\$380.35	\$391.26	\$375.99
	Associate	76	\$195.00	\$240.00	\$274.88	\$241.78	\$240.88	\$239.31

## Section III: Practice Area Analysis

### Real Estate

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Columbia, SC	Partner	14	\$250.00	\$280.00	\$325.00	\$295.84	\$297.85	\$275.64
	Associate	9	\$205.00	\$225.00	\$235.00	\$221.34	\$192.24	\$215.31
Columbus, OH	Partner	12	\$300.00	\$337.50	\$390.00	\$325.79	\$350.59	\$326.68
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Dallas, TX	Partner	51	\$274.04	\$325.00	\$550.00	\$405.09	\$398.58	\$392.55
	Associate	34	\$215.00	\$235.00	\$375.00	\$287.62	\$294.35	\$250.42
Denver, CO	Partner	53	\$275.00	\$325.00	\$425.00	\$353.99	\$362.87	\$358.79
	Associate	44	\$205.00	\$250.00	\$275.00	\$242.86	\$260.45	\$252.72
Des Moines, IA	Partner	8	\$190.00	\$190.00	\$227.50	\$206.88	\$226.64	\$235.99
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Detroit, MI	Partner	43	\$184.72	\$225.00	\$360.00	\$273.48	\$253.44	\$258.10
	Associate	44	\$165.00	\$190.00	\$262.50	\$210.59	\$194.35	\$195.89
Fresno, CA	Partner	9	\$275.00	\$290.00	\$294.94	\$281.51	n/a	n/a
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Greensboro, NC	Partner	8	\$250.00	\$252.50	\$285.00	\$265.00	\$277.68	\$257.06
	Associate	n/a	n/a	n/a	n/a	n/a	\$189.28	\$204.32
Hartford, CT	Partner	14	\$250.00	\$335.00	\$450.00	\$362.85	\$332.38	\$316.54
	Associate	8	\$173.16	\$242.50	\$315.00	\$244.54	\$238.76	\$227.14
Honolulu, HI	Partner	32	\$243.28	\$275.00	\$300.00	\$288.09	\$262.70	\$258.65
	Associate	18	\$150.00	\$174.65	\$190.00	\$179.16	\$168.40	\$165.23
Houston, TX	Partner	28	\$275.00	\$300.58	\$475.00	\$362.03	\$346.83	\$393.42
	Associate	16	\$200.00	\$235.00	\$243.25	\$241.39	\$249.43	\$274.88
Indianapolis, IN	Partner	22	\$215.00	\$322.50	\$405.00	\$324.69	\$293.80	\$266.11
	Associate	18	\$165.00	\$197.11	\$228.00	\$203.45	\$210.86	\$215.22
Jackson, MS	Partner	9	\$273.52	\$275.00	\$313.41	\$290.05	\$221.30	\$238.21
	Associate	9	\$190.00	\$211.35	\$217.62	\$198.77	\$196.94	\$199.45
Jacksonville, FL	Partner	22	\$275.00	\$297.50	\$327.45	\$303.04	\$312.69	\$319.37
	Associate	17	\$185.00	\$235.00	\$250.00	\$237.65	\$237.63	\$228.98
Kansas City, MO	Partner	38	\$285.00	\$368.54	\$430.00	\$356.68	\$306.58	\$242.48
	Associate	38	\$220.00	\$262.50	\$295.00	\$259.62	\$233.33	\$192.14
Las Vegas, NV	Partner	20	\$205.28	\$275.00	\$469.52	\$344.98	\$315.83	\$314.41
	Associate	26	\$160.00	\$190.00	\$270.00	\$217.12	\$209.74	\$226.28
Lexington, KY	Partner	8	\$295.00	\$300.00	\$324.21	\$307.28	\$292.52	\$274.78
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$169.57
Little Rock, AR	Partner	9	\$215.00	\$215.00	\$215.00	\$218.88	\$217.92	\$226.41
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$176.25

## Section III: Practice Area Analysis

### Real Estate

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Los Angeles, CA	Partner	138	\$300.00	\$396.67	\$558.00	\$462.76	\$432.58	\$409.63
	Associate	126	\$225.00	\$250.00	\$397.53	\$324.59	\$313.06	\$300.19
Louisville, KY	Partner	9	\$210.00	\$270.00	\$295.00	\$286.67	\$280.50	\$259.50
	Associate	9	\$195.00	\$195.00	\$210.00	\$201.78	\$192.87	\$187.94
Memphis, TN	Partner	12	\$260.00	\$287.50	\$337.50	\$295.39	\$291.75	\$267.94
	Associate	9	\$185.00	\$185.00	\$220.00	\$201.07	\$188.28	\$192.65
Miami, FL	Partner	100	\$297.05	\$379.00	\$499.61	\$400.12	\$386.38	\$367.26
	Associate	93	\$185.00	\$225.00	\$300.00	\$253.23	\$244.10	\$236.57
Milwaukee, WI	Partner	18	\$260.00	\$342.25	\$365.00	\$345.36	\$319.17	\$307.97
	Associate	14	\$225.00	\$225.00	\$245.00	\$242.48	\$212.27	\$219.79
Minneapolis, MN	Partner	30	\$225.00	\$240.30	\$395.00	\$307.25	\$288.24	\$262.13
	Associate	28	\$190.00	\$200.00	\$255.00	\$227.65	\$201.90	\$201.53
Nashville, TN	Partner	24	\$250.00	\$311.10	\$407.00	\$325.73	\$354.41	\$332.75
	Associate	25	\$175.79	\$198.00	\$215.00	\$198.93	\$200.12	\$202.29
New Orleans, LA	Partner	21	\$250.00	\$275.00	\$300.00	\$272.41	\$294.95	\$268.18
	Associate	26	\$150.00	\$175.00	\$225.00	\$186.15	\$195.01	\$195.64
New York, NY	Partner	216	\$350.00	\$480.00	\$667.88	\$521.45	\$509.14	\$480.75
	Associate	209	\$250.00	\$295.00	\$425.00	\$363.34	\$358.86	\$323.55
Oklahoma City, OK	Partner	15	\$200.00	\$200.00	\$340.00	\$263.33	\$227.92	\$209.99
	Associate	12	\$175.00	\$197.50	\$205.00	\$194.75	n/a	\$170.38
Orlando, FL	Partner	32	\$285.00	\$316.62	\$385.00	\$334.81	\$332.08	\$336.51
	Associate	23	\$211.11	\$230.00	\$250.00	\$225.73	\$222.32	\$229.59
Philadelphia, PA	Partner	90	\$265.00	\$380.00	\$510.00	\$397.51	\$410.74	\$409.95
	Associate	81	\$225.00	\$290.00	\$325.00	\$270.52	\$265.26	\$253.55
Phoenix, AZ	Partner	42	\$246.61	\$275.00	\$375.00	\$308.53	\$309.60	\$302.22
	Associate	19	\$190.00	\$225.00	\$250.00	\$227.42	\$231.00	\$212.22
Pittsburgh, PA	Partner	33	\$225.00	\$250.00	\$465.00	\$362.65	\$373.21	\$331.80
	Associate	53	\$175.00	\$271.23	\$347.16	\$262.98	\$257.96	\$208.00
Portland, ME	Partner	8	\$185.00	\$200.00	\$200.00	\$193.13	\$192.14	\$195.62
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Portland, OR	Partner	22	\$275.00	\$295.00	\$375.00	\$326.80	\$303.74	\$313.36
	Associate	14	\$190.00	\$207.50	\$240.00	\$221.79	\$222.48	\$204.69
Providence, RI	Partner	11	\$185.00	\$300.00	\$350.00	\$301.36	\$266.58	\$244.44
	Associate	11	\$140.00	\$145.00	\$225.00	\$176.36	\$178.87	\$183.44

## Section III: Practice Area Analysis

### Real Estate

By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Raleigh, NC	Partner	18	\$250.00	\$262.50	\$285.00	\$276.93	\$295.00	\$286.53
	Associate	n/a	n/a	n/a	n/a	n/a	\$201.44	\$201.11
Richmond, VA	Partner	9	\$250.00	\$250.00	\$370.00	\$323.33	\$290.00	\$270.89
	Associate	14	\$240.00	\$281.00	\$290.00	\$268.69	\$252.56	\$232.77
Rochester, NY	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Associate	7	\$175.00	\$225.00	\$285.00	\$235.71	n/a	n/a
Sacramento, CA	Partner	8	\$225.00	\$302.03	\$410.00	\$333.82	\$336.95	\$409.43
	Associate	8	\$224.32	\$250.00	\$262.41	\$246.68	\$245.58	n/a
Salt Lake City, UT	Partner	20	\$219.78	\$255.00	\$279.99	\$254.40	\$262.97	\$293.22
	Associate	12	\$175.92	\$192.50	\$262.50	\$214.89	\$228.13	\$238.13
San Diego, CA	Partner	49	\$250.00	\$315.00	\$445.00	\$364.24	\$379.53	\$328.95
	Associate	29	\$185.00	\$225.00	\$290.00	\$283.39	\$265.97	\$230.69
San Francisco, CA	Partner	64	\$297.50	\$422.50	\$619.90	\$458.03	\$437.15	\$430.90
	Associate	43	\$226.20	\$295.00	\$460.50	\$335.44	\$347.25	\$332.28
San Jose, CA	Partner	7	\$335.00	\$445.00	\$820.00	\$572.14	n/a	\$440.15
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
San Juan, PR	Partner	10	\$150.00	\$247.50	\$255.00	\$225.50	\$217.33	\$214.96
	Associate	n/a	n/a	n/a	n/a	n/a	\$155.00	\$149.90
Seattle, WA	Partner	48	\$320.00	\$381.50	\$440.00	\$394.62	\$410.93	\$382.50
	Associate	32	\$225.00	\$242.50	\$272.50	\$253.47	\$258.66	\$235.10
St. Louis, MO	Partner	31	\$200.00	\$320.00	\$350.00	\$309.41	\$307.76	\$268.76
	Associate	25	\$157.69	\$179.30	\$225.00	\$193.45	\$203.98	\$207.08
Tampa, FL	Partner	26	\$275.00	\$315.00	\$445.00	\$364.95	\$354.62	\$351.42
	Associate	16	\$175.00	\$212.50	\$295.00	\$232.99	\$216.46	\$236.80
Trenton, NJ	Partner	8	\$330.00	\$387.50	\$502.50	\$411.92	\$330.56	\$334.50
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$241.99
Virginia Beach, VA	Partner	12	\$275.00	\$340.00	\$370.00	\$323.50	\$323.88	\$323.80
	Associate	n/a	n/a	n/a	n/a	n/a	\$205.91	\$200.91
Washington, DC	Partner	79	\$295.00	\$450.00	\$650.00	\$502.77	\$496.82	\$457.43
	Associate	78	\$247.00	\$300.00	\$365.00	\$323.79	\$318.10	\$305.07

## Section III: Practice Area Analysis

### Real Estate

By Years of Experience and Matter Type

2015—Real Rates for Partners						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 21 Years	Litigation	369	\$215.00	\$270.00	\$310.00	\$287.82	\$295.38	\$302.57
	Non-Litigation	622	\$250.00	\$300.00	\$400.00	\$354.12	\$349.89	\$324.86
21 or More Years	Litigation	581	\$235.00	\$295.00	\$380.00	\$334.01	\$332.51	\$338.29
	Non-Litigation	1,004	\$275.00	\$350.00	\$495.00	\$405.01	\$386.49	\$370.18

2015—Real Rates for Associates						Trend Analysis (Mean)		
Years of Experience	Matter Type	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Fewer Than 3 Years	Litigation	95	\$175.00	\$200.00	\$241.20	\$215.95	\$210.88	\$213.72
	Non-Litigation	128	\$187.50	\$218.22	\$285.00	\$239.08	\$225.68	\$218.02
3 to Fewer Than 7 Years	Litigation	201	\$180.00	\$215.00	\$250.00	\$238.02	\$236.52	\$230.18
	Non-Litigation	309	\$195.00	\$250.00	\$320.00	\$277.70	\$261.66	\$242.67
7 and More Years	Litigation	304	\$186.65	\$222.95	\$258.30	\$239.79	\$233.78	\$243.32
	Non-Litigation	487	\$200.00	\$250.00	\$333.75	\$298.62	\$286.58	\$267.30

## Section III: Practice Area Analysis

### Real Estate

By Firm Size and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	505	\$210.00	\$250.00	\$300.00	\$265.73	\$261.56	\$263.67
		Associate	419	\$175.00	\$200.00	\$235.00	\$204.01	\$200.70	\$198.38
	Non-Litigation	Partner	657	\$220.00	\$265.00	\$325.00	\$279.12	\$272.54	\$274.57
		Associate	489	\$175.00	\$200.00	\$250.00	\$211.15	\$206.73	\$203.68
51–200 Lawyers	Litigation	Partner	285	\$220.00	\$275.00	\$325.00	\$294.27	\$297.38	\$292.93
		Associate	244	\$170.00	\$200.00	\$240.00	\$212.74	\$203.18	\$209.64
	Non-Litigation	Partner	460	\$275.00	\$320.00	\$415.00	\$345.37	\$336.66	\$331.52
		Associate	314	\$175.00	\$225.00	\$274.76	\$231.93	\$231.57	\$227.13
201–500 Lawyers	Litigation	Partner	149	\$285.00	\$325.00	\$435.00	\$376.68	\$374.36	\$395.75
		Associate	142	\$210.00	\$240.00	\$295.00	\$268.70	\$269.68	\$279.96
	Non-Litigation	Partner	305	\$306.00	\$385.00	\$475.00	\$415.12	\$406.50	\$387.90
		Associate	268	\$225.00	\$273.30	\$317.50	\$287.22	\$281.29	\$268.00
501–1,000 Lawyers	Litigation	Partner	40	\$300.00	\$358.96	\$562.50	\$450.78	\$470.25	\$451.00
		Associate	59	\$220.08	\$250.00	\$375.00	\$296.82	\$299.21	\$301.74
	Non-Litigation	Partner	163	\$450.00	\$540.00	\$693.00	\$563.61	\$514.28	\$493.39
		Associate	189	\$286.00	\$365.00	\$460.70	\$384.75	\$361.02	\$325.80
More Than 1,000 Lawyers	Litigation	Partner	39	\$625.00	\$725.00	\$875.00	\$746.95	\$693.58	\$662.36
		Associate	34	\$343.14	\$407.50	\$575.00	\$452.97	\$426.45	\$418.34
	Non-Litigation	Partner	185	\$500.50	\$620.69	\$850.00	\$681.42	\$661.46	\$629.60
		Associate	224	\$295.63	\$365.00	\$475.00	\$405.06	\$411.61	\$401.65



## Section IV: In-Depth Analysis for Select US Cities

### Baltimore, MD

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	50 Lawyers or Fewer	Partner	25	\$316.00	\$336.00	\$360.00	\$337.64	\$344.09	\$343.71
		Associate	15	\$195.00	\$202.50	\$248.00	\$216.67	\$209.83	\$207.64
Commercial	50 Lawyers or Fewer	Partner	12	\$339.00	\$437.50	\$544.25	\$452.21	\$416.54	n/a
		Associate	n/a	n/a	n/a	n/a	n/a	\$245.16	\$216.43
Corporate: Mergers, Acquisitions, and Divestitures	501-1,000 Lawyers	Partner	8	\$566.72	\$691.36	\$767.61	\$665.92	n/a	n/a
		Associate	12	\$364.60	\$448.00	\$517.22	\$445.56	n/a	n/a
Corporate: Regulatory and Compliance	50 Lawyers or Fewer	Partner	17	\$510.00	\$570.00	\$580.00	\$544.12	\$519.93	n/a
		Associate	n/a	n/a	n/a	n/a	n/a	\$309.76	n/a
	501-1,000 Lawyers	Partner	9	\$420.00	\$467.00	\$585.00	\$505.45	\$551.91	n/a
		Associate	21	\$275.00	\$294.80	\$351.00	\$318.29	\$340.85	\$376.14
Corporate: Other	50 Lawyers or Fewer	Partner	13	\$310.00	\$395.00	\$465.00	\$402.53	\$400.16	\$416.44
		Associate	8	\$200.00	\$200.00	\$272.50	\$226.25	\$222.89	\$207.19
	501-1,000 Lawyers	Partner	14	\$475.00	\$592.50	\$655.23	\$575.00	\$621.62	\$605.46
		Associate	40	\$314.44	\$359.38	\$438.67	\$383.79	\$385.06	\$376.44
	More Than 1,000 Lawyers	Partner	13	\$645.00	\$680.00	\$810.00	\$742.97	\$746.13	\$705.34
		Associate	1,416	\$440.00	\$469.64	\$612.50	\$507.98	\$489.40	\$441.55
Environmental	501-1,000 Lawyers	Partner	13	\$645.00	\$680.00	\$810.00	\$742.97	\$746.13	\$705.34
		Associate	16	\$440.00	\$469.64	\$612.50	\$507.98	\$489.40	\$441.55
Finance and Securities	50 Lawyers or Fewer	Partner	32	\$329.00	\$360.00	\$451.34	\$400.93	\$398.03	\$382.85
		Associate	11	\$205.18	\$248.00	\$264.00	\$243.11	\$262.68	\$248.40
	501-1,000 Lawyers	Partner	11	\$495.00	\$590.00	\$670.00	\$584.86	\$562.37	\$576.35
		Associate	8	\$375.85	\$452.50	\$522.50	\$449.09	n/a	\$378.57
General Liability (Litigation)	201-500 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	\$282.10	\$283.30
		Associate	8	\$209.96	\$210.04	\$247.07	\$230.52	\$225.99	\$214.77
	201-500 Lawyers	Partner	9	\$346.00	\$390.00	\$410.00	\$378.44	\$394.00	\$384.50
		Associate	15	\$240.00	\$268.30	\$273.56	\$258.91	\$214.47	\$211.56
	501-1,000 Lawyers	Partner	20	\$430.48	\$487.68	\$582.89	\$498.78	\$525.89	\$504.53
		Associate	35	\$275.00	\$365.00	\$412.00	\$355.30	\$352.91	\$342.35
Insurance Defense (Litigation)	50 Lawyers or Fewer	Partner	41	\$130.00	\$175.00	\$195.00	\$183.84	\$181.41	\$175.28
		Associate	23	\$120.00	\$125.00	\$150.00	\$144.73	\$147.29	\$136.12
	51-200 Lawyers	Partner	20	\$150.00	\$175.00	\$195.00	\$182.29	\$177.75	\$166.35
		Associate	12	\$140.00	\$150.00	\$167.50	\$146.90	\$140.84	\$138.24
	More Than 1,000 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	12	\$336.50	\$352.50	\$385.00	\$367.96	\$389.76	n/a

## Section IV: In-Depth Analysis for Select US Cities

### Baltimore, MD

By Practice Area and Firm Size

#### 2015—Real Rates for Partners and Associates

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Intellectual Property: Patents	501-1,000 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	11	\$371.25	\$396.00	\$492.80	\$415.79	n/a	n/a
Real Estate	50 Lawyers or Fewer	Partner	7	\$297.98	\$323.00	\$370.00	\$336.28	\$310.01	\$310.23
		Associate	11	\$175.00	\$204.00	\$204.00	\$205.09	\$207.62	\$182.73

## Section IV: In-Depth Analysis for Select US Cities

### Boston, MA

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Commercial	50 Lawyers or Fewer	Partner	11	\$215.00	\$350.00	\$350.00	\$301.01	\$291.47	\$322.26
		Associate	n/a	n/a	n/a	n/a	n/a	\$186.82	n/a
	51-200 Lawyers	Partner	18	\$380.00	\$621.28	\$730.00	\$580.70	\$505.42	\$482.99
		Associate	17	\$260.00	\$300.00	\$378.00	\$335.97	\$386.76	\$387.46
	201-500 Lawyers	Partner	13	\$375.00	\$525.00	\$620.00	\$534.38	\$588.93	n/a
		Associate	7	\$225.00	\$500.00	\$535.00	\$420.57	\$378.53	\$408.75
	More Than 1,000 Lawyers	Partner	9	\$560.00	\$772.40	\$790.00	\$748.40	n/a	n/a
		Associate	10	\$467.13	\$541.13	\$601.25	\$527.35	\$513.00	\$493.13
Corporate: Mergers, Acquisitions, and Divestitures	51-200 Lawyers	Partner	12	\$730.00	\$730.00	\$900.00	\$760.17	\$753.75	\$751.67
		Associate	18	\$260.00	\$260.00	\$380.00	\$323.33	n/a	n/a
	501-1,000 Lawyers	Partner	10	\$920.00	\$970.00	\$1,095.00	\$977.00	\$841.58	n/a
		Associate	n/a	n/a	n/a	n/a	n/a	\$413.37	n/a
	More Than 1,000 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	\$931.67	\$875.65
		Associate	12	\$286.00	\$400.00	\$491.88	\$407.97	\$627.92	\$491.59
Corporate: Regulatory and Compliance	51-200 Lawyers	Partner	12	\$683.00	\$739.00	\$870.00	\$751.00	\$730.74	\$687.17
		Associate	20	\$260.00	\$260.00	\$480.00	\$360.65	\$328.98	\$336.03
	201-500 Lawyers	Partner	10	\$543.25	\$656.41	\$685.00	\$639.26	\$650.33	\$614.17
		Associate	n/a	n/a	n/a	n/a	n/a	\$378.99	\$409.69
	More Than 1,000 Lawyers	Partner	19	\$757.57	\$809.38	\$947.23	\$833.78	\$728.30	\$705.68
		Associate	19	\$430.00	\$553.13	\$715.00	\$552.74	\$471.75	\$487.10
Corporate: Other	50 Lawyers or Fewer	Partner	15	\$300.00	\$330.00	\$350.00	\$326.00	\$318.07	\$328.00
		Associate	17	\$200.00	\$330.00	\$330.00	\$272.44	\$250.51	\$265.37
	51-200 Lawyers	Partner	31	\$530.00	\$730.00	\$850.00	\$678.26	\$701.08	\$642.06
		Associate	52	\$260.00	\$370.00	\$457.50	\$366.21	\$314.90	\$309.74
	201-500 Lawyers	Partner	15	\$475.00	\$545.00	\$643.00	\$541.75	\$560.78	\$532.79
		Associate	20	\$305.00	\$355.50	\$460.00	\$371.45	\$367.72	\$379.41
	501-1,000 Lawyers	Partner	8	\$570.64	\$632.28	\$807.50	\$704.48	\$653.97	\$684.65
		Associate	9	\$400.00	\$459.66	\$495.00	\$443.42	\$423.69	\$419.86
	More Than 1,000 Lawyers	Partner	25	\$702.50	\$800.00	\$935.00	\$843.68	\$758.99	\$777.45
		Associate	31	\$372.00	\$504.07	\$650.00	\$525.39	\$513.94	\$561.02
Environmental	51-200 Lawyers	Partner	10	\$475.00	\$730.00	\$900.00	\$642.50	n/a	n/a
		Associate	10	\$260.00	\$260.00	\$380.00	\$318.00	n/a	n/a

## Section IV: In-Depth Analysis for Select US Cities

### Boston, MA

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Finance and Securities	51-200 Lawyers	Partner	21	\$550.00	\$635.00	\$725.00	\$661.83	\$629.89	\$610.46
		Associate	19	\$295.00	\$385.00	\$410.00	\$371.74	\$364.82	\$393.47
	501-1,000 Lawyers	Partner	32	\$797.50	\$885.00	\$1,015.00	\$883.37	\$807.26	\$818.91
		Associate	26	\$400.00	\$455.98	\$540.00	\$473.73	\$444.96	\$461.39
	More Than 1,000 Lawyers	Partner	41	\$729.81	\$855.00	\$1,047.92	\$879.82	\$904.64	\$888.17
		Associate	51	\$424.39	\$475.00	\$610.00	\$511.79	\$488.57	\$474.33
General Liability (Litigation)	50 Lawyers or Fewer	Partner	35	\$180.00	\$220.00	\$225.00	\$227.17	\$229.18	\$238.44
		Associate	52	\$150.00	\$175.00	\$187.50	\$171.18	\$176.15	\$174.44
	51-200 Lawyers	Partner	10	\$190.00	\$305.00	\$636.00	\$374.80	\$272.94	\$282.77
		Associate	14	\$155.64	\$162.55	\$316.00	\$244.83	\$188.31	\$190.67
	More Than 1,000 Lawyers	Partner	7	\$697.50	\$842.28	\$950.00	\$794.08	\$759.24	\$673.68
		Associate	n/a	n/a	n/a	n/a	n/a	\$392.57	\$387.96
Insurance Defense (Litigation)	50 Lawyers or Fewer	Partner	45	\$150.00	\$170.00	\$200.00	\$181.11	\$183.99	\$187.89
		Associate	52	\$140.00	\$161.18	\$187.02	\$165.45	\$161.29	\$163.21
	51-200 Lawyers	Partner	37	\$175.00	\$185.00	\$225.00	\$262.90	\$236.64	\$236.54
		Associate	37	\$160.00	\$175.00	\$225.00	\$234.45	\$216.76	\$185.76
	201-500 Lawyers	Partner	18	\$200.00	\$242.50	\$285.00	\$265.14	\$261.16	\$278.57
		Associate	9	\$177.04	\$195.00	\$230.00	\$205.60	\$204.90	\$210.94
501-1,000 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
	Associate	9	\$365.00	\$365.00	\$506.71	\$398.84	n/a	\$400.68	
Intellectual Property: Patents	50 Lawyers or Fewer	Partner	11	\$395.00	\$435.00	\$621.00	\$488.75	\$453.67	\$530.29
		Associate	8	\$275.00	\$290.66	\$384.23	\$330.15	\$305.19	\$267.01
	51-200 Lawyers	Partner	18	\$625.50	\$710.00	\$822.00	\$710.63	\$618.58	\$549.64
		Associate	20	\$394.50	\$462.50	\$592.50	\$487.27	\$450.27	\$360.80
	201-500 Lawyers	Partner	18	\$570.00	\$668.00	\$775.00	\$680.54	\$706.84	\$601.44
		Associate	23	\$400.00	\$415.00	\$523.29	\$462.70	\$392.71	\$389.86
Intellectual Property: Other	50 Lawyers or Fewer	Partner	7	\$200.00	\$395.00	\$435.00	\$339.16	n/a	n/a
		Associate	8	\$150.00	\$211.36	\$267.66	\$225.38	n/a	n/a

## Section IV: In-Depth Analysis for Select US Cities

### Boston, MA

By Practice Area and Firm Size

#### 2015—Real Rates for Partners and Associates

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Labor and Employment	50 Lawyers or Fewer	Partner	16	\$232.50	\$330.00	\$372.50	\$314.46	\$329.27	\$333.04
		Associate	10	\$250.00	\$325.00	\$330.00	\$295.50	\$251.18	\$243.60
	51-200 Lawyers	Partner	12	\$300.00	\$458.98	\$709.86	\$511.75	\$420.85	\$380.16
		Associate	11	\$325.00	\$402.65	\$548.00	\$428.47	\$301.69	\$252.94
	201-500 Lawyers	Partner	15	\$413.60	\$516.26	\$670.00	\$546.22	\$453.84	\$492.62
		Associate	16	\$248.50	\$298.83	\$382.50	\$326.25	\$298.75	\$309.18
	501-1,000 Lawyers	Partner	21	\$493.11	\$513.87	\$630.00	\$588.27	\$562.67	\$583.66
		Associate	25	\$343.98	\$375.00	\$490.00	\$492.68	\$396.53	\$365.94
	More Than 1,000 Lawyers	Partner	11	\$696.24	\$840.00	\$872.87	\$801.88	\$790.66	\$740.94
		Associate	20	\$385.00	\$541.00	\$692.50	\$525.36	\$563.59	\$418.28
Real Estate	50 Lawyers or Fewer	Partner	22	\$200.00	\$256.00	\$330.00	\$280.39	\$280.82	\$289.06
		Associate	19	\$165.00	\$195.00	\$230.00	\$203.70	\$200.19	\$206.66
	51-200 Lawyers	Partner	24	\$212.50	\$464.00	\$597.50	\$421.54	\$364.76	\$322.52
		Associate	17	\$185.00	\$315.00	\$375.00	\$295.00	\$274.96	\$279.33
	201-500 Lawyers	Partner	7	\$385.00	\$480.00	\$598.00	\$510.46	\$463.70	n/a
		Associate	7	\$280.00	\$335.00	\$590.00	\$402.86	\$300.30	\$280.98
	More Than 1,000 Lawyers	Partner	11	\$815.00	\$874.64	\$1,027.52	\$932.45	\$831.01	\$730.47
		Associate	27	\$405.00	\$475.00	\$620.00	\$486.86	\$475.63	\$465.39

## Section IV: In-Depth Analysis for Select US Cities

### Chicago, IL

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	201-500 Lawyers	Partner	15	\$420.00	\$475.00	\$535.00	\$491.02	\$486.86	\$493.56
		Associate	16	\$295.00	\$346.59	\$367.50	\$346.37	\$343.75	\$358.52
	501-1,000 Lawyers	Partner	16	\$495.00	\$635.00	\$747.50	\$643.94	\$592.84	\$582.73
		Associate	15	\$430.00	\$460.00	\$500.00	\$458.37	\$416.34	\$428.57
	More Than 1,000 Lawyers	Partner	12	\$787.50	\$886.66	\$1,011.67	\$846.03	\$755.56	\$685.59
		Associate	n/a	n/a	n/a	n/a	n/a	\$535.82	\$475.52
Commercial	50 Lawyers or Fewer	Partner	28	\$322.50	\$386.50	\$452.50	\$407.04	\$353.77	\$329.55
		Associate	23	\$170.00	\$225.00	\$300.00	\$245.54	\$241.43	\$224.02
	51-200 Lawyers	Partner	37	\$340.00	\$410.00	\$525.00	\$439.25	\$438.62	\$458.42
		Associate	30	\$213.33	\$255.00	\$290.00	\$271.13	\$270.06	\$288.37
	201-500 Lawyers	Partner	38	\$492.46	\$560.00	\$680.00	\$588.25	\$542.25	\$495.41
		Associate	28	\$355.00	\$384.55	\$480.00	\$407.60	\$401.30	\$389.37
	501-1,000 Lawyers	Partner	43	\$495.00	\$620.00	\$714.00	\$611.35	\$583.87	\$597.82
		Associate	44	\$326.00	\$356.87	\$440.00	\$379.23	\$374.63	\$372.93
	More Than 1,000 Lawyers	Partner	100	\$631.25	\$746.00	\$882.50	\$749.46	\$720.00	\$721.71
		Associate	94	\$345.00	\$445.00	\$555.00	\$451.85	\$418.78	\$409.80
Corporate: Mergers, Acquisitions, and Divestitures	201-500 Lawyers	Partner	26	\$530.00	\$632.95	\$795.00	\$661.23	\$657.58	\$646.88
		Associate	21	\$365.00	\$425.00	\$502.26	\$442.11	\$443.69	\$384.67
	501-1,000 Lawyers	Partner	23	\$640.00	\$705.00	\$774.00	\$715.11	\$716.29	\$650.95
		Associate	27	\$438.00	\$504.00	\$591.00	\$506.76	\$364.85	n/a
	More Than 1,000 Lawyers	Partner	119	\$650.00	\$775.00	\$950.00	\$800.58	\$729.34	\$724.19
		Associate	114	\$400.00	\$500.00	\$644.69	\$517.19	\$474.39	\$471.00
Corporate: Regulatory and Compliance	201-500 Lawyers	Partner	28	\$453.95	\$559.50	\$677.50	\$548.06	\$546.25	\$488.62
		Associate	24	\$300.00	\$428.00	\$504.50	\$413.72	\$363.11	\$303.26
	501-1,000 Lawyers	Partner	22	\$462.00	\$639.15	\$706.00	\$600.11	\$649.58	\$619.42
		Associate	20	\$345.00	\$352.31	\$456.00	\$401.78	\$401.43	\$381.33
	More Than 1,000 Lawyers	Partner	86	\$640.00	\$725.00	\$816.00	\$727.80	\$710.72	\$701.68
		Associate	70	\$337.50	\$418.75	\$555.00	\$450.53	\$428.13	\$413.77

## Section IV: In-Depth Analysis for Select US Cities

### Chicago, IL

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Corporate: Other	50 Lawyers or Fewer	Partner	29	\$257.85	\$295.00	\$425.00	\$358.34	\$344.36	\$365.38
		Associate	23	\$167.09	\$225.00	\$365.00	\$270.95	\$247.12	\$244.11
	51-200 Lawyers	Partner	34	\$300.00	\$457.50	\$550.00	\$447.15	\$478.09	\$472.67
		Associate	24	\$185.00	\$242.50	\$322.50	\$269.42	\$269.75	\$267.64
	201-500 Lawyers	Partner	103	\$525.00	\$635.00	\$755.00	\$645.50	\$646.42	\$622.83
		Associate	104	\$365.00	\$440.00	\$507.50	\$442.77	\$428.99	\$416.83
	501-1,000 Lawyers	Partner	77	\$590.00	\$668.98	\$770.00	\$679.18	\$642.45	\$629.22
		Associate	88	\$345.00	\$410.00	\$493.45	\$434.15	\$406.49	\$385.80
	More Than 1,000 Lawyers	Partner	299	\$662.00	\$795.00	\$925.00	\$799.44	\$762.26	\$731.78
		Associate	287	\$375.00	\$449.49	\$585.00	\$483.79	\$457.19	\$444.68
Environmental	501-1,000 Lawyers	Partner	8	\$503.68	\$571.38	\$598.50	\$555.34	\$508.11	n/a
		Associate	11	\$333.00	\$380.00	\$468.23	\$409.93	\$377.39	n/a
	More Than 1,000 Lawyers	Partner	10	\$656.00	\$719.50	\$783.11	\$718.61	\$727.28	\$672.49
		Associate	8	\$330.50	\$412.50	\$525.00	\$431.38	\$450.27	\$434.80
Finance and Securities	51-200 Lawyers	Partner	22	\$400.00	\$570.00	\$690.00	\$549.38	\$526.62	\$536.13
		Associate	9	\$295.00	\$295.00	\$310.00	\$313.67	\$336.13	\$331.21
	201-500 Lawyers	Partner	57	\$535.52	\$659.39	\$769.32	\$657.77	\$609.76	\$614.41
		Associate	67	\$330.00	\$375.00	\$425.00	\$383.15	\$367.57	\$366.72
	501-1,000 Lawyers	Partner	69	\$644.00	\$758.13	\$828.92	\$726.45	\$658.54	\$631.18
		Associate	97	\$378.00	\$470.03	\$556.20	\$468.87	\$412.70	\$378.45
	More Than 1,000 Lawyers	Partner	245	\$721.45	\$827.54	\$985.00	\$854.25	\$790.74	\$783.13
		Associate	234	\$383.03	\$482.82	\$655.00	\$526.39	\$525.73	\$507.40
General Liability (Litigation)	50 Lawyers or Fewer	Partner	47	\$190.00	\$255.00	\$280.65	\$280.68	\$280.09	\$261.58
		Associate	83	\$170.00	\$175.00	\$210.29	\$196.00	\$181.76	\$180.52
	51-200 Lawyers	Partner	42	\$220.00	\$275.00	\$350.00	\$306.61	\$293.28	\$299.37
		Associate	100	\$176.57	\$222.57	\$235.00	\$208.73	\$208.72	\$212.86
	201-500 Lawyers	Partner	22	\$450.00	\$650.00	\$725.00	\$613.94	\$583.40	\$517.16
		Associate	13	\$275.00	\$375.00	\$485.00	\$399.20	\$384.35	\$326.77
	501-1,000 Lawyers	Partner	13	\$400.00	\$463.10	\$617.50	\$515.48	\$508.49	\$521.37
		Associate	20	\$315.00	\$332.00	\$361.50	\$351.25	\$375.28	\$374.25
	More Than 1,000 Lawyers	Partner	47	\$580.00	\$744.58	\$830.00	\$702.91	\$678.34	\$647.06
		Associate	42	\$405.00	\$477.50	\$635.00	\$495.20	\$507.22	\$400.40



## Section IV: In-Depth Analysis for Select US Cities

### Chicago, IL

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Insurance Defense (Litigation)	50 Lawyers or Fewer	Partner	117	\$169.64	\$205.00	\$275.00	\$222.18	\$233.66	\$221.89
		Associate	141	\$145.00	\$163.51	\$202.74	\$176.83	\$179.74	\$181.23
	51-200 Lawyers	Partner	29	\$220.00	\$237.50	\$261.52	\$243.87	\$247.56	\$236.98
		Associate	32	\$165.01	\$180.00	\$190.00	\$180.13	\$185.16	\$163.48
	201-500 Lawyers	Partner	46	\$260.00	\$331.37	\$385.00	\$350.37	\$318.98	\$281.17
		Associate	33	\$195.11	\$220.00	\$276.00	\$253.52	\$233.02	\$207.85
	501-1,000 Lawyers	Partner	15	\$290.00	\$350.00	\$400.00	\$369.13	\$331.07	\$350.77
		Associate	13	\$260.00	\$270.00	\$275.00	\$290.25	\$300.49	\$291.93
	More Than 1,000 Lawyers	Partner	33	\$465.00	\$550.00	\$690.00	\$579.06	\$587.83	\$606.13
		Associate	55	\$340.00	\$370.00	\$500.00	\$416.65	\$423.84	n/a
Intellectual Property: Patents	51-200 Lawyers	Partner	54	\$340.00	\$406.06	\$522.85	\$444.70	\$466.69	\$443.51
		Associate	31	\$253.80	\$275.00	\$300.00	\$285.85	\$277.01	\$276.55
	201-500 Lawyers	Partner	11	\$488.38	\$680.00	\$800.00	\$659.13	\$579.07	\$526.33
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$385.00
	501-1,000 Lawyers	Partner	22	\$571.21	\$666.50	\$805.81	\$705.93	\$692.32	\$658.56
		Associate	34	\$383.00	\$431.00	\$535.50	\$455.11	\$399.74	\$432.46
	More Than 1,000 Lawyers	Partner	35	\$652.55	\$772.59	\$875.00	\$781.35	\$741.68	\$689.31
		Associate	32	\$364.50	\$419.95	\$545.00	\$442.21	\$462.74	\$405.37
Intellectual Property: Trademarks	501-1,000 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	12	\$355.41	\$385.00	\$490.74	\$410.52	\$361.83	n/a
Intellectual Property: Other	50 Lawyers or Fewer	Partner	11	\$260.00	\$395.00	\$420.00	\$386.36	n/a	\$362.15
		Associate	13	\$175.00	\$205.00	\$244.50	\$209.12	\$212.65	\$196.49
	51-200 Lawyers	Partner	29	\$340.00	\$400.00	\$484.60	\$416.06	\$432.45	\$418.73
		Associate	15	\$232.00	\$305.00	\$350.00	\$296.36	\$267.07	\$276.74
	201-500 Lawyers	Partner	12	\$462.50	\$557.50	\$745.00	\$596.42	\$611.57	\$585.13
		Associate	8	\$274.50	\$391.25	\$512.50	\$408.94	\$374.72	\$365.30
	501-1,000 Lawyers	Partner	11	\$475.86	\$573.75	\$700.00	\$601.40	\$560.00	\$648.91
		Associate	7	\$335.00	\$420.00	\$450.00	\$395.71	\$352.92	\$369.16
	More Than 1,000 Lawyers	Partner	17	\$555.00	\$658.75	\$819.00	\$714.68	\$696.37	\$643.21
		Associate	17	\$390.00	\$555.00	\$638.35	\$524.26	\$489.40	\$450.78

## Section IV: In-Depth Analysis for Select US Cities

### Chicago, IL

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Labor and Employment	50 Lawyers or Fewer	Partner	16	\$256.43	\$405.00	\$452.50	\$403.47	\$322.81	\$336.65
		Associate	11	\$175.00	\$285.00	\$295.00	\$274.68	\$236.16	\$230.86
	51-200 Lawyers	Partner	21	\$300.00	\$355.00	\$400.00	\$359.59	\$326.01	\$335.23
		Associate	18	\$213.44	\$243.98	\$270.00	\$243.43	\$219.03	\$233.84
	201-500 Lawyers	Partner	53	\$440.00	\$525.00	\$684.21	\$564.62	\$544.35	\$470.04
		Associate	42	\$287.22	\$342.50	\$380.00	\$340.46	\$348.17	\$335.53
	501-1,000 Lawyers	Partner	87	\$445.00	\$555.00	\$648.63	\$545.49	\$512.46	\$513.53
		Associate	105	\$290.00	\$350.00	\$385.00	\$349.92	\$339.96	\$336.69
	More Than 1,000 Lawyers	Partner	54	\$608.95	\$706.50	\$795.00	\$703.96	\$720.75	\$674.66
		Associate	67	\$322.74	\$400.00	\$480.00	\$405.85	\$419.95	\$399.89
Real Estate	50 Lawyers or Fewer	Partner	35	\$250.00	\$300.00	\$351.00	\$321.35	\$307.88	\$300.83
		Associate	32	\$190.00	\$194.61	\$250.00	\$227.50	\$207.97	\$224.82
	51-200 Lawyers	Partner	23	\$250.00	\$250.00	\$369.75	\$336.24	\$385.32	\$328.87
		Associate	15	\$195.00	\$255.00	\$297.50	\$247.14	\$220.54	\$212.53
	201-500 Lawyers	Partner	28	\$362.25	\$425.00	\$498.62	\$421.98	\$460.66	\$412.86
		Associate	16	\$215.00	\$240.00	\$277.50	\$239.38	\$300.29	\$271.84
	501-1,000 Lawyers	Partner	19	\$441.00	\$566.21	\$674.28	\$544.20	\$508.69	\$475.91
		Associate	48	\$298.16	\$350.15	\$430.16	\$365.54	\$338.35	\$315.54
	More Than 1,000 Lawyers	Partner	47	\$483.00	\$613.27	\$756.02	\$628.29	\$635.84	\$622.41
		Associate	45	\$310.00	\$355.00	\$410.00	\$368.92	\$388.29	\$381.07

## Section IV: In-Depth Analysis for Select US Cities

### Houston, TX

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Commercial	50 Lawyers or Fewer	Partner	10	\$295.00	\$372.50	\$550.00	\$407.00	\$410.00	\$412.04
		Associate	n/a	n/a	n/a	n/a	n/a	\$288.88	\$291.70
	51-200 Lawyers	Partner	10	\$300.00	\$347.50	\$425.00	\$399.00	\$430.71	n/a
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	201-500 Lawyers	Partner	9	\$455.00	\$530.00	\$640.00	\$526.17	n/a	\$574.57
		Associate	9	\$325.00	\$353.67	\$445.00	\$390.32	n/a	n/a
	501-1,000 Lawyers	Partner	15	\$600.00	\$750.00	\$802.62	\$713.08	\$641.95	\$623.53
		Associate	8	\$256.88	\$367.50	\$429.06	\$355.42	\$345.70	\$327.56
Corporate: Mergers, Acquisitions and Divestitures	More Than 1,000 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	12	\$427.50	\$652.50	\$766.00	\$605.17	n/a	n/a
Corporate: Other	50 Lawyers or Fewer	Partner	12	\$225.00	\$286.22	\$457.50	\$344.31	\$376.29	\$393.32
		Associate	7	\$206.00	\$325.00	\$337.50	\$287.86	\$267.50	\$244.35
	201-500 Lawyers	Partner	9	\$522.00	\$545.00	\$652.66	\$582.18	\$646.85	n/a
		Associate	10	\$311.21	\$387.92	\$535.00	\$401.38	\$374.44	n/a
	501-1,000 Lawyers	Partner	21	\$587.25	\$749.14	\$820.00	\$711.19	\$710.06	\$626.82
		Associate	15	\$301.75	\$356.78	\$470.00	\$378.83	\$428.17	\$355.30
	More Than 1,000 Lawyers	Partner	18	\$649.40	\$716.25	\$860.00	\$785.41	\$838.50	\$623.71
		Associate	8	\$372.82	\$522.50	\$710.00	\$534.69	\$521.22	\$399.41
Finance and Securities	50 Lawyers or Fewer	Partner	n/a	n/a	n/a	n/a	n/a	n/a	\$369.30
		Associate	11	\$230.00	\$249.99	\$280.00	\$255.76	\$231.52	\$241.76
	501-1,000 Lawyers	Partner	35	\$748.92	\$810.00	\$950.00	\$855.76	\$782.04	\$773.20
		Associate	30	\$350.00	\$525.00	\$645.00	\$522.17	\$452.13	\$464.31
	More Than 1,000 Lawyers	Partner	8	\$1,009.68	\$1,090.00	\$1,225.00	\$1,074.04	\$883.77	\$792.52
		Associate	7	\$585.00	\$950.00	\$980.00	\$805.00	\$651.63	\$616.69
General Liability (Litigation)	50 Lawyers or Fewer	Partner	22	\$240.00	\$274.83	\$320.00	\$319.14	\$329.60	\$349.89
		Associate	17	\$285.00	\$332.90	\$335.00	\$297.27	\$312.01	\$296.69
	201-500 Lawyers	Partner	16	\$452.50	\$560.50	\$633.50	\$542.68	\$534.51	n/a
		Associate	11	\$279.00	\$320.00	\$360.40	\$305.16	\$308.03	\$307.16
	501-1,000 Lawyers	Partner	9	\$295.00	\$400.00	\$650.00	\$450.22	\$371.84	\$499.90
		Associate	n/a	n/a	n/a	n/a	n/a	\$293.00	\$300.77
Insurance Defense (Litigation)	50 Lawyers or Fewer	Partner	27	\$165.00	\$195.00	\$250.00	\$209.30	\$195.64	\$199.42
		Associate	13	\$150.00	\$174.15	\$186.23	\$168.76	\$160.63	\$154.71
	51-200 Lawyers	Partner	25	\$175.00	\$200.00	\$225.00	\$205.69	\$204.86	\$203.30
		Associate	18	\$145.00	\$150.00	\$175.00	\$158.71	\$172.19	\$167.90
	201-500 Lawyers	Partner	11	\$335.00	\$530.00	\$650.00	\$505.64	\$423.04	n/a
		Associate	8	\$250.00	\$297.50	\$367.50	\$315.63	\$285.80	n/a

## Section IV: In-Depth Analysis for Select US Cities

### Houston, TX

By Practice Area and Firm Size

#### 2015—Real Rates for Partners and Associates

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Intellectual Property: Patents	50 Lawyers or Fewer	Partner	n/a	n/a	n/a	n/a	n/a	\$395.98	\$395.51
		Associate	10	\$200.00	\$234.48	\$252.69	\$233.04	\$241.25	\$220.15
	501-1,000 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	16	\$222.77	\$292.64	\$452.56	\$323.49	\$382.59	\$416.79
Labor and Employment	201-500 Lawyers	Partner	10	\$300.75	\$372.50	\$550.00	\$444.96	\$344.96	\$378.52
		Associate	10	\$255.00	\$285.00	\$325.00	\$287.00	\$289.27	\$284.88
	501-1,000 Lawyers	Partner	25	\$360.00	\$482.17	\$550.00	\$490.59	\$486.27	\$511.11
		Associate	14	\$245.00	\$275.00	\$320.00	\$287.50	\$335.12	\$334.45
Real Estate	201-500 Lawyers	Partner	10	\$325.00	\$437.50	\$475.00	\$451.00	n/a	\$407.32
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a

## Section IV: In-Depth Analysis for Select US Cities

### Los Angeles, CA

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	50 Lawyers or Fewer	Partner	16	\$262.50	\$275.00	\$310.00	\$308.56	\$337.13	\$324.29
		Associate	21	\$190.00	\$220.00	\$250.00	\$224.14	\$236.89	\$232.41
	More Than 1,000 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	\$883.71	\$768.28
Associate		14	\$420.00	\$549.43	\$715.50	\$577.08	\$514.21	\$525.40	
Commercial	50 Lawyers or Fewer	Partner	31	\$240.00	\$365.00	\$450.00	\$348.18	\$363.51	\$355.95
		Associate	32	\$182.84	\$195.00	\$265.00	\$240.41	\$243.82	\$249.58
	51-200 Lawyers	Partner	19	\$325.00	\$525.00	\$735.00	\$517.19	\$514.16	\$512.18
		Associate	10	\$205.00	\$337.50	\$420.00	\$319.47	\$295.00	\$293.45
	201-500 Lawyers	Partner	16	\$485.00	\$603.27	\$727.30	\$597.94	\$587.89	\$632.93
		Associate	11	\$314.50	\$442.00	\$485.00	\$408.19	\$346.33	\$369.10
	501-1,000 Lawyers	Partner	25	\$475.00	\$600.00	\$688.00	\$600.30	\$590.75	\$597.79
		Associate	21	\$335.00	\$410.00	\$472.00	\$416.41	\$419.58	\$394.96
More Than 1,000 Lawyers	Partner	44	\$695.33	\$873.50	\$1,006.78	\$862.27	\$792.81	\$798.19	
	Associate	115	\$426.27	\$493.40	\$620.00	\$520.53	\$528.33	\$490.95	
Corporate: Mergers, Acquisitions, and Divestitures	501-1,000 Lawyers	Partner	9	\$590.00	\$795.62	\$845.00	\$746.96	n/a	\$670.00
		Associate	34	\$440.00	\$525.00	\$625.00	\$543.80	n/a	\$484.07
	More Than 1,000 Lawyers	Partner	57	\$840.50	\$977.00	\$1,065.00	\$974.74	\$922.73	\$894.74
Associate		161	\$459.38	\$574.00	\$725.00	\$589.83	\$570.69	\$544.14	
Corporate: Regulatory and Compliance	50 Lawyers or Fewer	Partner	19	\$400.00	\$550.00	\$640.00	\$512.85	\$468.38	\$485.50
		Associate	14	\$325.00	\$407.50	\$500.00	\$392.12	\$377.36	\$286.72
	501-1,000 Lawyers	Partner	12	\$595.00	\$717.63	\$766.75	\$693.56	\$606.92	\$655.29
		Associate	22	\$449.45	\$504.14	\$610.00	\$506.94	\$483.66	\$442.92
	More Than 1,000 Lawyers	Partner	50	\$679.00	\$865.98	\$999.39	\$855.84	\$841.14	\$793.23
Associate		92	\$420.00	\$487.00	\$585.00	\$506.52	\$511.93	\$490.91	
Corporate: Other	50 Lawyers or Fewer	Partner	46	\$350.00	\$400.00	\$565.00	\$458.62	\$396.54	\$420.02
		Associate	41	\$230.00	\$300.00	\$375.00	\$314.89	\$280.86	\$235.62
	51-200 Lawyers	Partner	34	\$625.00	\$832.00	\$1,025.00	\$843.88	\$618.57	\$608.08
		Associate	30	\$415.00	\$515.00	\$590.00	\$534.98	\$379.71	\$388.91
	201-500 Lawyers	Partner	42	\$450.00	\$573.50	\$695.00	\$576.00	\$569.81	\$604.88
		Associate	18	\$320.00	\$350.47	\$514.00	\$412.02	\$399.12	\$393.35
	501-1,000 Lawyers	Partner	45	\$552.00	\$655.00	\$761.76	\$672.03	\$693.63	\$660.82
		Associate	60	\$385.00	\$454.75	\$524.50	\$461.76	\$421.36	\$413.58
More Than 1,000 Lawyers	Partner	142	\$755.00	\$907.50	\$1,050.00	\$893.74	\$864.69	\$847.47	
	Associate	269	\$455.00	\$545.00	\$652.00	\$549.79	\$520.55	\$510.90	
Environmental	501-1,000 Lawyers	Partner	9	\$450.00	\$615.00	\$775.00	\$641.97	n/a	n/a
		Associate	8	\$190.00	\$216.00	\$348.00	\$285.38	\$273.42	n/a

## Section IV: In-Depth Analysis for Select US Cities

### Los Angeles, CA

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Finance and Securities	50 Lawyers or Fewer	Partner	11	\$250.00	\$275.00	\$450.00	\$324.81	\$286.39	\$443.70
		Associate	9	\$190.00	\$210.00	\$239.78	\$213.86	\$209.83	\$204.81
	51-200 Lawyers	Partner	21	\$435.00	\$600.00	\$761.25	\$623.79	\$622.59	\$557.18
		Associate	13	\$448.66	\$504.00	\$559.91	\$491.10	\$428.78	\$400.38
	501-1,000 Lawyers	Partner	33	\$666.50	\$762.68	\$900.00	\$772.48	\$709.39	\$654.80
		Associate	66	\$395.00	\$494.00	\$630.00	\$509.87	\$465.11	\$457.86
	More Than 1,000 Lawyers	Partner	146	\$841.50	\$958.33	\$1,065.00	\$962.70	\$956.07	\$907.59
		Associate	311	\$546.00	\$665.00	\$795.00	\$666.57	\$626.76	\$585.26
General Liability (Litigation)	50 Lawyers or Fewer	Partner	53	\$210.00	\$250.00	\$300.00	\$291.19	\$297.18	\$277.13
		Associate	76	\$175.00	\$185.00	\$228.93	\$198.34	\$193.07	\$193.95
	51-200 Lawyers	Partner	20	\$248.22	\$289.80	\$365.46	\$366.08	\$381.61	\$371.34
		Associate	26	\$200.00	\$225.00	\$225.00	\$261.72	\$267.70	\$237.73
	201-500 Lawyers	Partner	16	\$240.00	\$345.00	\$480.71	\$378.59	\$391.43	\$401.87
		Associate	15	\$210.00	\$210.00	\$290.00	\$274.76	\$288.74	\$303.07
	501-1,000 Lawyers	Partner	17	\$370.00	\$542.44	\$875.00	\$597.31	\$523.12	\$614.31
		Associate	34	\$150.00	\$337.50	\$530.00	\$353.15	\$300.12	\$422.54
	More Than 1,000 Lawyers	Partner	27	\$550.00	\$608.00	\$743.75	\$652.35	\$683.79	\$672.46
		Associate	18	\$295.00	\$330.50	\$400.50	\$365.84	\$432.64	\$431.27
Insurance Defense (Litigation)	50 Lawyers or Fewer	Partner	94	\$165.18	\$195.00	\$233.00	\$203.23	\$195.74	\$190.99
		Associate	107	\$155.00	\$165.00	\$199.91	\$178.36	\$173.80	\$169.68
	51-200 Lawyers	Partner	58	\$200.00	\$225.00	\$250.00	\$229.86	\$240.00	\$240.71
		Associate	70	\$160.00	\$189.46	\$200.00	\$182.42	\$201.39	\$200.18
	201-500 Lawyers	Partner	25	\$276.10	\$368.00	\$575.00	\$444.24	\$313.95	\$299.51
		Associate	17	\$175.00	\$225.00	\$384.91	\$278.74	\$252.42	\$239.34
	501-1,000 Lawyers	Partner	22	\$320.00	\$350.00	\$400.00	\$372.43	\$370.45	\$364.28
		Associate	31	\$270.00	\$270.00	\$285.00	\$275.80	\$304.49	\$318.73
	More Than 1,000 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	8	\$465.00	\$680.00	\$680.00	\$599.69	\$601.83	\$550.92

## Section IV: In-Depth Analysis for Select US Cities

### Los Angeles, CA

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Intellectual Property: Patents	50 Lawyers or Fewer	Partner	13	\$290.00	\$305.00	\$425.00	\$362.41	\$374.77	\$354.17
		Associate	n/a	n/a	n/a	n/a	n/a	\$296.03	\$269.26
	51-200 Lawyers	Partner	11	\$726.00	\$1,025.00	\$1,215.00	\$1,029.82	\$977.49	\$862.94
		Associate	19	\$450.00	\$715.00	\$825.00	\$630.87	\$591.23	\$554.88
	201-500 Lawyers	Partner	33	\$540.00	\$585.00	\$660.00	\$606.54	\$567.77	\$568.79
		Associate	40	\$347.50	\$390.00	\$415.00	\$387.54	\$366.63	\$345.08
	501-1,000 Lawyers	Partner	15	\$488.05	\$584.78	\$676.00	\$576.07	\$615.10	\$563.42
		Associate	24	\$352.20	\$418.99	\$505.14	\$422.70	\$393.02	\$348.62
	More Than 1,000 Lawyers	Partner	21	\$750.00	\$825.00	\$995.00	\$844.01	\$813.14	\$778.11
		Associate	65	\$462.00	\$525.00	\$615.00	\$528.30	\$530.05	\$494.53
Intellectual Property: Other	201-500 Lawyers	Partner	10	\$505.00	\$650.00	\$695.00	\$631.55	\$556.31	\$553.85
		Associate	9	\$335.00	\$395.00	\$415.00	\$412.00	\$421.13	\$382.43
	501-1,000 Lawyers	Partner	7	\$700.00	\$870.00	\$1,167.50	\$910.36	\$603.40	\$757.17
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$506.25
	More Than 1,000 Lawyers	Partner	16	\$645.88	\$728.00	\$1,005.00	\$783.79	\$773.41	\$711.98
		Associate	22	\$348.00	\$559.00	\$641.25	\$517.19	\$513.19	\$473.93
Labor and Employment	50 Lawyers or Fewer	Partner	24	\$257.31	\$330.00	\$365.66	\$323.11	\$339.58	\$340.91
		Associate	26	\$175.00	\$202.50	\$250.00	\$212.49	\$234.39	\$236.58
	51-200 Lawyers	Partner	11	\$350.00	\$476.00	\$545.00	\$450.56	\$270.03	\$386.84
		Associate	13	\$205.00	\$294.04	\$355.00	\$283.77	\$225.34	\$255.31
	201-500 Lawyers	Partner	37	\$265.02	\$425.00	\$500.00	\$407.13	\$345.25	\$372.98
		Associate	34	\$230.00	\$314.75	\$350.00	\$305.60	\$269.80	\$271.77
	501-1,000 Lawyers	Partner	85	\$406.28	\$500.00	\$645.00	\$539.79	\$506.55	\$497.50
		Associate	108	\$284.00	\$368.00	\$450.00	\$381.83	\$381.59	\$364.54
	More Than 1,000 Lawyers	Partner	38	\$566.19	\$785.00	\$914.00	\$778.68	\$762.43	\$784.64
		Associate	49	\$432.00	\$547.00	\$675.00	\$554.34	\$506.40	\$485.69
Real Estate	50 Lawyers or Fewer	Partner	57	\$300.00	\$320.00	\$400.00	\$331.70	\$322.68	\$329.25
		Associate	55	\$225.00	\$250.00	\$250.00	\$240.92	\$249.56	\$243.71
	51-200 Lawyers	Partner	21	\$275.00	\$308.74	\$450.00	\$385.34	\$451.85	\$396.11
		Associate	18	\$170.00	\$220.00	\$225.00	\$222.22	\$264.47	\$271.19
	201-500 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	\$600.50	\$495.17
		Associate	9	\$350.00	\$450.00	\$500.00	\$422.22	\$367.94	\$331.44
	501-1,000 Lawyers	Partner	23	\$498.26	\$559.60	\$661.50	\$587.71	\$537.70	\$516.23
		Associate	19	\$330.00	\$401.54	\$530.00	\$422.14	\$378.86	\$396.58
	More Than 1,000 Lawyers	Partner	15	\$873.15	\$1,075.00	\$1,150.00	\$992.29	\$785.21	\$774.05
		Associate	19	\$440.00	\$495.00	\$700.00	\$552.45	\$518.78	\$548.94



## Section IV: In-Depth Analysis for Select US Cities

### New York, NY

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	50 Lawyers or Fewer	Partner	18	\$320.00	\$330.00	\$375.00	\$367.90	\$396.08	\$419.04
		Associate	13	\$240.00	\$296.14	\$310.66	\$308.04	\$279.96	\$307.91
	51-200 Lawyers	Partner	15	\$275.00	\$350.00	\$420.00	\$346.00	\$312.69	\$361.74
		Associate	11	\$200.00	\$271.00	\$295.00	\$256.72	n/a	\$270.34
	201-500 Lawyers	Partner	27	\$450.00	\$544.29	\$610.50	\$532.29	\$517.66	\$552.09
		Associate	27	\$301.75	\$335.00	\$395.00	\$349.97	\$382.24	\$352.50
	501-1,000 Lawyers	Partner	12	\$653.09	\$845.75	\$925.67	\$827.48	\$667.86	\$707.97
		Associate	8	\$367.50	\$500.00	\$592.50	\$498.65	\$405.90	\$508.85
	More Than 1,000 Lawyers	Partner	16	\$627.50	\$786.09	\$908.75	\$783.07	\$846.90	\$767.78
		Associate	7	\$545.00	\$570.00	\$711.00	\$574.50	\$579.34	\$523.26
Commercial	50 Lawyers or Fewer	Partner	44	\$320.00	\$350.00	\$437.50	\$377.52	\$388.58	\$382.47
		Associate	30	\$150.00	\$232.50	\$310.00	\$240.67	\$259.36	\$289.70
	51-200 Lawyers	Partner	23	\$369.43	\$550.00	\$595.00	\$486.93	\$392.33	\$408.81
		Associate	10	\$245.00	\$290.00	\$344.74	\$291.65	\$259.29	\$261.35
	201-500 Lawyers	Partner	59	\$476.00	\$560.00	\$700.00	\$590.05	\$580.81	\$569.86
		Associate	61	\$288.14	\$373.00	\$475.00	\$394.55	\$373.07	\$385.56
	501-1,000 Lawyers	Partner	77	\$610.00	\$890.62	\$1,053.63	\$869.32	\$869.52	\$872.92
		Associate	129	\$295.00	\$490.00	\$675.00	\$502.19	\$520.83	\$479.51
	More Than 1,000 Lawyers	Partner	72	\$688.09	\$837.50	\$947.50	\$823.23	\$804.92	\$790.61
		Associate	84	\$444.65	\$551.75	\$692.75	\$562.71	\$523.41	\$515.68
Corporate: Mergers, Acquisitions, and Divestitures	50 Lawyers or Fewer	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	10	\$395.00	\$425.00	\$465.00	\$444.50	n/a	n/a
	201-500 Lawyers	Partner	10	\$625.00	\$712.73	\$801.00	\$710.40	\$510.56	n/a
		Associate	14	\$355.00	\$486.17	\$600.00	\$478.63	n/a	\$480.95
	501-1,000 Lawyers	Partner	163	\$1,036.00	\$1,063.69	\$1,245.00	\$1,092.79	\$1,037.83	\$984.35
		Associate	366	\$476.00	\$675.00	\$745.00	\$625.50	\$554.00	\$536.26
	More Than 1,000 Lawyers	Partner	175	\$900.00	\$1,025.00	\$1,172.32	\$1,018.40	\$921.87	\$908.21
		Associate	302	\$488.35	\$636.09	\$765.00	\$621.07	\$577.36	\$545.06

## Section IV: In-Depth Analysis for Select US Cities

### New York, NY

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Corporate: Regulatory and Compliance	50 Lawyers or Fewer	Partner	25	\$420.00	\$450.00	\$585.00	\$499.35	\$474.78	\$546.02
		Associate	24	\$270.00	\$305.00	\$402.50	\$342.03	\$314.82	\$328.11
	51-200 Lawyers	Partner	23	\$430.00	\$505.25	\$660.00	\$518.12	\$545.24	\$549.45
		Associate	29	\$225.00	\$315.00	\$382.00	\$324.57	\$340.56	\$323.04
	201-500 Lawyers	Partner	52	\$645.00	\$840.59	\$1,008.35	\$832.40	\$720.01	\$727.72
		Associate	44	\$316.77	\$412.45	\$555.00	\$459.16	\$436.85	\$440.02
	501-1,000 Lawyers	Partner	143	\$925.00	\$1,036.00	\$1,194.27	\$1,033.59	\$994.55	\$966.31
		Associate	237	\$465.00	\$585.00	\$704.00	\$585.63	\$575.70	\$525.88
	More Than 1,000 Lawyers	Partner	70	\$795.00	\$942.50	\$1,025.00	\$914.70	\$837.01	\$820.06
		Associate	97	\$415.00	\$565.00	\$643.95	\$557.41	\$534.70	\$479.59
Corporate: Other	50 Lawyers or Fewer	Partner	63	\$325.00	\$475.00	\$650.00	\$480.37	\$426.30	\$425.91
		Associate	57	\$195.00	\$288.00	\$386.50	\$322.15	\$255.46	\$262.93
	51-200 Lawyers	Partner	68	\$307.50	\$495.00	\$670.00	\$509.95	\$478.49	\$468.09
		Associate	45	\$213.03	\$290.00	\$415.00	\$303.70	\$293.57	\$281.64
	201-500 Lawyers	Partner	178	\$560.00	\$730.68	\$856.00	\$729.03	\$708.83	\$663.90
		Associate	196	\$330.00	\$437.00	\$555.00	\$453.17	\$450.56	\$410.09
	501-1,000 Lawyers	Partner	376	\$875.00	\$1,036.71	\$1,190.00	\$1,016.24	\$977.68	\$952.81
		Associate	657	\$426.32	\$558.81	\$704.00	\$571.38	\$559.54	\$539.96
	More Than 1,000 Lawyers	Partner	305	\$724.00	\$913.51	\$1,085.76	\$917.72	\$856.02	\$825.64
		Associate	412	\$465.00	\$567.86	\$736.18	\$595.25	\$519.96	\$525.47
Environmental	51-200 Lawyers	Partner	17	\$323.25	\$400.00	\$475.00	\$415.60	\$369.77	\$356.44
		Associate	7	\$211.06	\$250.00	\$355.00	\$270.87	\$247.23	\$252.80
	201-500 Lawyers	Partner	10	\$540.00	\$599.74	\$640.00	\$592.39	\$578.74	\$512.50
		Associate	11	\$315.00	\$405.00	\$450.00	\$386.20	\$328.11	\$355.78
Finance and Securities	50 Lawyers or Fewer	Partner	30	\$340.00	\$618.18	\$755.00	\$578.30	\$549.54	\$550.81
		Associate	18	\$340.00	\$458.17	\$525.00	\$419.86	\$404.79	\$375.96
	51-200 Lawyers	Partner	75	\$495.00	\$652.51	\$825.00	\$665.55	\$624.24	\$566.01
		Associate	69	\$285.00	\$350.00	\$520.00	\$416.20	\$350.74	\$329.80
	201-500 Lawyers	Partner	208	\$750.00	\$950.00	\$1,072.50	\$902.93	\$860.24	\$852.17
		Associate	209	\$460.00	\$585.00	\$705.00	\$579.44	\$536.31	\$512.17
	501-1,000 Lawyers	Partner	503	\$848.28	\$1,025.00	\$1,225.00	\$1,023.54	\$974.56	\$954.38
		Associate	889	\$490.00	\$599.01	\$734.00	\$613.85	\$567.62	\$554.54
	More Than 1,000 Lawyers	Partner	401	\$797.00	\$950.00	\$1,125.00	\$958.19	\$908.81	\$875.16
		Associate	520	\$464.94	\$585.00	\$750.38	\$610.25	\$593.93	\$571.15

## Section IV: In-Depth Analysis for Select US Cities

### New York, NY

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
General Liability (Litigation)	50 Lawyers or Fewer	Partner	51	\$150.00	\$200.00	\$330.00	\$253.48	\$256.91	\$263.69
		Associate	74	\$149.89	\$150.00	\$225.00	\$183.69	\$193.26	\$190.47
	51-200 Lawyers	Partner	56	\$180.00	\$180.00	\$290.00	\$278.62	\$257.45	\$254.52
		Associate	60	\$130.00	\$150.00	\$240.00	\$189.20	\$165.63	\$155.96
	201-500 Lawyers	Partner	71	\$335.96	\$475.00	\$701.00	\$505.77	\$510.31	\$542.44
		Associate	87	\$225.00	\$290.00	\$375.00	\$318.41	\$306.41	\$335.94
	501-1,000 Lawyers	Partner	22	\$616.07	\$750.38	\$995.00	\$813.15	\$869.23	\$739.79
		Associate	31	\$327.00	\$495.00	\$565.00	\$470.03	\$427.14	\$435.28
	More Than 1,000 Lawyers	Partner	24	\$550.00	\$641.70	\$810.50	\$687.96	\$633.37	\$656.40
		Associate	30	\$360.00	\$496.00	\$550.00	\$474.18	\$468.48	\$414.02
Insurance Defense (Litigation)	50 Lawyers or Fewer	Partner	260	\$150.00	\$175.00	\$209.93	\$185.76	\$194.61	\$189.31
		Associate	276	\$135.00	\$155.00	\$177.53	\$161.28	\$164.83	\$162.39
	51-200 Lawyers	Partner	165	\$175.00	\$195.00	\$245.00	\$216.61	\$226.34	\$231.18
		Associate	177	\$150.00	\$175.00	\$193.70	\$180.28	\$187.53	\$191.39
	201-500 Lawyers	Partner	72	\$221.95	\$272.71	\$410.00	\$332.76	\$332.73	\$311.20
		Associate	82	\$192.49	\$232.62	\$325.00	\$268.49	\$246.25	\$234.11
	501-1,000 Lawyers	Partner	64	\$190.00	\$220.00	\$350.00	\$300.49	\$354.93	\$343.98
		Associate	121	\$175.00	\$212.40	\$275.00	\$247.25	\$255.10	\$264.23
	More Than 1,000 Lawyers	Partner	18	\$660.00	\$722.50	\$895.00	\$765.50	\$768.89	\$663.83
		Associate	11	\$422.40	\$475.00	\$546.00	\$477.18	\$528.75	\$420.28
Intellectual Property: Patents	50 Lawyers or Fewer	Partner	24	\$415.00	\$435.00	\$510.00	\$453.06	\$434.43	\$424.18
		Associate	39	\$220.00	\$305.00	\$355.00	\$293.00	\$293.93	\$296.48
	51-200 Lawyers	Partner	30	\$499.94	\$554.16	\$675.00	\$578.93	\$599.40	\$565.93
		Associate	51	\$260.00	\$315.00	\$390.00	\$332.36	\$330.75	\$325.44
	201-500 Lawyers	Partner	20	\$542.50	\$661.22	\$781.25	\$667.10	\$738.84	\$682.68
		Associate	34	\$319.00	\$348.00	\$450.00	\$383.01	\$411.56	\$425.62
	501-1,000 Lawyers	Partner	36	\$701.48	\$867.00	\$1,049.25	\$886.12	\$877.33	\$846.52
		Associate	50	\$459.00	\$614.82	\$704.00	\$593.11	\$561.49	\$529.83
	More Than 1,000 Lawyers	Partner	20	\$710.25	\$740.50	\$918.92	\$810.86	\$810.57	\$820.85
		Associate	25	\$491.00	\$608.00	\$720.00	\$610.67	\$530.53	\$538.68
Intellectual Property: Trademarks	50 Lawyers or Fewer	Partner	31	\$425.00	\$510.00	\$560.50	\$501.63	\$482.66	\$493.99
		Associate	31	\$250.00	\$309.49	\$380.00	\$309.39	\$321.37	\$337.35
	201-500 Lawyers	Partner	8	\$651.34	\$711.15	\$1,117.50	\$841.56	\$752.10	\$683.59
		Associate	8	\$513.00	\$535.85	\$673.66	\$584.36	\$495.57	\$437.71

## Section IV: In-Depth Analysis for Select US Cities

### New York, NY

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Intellectual Property: Other	50 Lawyers or Fewer	Partner	32	\$415.00	\$435.00	\$518.95	\$453.72	\$438.11	\$425.44
		Associate	57	\$238.18	\$300.00	\$365.00	\$313.88	\$308.51	\$303.77
	51-200 Lawyers	Partner	15	\$510.00	\$535.00	\$660.00	\$552.51	n/a	\$580.45
		Associate	7	\$285.00	\$320.00	\$375.00	\$340.53	n/a	n/a
	201-500 Lawyers	Partner	8	\$497.50	\$555.81	\$738.13	\$625.00	\$631.81	\$647.62
		Associate	15	\$316.32	\$436.84	\$460.00	\$418.37	\$397.08	\$393.13
	501-1,000 Lawyers	Partner	20	\$876.00	\$1,036.00	\$1,160.00	\$983.16	\$850.77	\$777.46
		Associate	25	\$510.00	\$704.00	\$710.00	\$631.04	\$580.74	\$484.23
	More Than 1,000 Lawyers	Partner	21	\$795.00	\$855.00	\$1,050.00	\$911.37	\$889.12	\$856.01
		Associate	19	\$450.00	\$595.00	\$710.00	\$594.68	\$530.92	\$536.03
Labor and Employment	50 Lawyers or Fewer	Partner	34	\$400.00	\$520.00	\$605.00	\$503.57	\$423.94	\$465.49
		Associate	26	\$275.00	\$310.00	\$400.00	\$336.46	\$273.69	\$308.86
	51-200 Lawyers	Partner	38	\$396.50	\$513.50	\$643.50	\$514.79	\$429.71	\$430.91
		Associate	28	\$273.00	\$325.50	\$432.50	\$345.82	\$283.48	\$268.60
	201-500 Lawyers	Partner	56	\$428.96	\$532.50	\$701.70	\$560.45	\$523.08	\$545.82
		Associate	52	\$240.00	\$296.00	\$420.25	\$340.96	\$328.51	\$354.47
	501-1,000 Lawyers	Partner	190	\$445.00	\$748.50	\$995.00	\$733.12	\$692.85	\$639.02
		Associate	223	\$340.00	\$466.78	\$646.00	\$500.26	\$469.28	\$422.33
	More Than 1,000 Lawyers	Partner	75	\$710.00	\$828.75	\$922.50	\$839.16	\$772.09	\$765.73
		Associate	88	\$395.13	\$488.59	\$604.00	\$519.07	\$503.51	\$504.47
Real Estate	50 Lawyers or Fewer	Partner	77	\$275.00	\$350.00	\$400.00	\$355.70	\$341.46	\$355.70
		Associate	77	\$215.00	\$250.00	\$275.00	\$247.22	\$254.22	\$252.88
	51-200 Lawyers	Partner	55	\$325.00	\$450.00	\$525.00	\$438.84	\$445.63	\$453.64
		Associate	42	\$265.00	\$282.50	\$325.00	\$295.56	\$295.81	\$296.32
	201-500 Lawyers	Partner	30	\$560.00	\$650.56	\$775.00	\$655.94	\$636.78	\$592.34
		Associate	33	\$325.00	\$400.00	\$500.00	\$430.35	\$386.35	\$368.52
	501-1,000 Lawyers	Partner	22	\$658.17	\$746.48	\$835.20	\$772.52	\$760.89	\$665.91
		Associate	20	\$387.50	\$453.75	\$630.00	\$488.02	\$464.39	\$420.08
	More Than 1,000 Lawyers	Partner	29	\$668.00	\$838.28	\$910.04	\$810.16	\$841.26	\$720.46
		Associate	33	\$395.00	\$645.72	\$701.21	\$591.40	\$577.51	\$512.15

## Section IV: In-Depth Analysis for Select US Cities

### Philadelphia, PA

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	51-200 Lawyers	Partner	8	\$370.00	\$415.00	\$445.00	\$404.38	\$445.42	\$418.26
		Associate	9	\$225.00	\$235.00	\$245.00	\$250.64	\$251.83	\$244.85
	201-500 Lawyers	Partner	9	\$365.00	\$550.00	\$560.00	\$534.11	\$513.41	\$481.44
		Associate	8	\$268.04	\$291.50	\$355.00	\$304.47	\$280.68	\$289.39
	More Than 1,000 Lawyers	Partner	8	\$368.45	\$387.25	\$567.50	\$453.40	\$412.65	\$458.66
		Associate	11	\$258.50	\$280.00	\$310.00	\$279.10	\$258.85	\$261.13
Commercial	50 Lawyers or Fewer	Partner	22	\$250.00	\$355.00	\$410.00	\$351.95	\$339.27	\$351.38
		Associate	18	\$260.00	\$273.00	\$325.00	\$284.90	\$275.03	\$271.69
	51-200 Lawyers	Partner	45	\$393.00	\$535.00	\$650.00	\$531.63	\$501.34	\$435.07
		Associate	45	\$179.74	\$260.00	\$300.00	\$260.79	\$260.06	\$270.82
	201-500 Lawyers	Partner	29	\$515.00	\$575.00	\$664.00	\$589.28	\$579.62	\$561.39
		Associate	25	\$257.00	\$275.00	\$346.50	\$303.24	\$293.42	\$308.34
	501-1,000 Lawyers	Partner	22	\$495.00	\$597.49	\$689.69	\$628.59	\$716.67	\$701.71
		Associate	46	\$315.00	\$365.00	\$433.48	\$389.77	\$424.14	\$434.60
	More Than 1,000 Lawyers	Partner	41	\$550.00	\$635.18	\$730.00	\$646.89	\$652.61	\$624.43
		Associate	61	\$325.00	\$380.00	\$425.00	\$385.03	\$361.85	\$345.56
Corporate: Mergers, Acquisitions, and Divestitures	51-200 Lawyers	Partner	27	\$445.00	\$585.00	\$756.00	\$598.78	\$555.89	\$613.69
		Associate	29	\$240.00	\$260.00	\$300.00	\$278.97	\$276.90	\$281.06
	201-500 Lawyers	Partner	15	\$350.00	\$392.77	\$550.00	\$464.21	\$471.51	\$568.45
		Associate	12	\$257.00	\$300.00	\$325.00	\$293.83	\$303.81	\$318.72
	501-1,000 Lawyers	Partner	14	\$575.00	\$682.50	\$805.00	\$709.29	\$703.41	n/a
		Associate	39	\$315.00	\$315.00	\$435.00	\$390.26	\$372.50	\$504.71
	More Than 1,000 Lawyers	Partner	25	\$601.00	\$730.00	\$935.00	\$785.58	\$711.67	n/a
		Associate	23	\$330.00	\$400.00	\$480.00	\$439.54	\$459.12	n/a
Corporate: Regulatory and Compliance	50 Lawyers or Fewer	Partner	12	\$380.00	\$524.56	\$642.50	\$518.58	\$517.70	n/a
		Associate	8	\$252.50	\$322.50	\$382.50	\$308.75	n/a	n/a
	51-200 Lawyers	Partner	22	\$555.00	\$640.00	\$693.00	\$634.86	\$576.50	\$560.24
		Associate	17	\$260.00	\$337.26	\$375.00	\$331.23	\$261.15	\$240.61
	201-500 Lawyers	Partner	19	\$425.00	\$559.00	\$648.18	\$553.78	\$527.53	\$528.59
		Associate	21	\$252.30	\$274.05	\$290.00	\$278.72	\$301.26	\$273.17
	501-1,000 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	n/a	\$737.80
		Associate	19	\$340.00	\$345.00	\$550.00	\$450.34	\$400.00	\$379.17
	More Than 1,000 Lawyers	Partner	44	\$556.25	\$643.50	\$692.50	\$632.58	\$652.79	\$669.16
		Associate	61	\$325.00	\$400.00	\$463.50	\$379.97	\$339.08	\$395.90

## Section IV: In-Depth Analysis for Select US Cities

### Philadelphia, PA

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Corporate: Other	50 Lawyers or Fewer	Partner	16	\$160.00	\$325.00	\$447.50	\$343.09	\$338.94	\$378.72
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	51-200 Lawyers	Partner	78	\$465.00	\$623.09	\$744.34	\$598.34	\$604.67	\$597.59
		Associate	78	\$250.00	\$285.00	\$400.00	\$306.83	\$283.14	\$324.10
	201-500 Lawyers	Partner	39	\$483.64	\$552.45	\$706.00	\$567.28	\$542.75	\$532.44
		Associate	34	\$265.00	\$300.00	\$399.50	\$324.52	\$318.37	\$305.61
	501-1,000 Lawyers	Partner	26	\$509.85	\$695.79	\$825.00	\$683.12	\$630.40	\$620.30
		Associate	38	\$306.54	\$367.42	\$501.42	\$391.95	\$389.87	\$352.97
	More Than 1,000 Lawyers	Partner	99	\$550.00	\$665.80	\$796.00	\$714.72	\$643.37	\$606.28
		Associate	112	\$307.00	\$371.89	\$450.00	\$392.79	\$365.77	\$350.24
Environmental	50 Lawyers or Fewer	Partner	14	\$290.00	\$377.60	\$485.00	\$379.73	\$391.18	n/a
		Associate	8	\$187.00	\$192.00	\$196.26	\$194.06	n/a	n/a
Finance and Securities	50 Lawyers or Fewer	Partner	10	\$380.00	\$486.95	\$610.00	\$489.89	\$465.01	\$383.40
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$248.57
	51-200 Lawyers	Partner	46	\$562.81	\$646.88	\$750.00	\$624.83	\$574.61	\$608.35
		Associate	37	\$260.00	\$355.00	\$425.00	\$346.58	\$329.10	\$329.57
	201-500 Lawyers	Partner	14	\$550.00	\$622.50	\$710.00	\$625.33	\$576.32	\$580.81
		Associate	17	\$305.00	\$320.00	\$380.00	\$342.35	\$342.04	\$247.00
	501-1,000 Lawyers	Partner	32	\$631.13	\$785.00	\$941.42	\$803.05	\$780.12	\$765.90
		Associate	48	\$422.50	\$490.00	\$569.61	\$493.52	\$470.87	\$477.05
	More Than 1,000 Lawyers	Partner	75	\$598.35	\$772.41	\$855.00	\$754.64	\$696.53	\$670.52
		Associate	56	\$330.46	\$400.00	\$511.48	\$432.74	\$382.89	\$410.24
General Liability (Litigation)	50 Lawyers or Fewer	Partner	39	\$196.47	\$250.00	\$325.00	\$277.31	\$263.49	\$276.12
		Associate	61	\$175.00	\$205.00	\$225.00	\$208.81	\$204.89	\$198.51
	51-200 Lawyers	Partner	56	\$177.50	\$285.00	\$475.12	\$352.23	\$347.82	\$334.37
		Associate	65	\$163.50	\$200.00	\$250.00	\$214.28	\$205.88	\$201.57
	201-500 Lawyers	Partner	42	\$290.00	\$477.50	\$585.00	\$455.26	\$412.66	\$408.54
		Associate	47	\$241.62	\$300.00	\$322.97	\$291.64	\$278.37	\$282.18
	More Than 1,000 Lawyers	Partner	20	\$479.85	\$592.45	\$723.63	\$620.33	\$599.27	\$558.68
		Associate	62	\$315.00	\$377.50	\$450.00	\$366.58	\$356.90	\$373.58



## Section IV: In-Depth Analysis for Select US Cities

### Philadelphia, PA

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Insurance Defense (Litigation)	50 Lawyers or Fewer	Partner	126	\$142.59	\$160.00	\$176.81	\$172.53	\$181.95	\$178.04
		Associate	178	\$135.00	\$150.00	\$170.00	\$151.54	\$155.14	\$152.93
	51-200 Lawyers	Partner	80	\$160.03	\$184.35	\$217.40	\$204.27	\$204.64	\$200.59
		Associate	85	\$145.00	\$161.51	\$195.00	\$167.25	\$165.95	\$165.81
	201-500 Lawyers	Partner	56	\$185.00	\$215.00	\$300.00	\$256.07	\$228.88	\$235.12
		Associate	54	\$170.00	\$185.00	\$235.00	\$205.28	\$189.25	\$186.48
	501-1,000 Lawyers	Partner	29	\$317.21	\$320.00	\$320.00	\$323.73	\$309.15	\$313.42
		Associate	27	\$220.00	\$228.65	\$240.00	\$235.07	\$233.60	\$256.90
	More Than 1,000 Lawyers	Partner	15	\$635.00	\$695.00	\$795.00	\$690.00	\$705.85	n/a
		Associate	40	\$325.00	\$395.00	\$482.50	\$411.09	\$415.19	\$382.69
Intellectual Property: Patents	50 Lawyers or Fewer	Partner	14	\$455.00	\$487.34	\$580.00	\$541.50	\$531.85	\$525.12
		Associate	7	\$289.72	\$340.00	\$415.00	\$350.87	\$343.31	\$328.61
	51-200 Lawyers	Partner	11	\$490.09	\$595.00	\$614.97	\$561.42	\$583.55	\$518.23
		Associate	14	\$275.00	\$330.52	\$375.00	\$335.20	\$326.90	\$312.60
	201-500 Lawyers	Partner	7	\$500.00	\$575.00	\$700.00	\$593.25	\$544.90	\$570.36
		Associate	13	\$252.64	\$257.00	\$355.00	\$294.18	\$285.89	\$316.81
	501-1,000 Lawyers	Partner	23	\$490.42	\$567.40	\$700.00	\$598.86	\$583.98	\$604.80
		Associate	18	\$320.00	\$395.50	\$485.00	\$406.58	\$381.86	\$388.76
Intellectual Property: Other	51-200 Lawyers	Partner	11	\$370.00	\$518.00	\$585.94	\$530.10	\$525.35	\$549.32
		Associate	9	\$250.00	\$295.00	\$300.00	\$272.45	\$280.77	\$317.77
	201-500 Lawyers	Partner	12	\$515.00	\$619.50	\$703.00	\$612.50	n/a	n/a
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	More Than 1,000 Lawyers	Partner	7	\$620.50	\$641.75	\$1,025.00	\$775.97	n/a	n/a
		Associate	16	\$293.25	\$380.38	\$425.38	\$377.84	n/a	n/a
Labor and Employment	51-200 Lawyers	Partner	24	\$350.00	\$369.43	\$515.00	\$432.43	\$425.85	\$402.11
		Associate	16	\$237.50	\$277.50	\$345.00	\$291.15	\$257.38	\$246.02
	201-500 Lawyers	Partner	30	\$380.00	\$491.46	\$585.00	\$488.40	\$507.38	\$487.43
		Associate	39	\$250.00	\$283.00	\$300.00	\$282.89	\$289.74	\$288.54
	501-1,000 Lawyers	Partner	25	\$390.47	\$470.00	\$660.00	\$550.15	\$503.93	\$532.83
		Associate	33	\$313.01	\$383.29	\$495.00	\$405.43	\$403.05	\$387.46
	More Than 1,000 Lawyers	Partner	69	\$545.15	\$628.14	\$755.00	\$646.08	\$594.68	\$591.83
		Associate	121	\$325.00	\$390.00	\$443.08	\$380.12	\$372.04	\$374.11



## Section IV: In-Depth Analysis for Select US Cities

### Philadelphia, PA

By Practice Area and Firm Size

#### 2015—Real Rates for Partners and Associates

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Real Estate	50 Lawyers or Fewer	Partner	18	\$225.00	\$245.00	\$285.00	\$257.42	\$268.25	\$266.84
		Associate	7	\$175.00	\$197.96	\$225.00	\$193.99	\$197.50	\$194.09
	51-200 Lawyers	Partner	16	\$187.50	\$292.50	\$427.50	\$298.44	\$335.49	\$364.36
		Associate	18	\$145.00	\$179.09	\$200.00	\$180.83	\$185.97	\$202.22
	201-500 Lawyers	Partner	32	\$380.00	\$422.12	\$599.40	\$484.81	\$515.51	\$526.42
		Associate	36	\$290.00	\$317.50	\$325.00	\$308.63	\$301.51	\$282.89
	More Than 1,000 Lawyers	Partner	7	\$562.67	\$632.44	\$650.00	\$632.02	n/a	\$538.33
		Associate	8	\$291.00	\$338.71	\$357.24	\$318.61	\$346.06	\$378.43

## Section IV: In-Depth Analysis for Select US Cities

### San Francisco, CA

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Commercial	50 Lawyers or Fewer	Partner	11	\$240.00	\$350.00	\$575.00	\$401.64	\$390.57	\$368.39
		Associate	n/a	n/a	n/a	n/a	n/a	\$230.00	\$304.27
	51-200 Lawyers	Partner	13	\$324.46	\$445.50	\$624.00	\$474.91	\$464.48	\$520.67
		Associate	7	\$225.00	\$299.63	\$365.50	\$306.75	\$354.10	\$422.50
	501-1,000 Lawyers	Partner	21	\$588.88	\$743.75	\$827.70	\$737.12	\$706.88	\$687.45
		Associate	24	\$353.25	\$459.59	\$579.50	\$470.98	\$459.57	\$452.35
	More Than 1,000 Lawyers	Partner	14	\$694.87	\$726.50	\$798.00	\$725.94	\$696.82	\$709.81
		Associate	11	\$435.00	\$525.00	\$568.00	\$534.42	\$505.23	\$416.42
Corporate: Mergers, Acquisitions, and Divestitures	501-1,000 Lawyers	Partner	11	\$792.00	\$1,036.00	\$1,243.93	\$994.01	\$895.72	\$846.14
		Associate	7	\$675.00	\$704.00	\$799.45	\$695.92	\$625.93	\$613.62
	More Than 1,000 Lawyers	Partner	29	\$680.00	\$783.20	\$900.00	\$814.38	\$752.74	\$732.28
		Associate	29	\$425.00	\$547.57	\$640.00	\$535.94	\$481.10	\$490.52
Corporate: Regulatory and Compliance	50 Lawyers or Fewer	Partner	13	\$490.00	\$535.94	\$575.00	\$539.08	\$516.39	\$495.63
		Associate	n/a	n/a	n/a	n/a	n/a	\$407.09	\$341.25
	501-1,000 Lawyers	Partner	29	\$533.25	\$693.00	\$794.00	\$667.45	\$680.55	\$687.65
		Associate	27	\$390.00	\$480.64	\$609.00	\$477.87	\$413.95	\$442.30
	More Than 1,000 Lawyers	Partner	16	\$657.80	\$768.75	\$797.40	\$742.91	\$772.51	\$697.20
		Associate	10	\$365.00	\$460.00	\$585.00	\$494.50	\$462.87	\$453.46
Corporate: Other	50 Lawyers or Fewer	Partner	16	\$384.19	\$430.50	\$537.50	\$442.77	\$423.87	\$456.93
		Associate	14	\$275.00	\$347.50	\$380.00	\$315.30	\$262.75	\$287.56
	51-200 Lawyers	Partner	16	\$597.38	\$635.40	\$741.20	\$681.39	\$592.39	\$618.53
		Associate	10	\$365.00	\$392.50	\$480.25	\$411.95	n/a	\$327.56
	201-500 Lawyers	Partner	13	\$345.00	\$380.00	\$520.00	\$414.73	\$484.08	\$459.19
		Associate	12	\$188.24	\$299.00	\$353.01	\$295.49	\$278.79	\$274.75
	501-1,000 Lawyers	Partner	55	\$590.00	\$740.00	\$885.00	\$762.05	\$794.67	\$803.61
		Associate	41	\$385.00	\$470.00	\$615.00	\$506.57	\$525.68	\$487.82
	More Than 1,000 Lawyers	Partner	65	\$690.00	\$806.00	\$905.00	\$800.26	\$752.97	\$763.89
		Associate	39	\$381.50	\$515.66	\$684.00	\$518.61	\$462.19	\$507.73
Finance and Securities	51-200 Lawyers	Partner	10	\$575.00	\$632.50	\$710.00	\$633.59	\$643.84	\$556.95
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$318.56
	501-1,000 Lawyers	Partner	28	\$687.50	\$930.00	\$1,087.96	\$912.80	\$846.36	\$816.88
		Associate	27	\$460.00	\$545.00	\$725.00	\$594.96	\$529.38	\$533.06
	More Than 1,000 Lawyers	Partner	28	\$727.92	\$865.00	\$1,067.50	\$874.98	\$819.86	\$801.25
		Associate	19	\$300.00	\$437.38	\$574.05	\$462.38	\$447.62	\$525.03

## Section IV: In-Depth Analysis for Select US Cities

### San Francisco, CA

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
General Liability (Litigation)	50 Lawyers or Fewer	Partner	24	\$207.50	\$230.00	\$287.07	\$258.69	\$256.85	\$282.35
		Associate	29	\$173.08	\$210.00	\$212.00	\$208.60	\$204.72	\$202.10
	51-200 Lawyers	Partner	21	\$265.00	\$275.00	\$425.00	\$356.43	\$337.07	\$310.00
		Associate	23	\$200.00	\$200.00	\$220.00	\$210.48	\$224.97	\$208.22
	201-500 Lawyers	Partner	14	\$230.00	\$237.50	\$240.00	\$251.07	\$282.71	\$288.04
		Associate	22	\$212.97	\$241.56	\$275.00	\$248.51	\$249.59	\$236.14
	501-1,000 Lawyers	Partner	9	\$585.00	\$627.81	\$840.00	\$699.56	\$675.89	\$671.23
		Associate	14	\$320.00	\$425.00	\$575.00	\$450.91	\$507.21	\$492.42
	More Than 1,000 Lawyers	Partner	9	\$535.00	\$595.00	\$701.26	\$635.04	\$639.13	\$587.48
		Associate	11	\$318.00	\$380.58	\$397.33	\$403.02	\$374.89	\$401.64
Insurance Defense (Litigation)	50 Lawyers or Fewer	Partner	45	\$195.00	\$200.00	\$250.00	\$226.27	\$213.94	\$215.08
		Associate	47	\$170.00	\$180.00	\$192.50	\$187.50	\$178.70	\$169.83
	51-200 Lawyers	Partner	16	\$187.50	\$216.47	\$240.00	\$210.46	\$236.01	\$222.20
		Associate	17	\$170.00	\$170.00	\$205.00	\$182.51	\$179.83	\$180.85
	201-500 Lawyers	Partner	32	\$275.00	\$292.50	\$340.00	\$309.61	\$351.85	\$304.62
		Associate	40	\$226.98	\$235.00	\$294.75	\$254.73	\$265.18	\$265.88
	501-1,000 Lawyers	Partner	21	\$320.11	\$360.00	\$405.71	\$405.74	\$364.05	\$364.39
		Associate	29	\$250.00	\$270.00	\$270.00	\$307.76	\$301.34	n/a
Intellectual Property: Patents	50 Lawyers or Fewer	Partner	16	\$337.01	\$393.06	\$540.00	\$449.07	\$439.06	\$435.30
		Associate	16	\$261.80	\$300.00	\$334.90	\$302.36	\$329.48	\$334.81
	51-200 Lawyers	Partner	18	\$590.75	\$685.16	\$775.00	\$704.39	\$719.40	\$690.63
		Associate	15	\$418.83	\$450.00	\$475.00	\$447.39	\$419.24	\$417.89
	201-500 Lawyers	Partner	11	\$458.57	\$600.00	\$745.75	\$636.63	\$640.35	\$630.86
		Associate	10	\$260.00	\$429.92	\$517.75	\$413.48	\$458.35	\$408.61
	501-1,000 Lawyers	Partner	26	\$564.45	\$723.06	\$845.00	\$727.30	\$660.10	\$680.70
		Associate	19	\$425.00	\$560.00	\$685.00	\$541.62	\$508.84	\$437.93
	More Than 1,000 Lawyers	Partner	21	\$693.07	\$742.50	\$910.13	\$814.07	\$759.15	\$739.09
		Associate	19	\$425.00	\$493.47	\$600.00	\$512.10	\$478.21	\$465.15
Intellectual Property: Other	501-1,000 Lawyers	Partner	14	\$558.32	\$740.87	\$885.00	\$751.16	\$585.89	\$622.16
		Associate	18	\$430.97	\$500.00	\$620.00	\$533.72	\$430.75	\$365.54
	More Than 1,000 Lawyers	Partner	12	\$664.15	\$701.71	\$804.50	\$754.73	\$764.51	\$739.21
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a

## Section IV: In-Depth Analysis for Select US Cities

### San Francisco, CA

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Labor and Employment	50 Lawyers or Fewer	Partner	16	\$339.50	\$375.00	\$417.75	\$375.51	\$357.28	\$303.90
		Associate	22	\$250.00	\$289.75	\$325.00	\$296.34	\$263.53	\$256.40
	201-500 Lawyers	Partner	8	\$292.50	\$465.54	\$504.99	\$419.36	\$358.95	\$338.15
		Associate	9	\$220.00	\$315.00	\$369.00	\$307.35	\$274.73	\$258.45
	501-1,000 Lawyers	Partner	72	\$365.60	\$441.99	\$585.50	\$484.86	\$519.57	\$576.21
		Associate	69	\$246.07	\$283.46	\$330.00	\$312.93	\$306.48	\$330.07
	More Than 1,000 Lawyers	Partner	33	\$552.00	\$682.50	\$814.50	\$711.55	\$715.11	\$714.36
		Associate	23	\$280.00	\$480.70	\$577.83	\$458.84	\$489.72	\$490.51
Real Estate	50 Lawyers or Fewer	Partner	14	\$290.00	\$325.00	\$430.00	\$356.07	\$345.57	\$363.01
		Associate	n/a	n/a	n/a	n/a	n/a	\$283.57	\$266.25
	51-200 Lawyers	Partner	20	\$275.00	\$312.50	\$425.00	\$361.09	\$384.32	\$367.06
		Associate	10	\$220.00	\$230.26	\$275.00	\$244.05	\$264.21	\$258.63
	501-1,000 Lawyers	Partner	10	\$572.17	\$711.25	\$790.00	\$679.42	\$639.01	\$626.29
		Associate	14	\$432.00	\$466.46	\$500.00	\$474.57	\$454.82	\$465.22

## Section IV: In-Depth Analysis for Select US Cities

### San Jose, CA

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Commercial	501-1,000 Lawyers	Partner	10	\$689.00	\$771.50	\$848.42	\$787.74	n/a	\$769.25
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$552.90
	More Than 1,000 Lawyers	Partner	14	\$688.90	\$765.00	\$850.00	\$758.61	\$645.52	\$704.10
		Associate	n/a	n/a	n/a	n/a	n/a	\$418.49	\$381.46
Corporate: Mergers, Acquisitions, and Divestitures	501-1,000 Lawyers	Partner	11	\$730.00	\$1,025.00	\$1,245.00	\$939.04	\$793.26	\$911.31
		Associate	9	\$695.00	\$715.00	\$743.75	\$724.31	n/a	\$728.94
	More Than 1,000 Lawyers	Partner	35	\$730.00	\$850.00	\$955.00	\$852.10	\$799.77	\$722.30
		Associate	28	\$365.00	\$455.00	\$569.00	\$464.62	\$456.64	\$425.80
Corporate: Regulatory and Compliance	More Than 1,000 Lawyers	Partner	7	\$726.75	\$775.00	\$805.50	\$752.50	\$698.04	\$683.94
		Associate	9	\$335.00	\$365.00	\$370.00	\$366.75	\$418.28	\$416.14
Corporate: Other	501-1,000 Lawyers	Partner	28	\$770.00	\$912.50	\$1,125.00	\$947.51	\$829.22	\$811.40
		Associate	n/a	n/a	n/a	n/a	n/a	\$748.46	\$590.95
	More Than 1,000 Lawyers	Partner	48	\$590.65	\$719.13	\$898.41	\$739.64	\$699.17	\$751.21
		Associate	28	\$370.50	\$428.10	\$542.90	\$461.36	\$426.94	\$473.40
Finance and Securities	501-1,000 Lawyers	Partner	15	\$850.00	\$875.00	\$1,024.25	\$938.29	\$912.36	\$869.27
		Associate	9	\$675.00	\$680.00	\$715.00	\$717.47	\$677.09	\$650.76
	More Than 1,000 Lawyers	Partner	13	\$816.40	\$899.71	\$1,000.00	\$898.89	\$955.03	\$804.14
		Associate	10	\$446.30	\$585.00	\$870.00	\$656.78	\$626.37	\$472.39
Intellectual Property: Patents	50 Lawyers or Fewer	Partner	14	\$390.00	\$404.49	\$500.00	\$418.59	\$398.41	\$397.76
		Associate	32	\$250.00	\$287.50	\$364.83	\$299.07	\$275.60	\$275.81
	501-1,000 Lawyers	Partner	16	\$623.50	\$740.00	\$895.00	\$763.81	\$735.09	\$731.13
		Associate	10	\$310.00	\$419.58	\$695.00	\$482.55	\$431.26	\$502.80
Labor and Employment	More Than 1,000 Lawyers	Partner	14	\$595.00	\$742.50	\$790.06	\$700.25	\$643.22	\$687.35
		Associate	12	\$346.51	\$401.56	\$461.78	\$408.11	\$428.47	\$403.53

## Section IV: In-Depth Analysis for Select US Cities

### Washington, DC

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	501-1,000 Lawyers	Partner	8	\$379.50	\$557.50	\$767.50	\$593.00	\$564.85	\$580.80
		Associate	8	\$365.00	\$436.33	\$528.37	\$432.80	\$359.71	\$423.00
Commercial	50 Lawyers or Fewer	Partner	19	\$456.17	\$527.00	\$639.00	\$520.57	\$426.38	\$514.64
		Associate	9	\$203.00	\$216.00	\$292.50	\$245.06	\$244.14	\$264.55
	51-200 Lawyers	Partner	31	\$506.00	\$594.71	\$713.00	\$604.46	\$570.71	\$617.54
		Associate	20	\$278.76	\$338.00	\$394.50	\$350.18	\$360.61	\$334.11
	201-500 Lawyers	Partner	94	\$550.00	\$645.90	\$755.00	\$655.38	\$638.54	\$644.23
		Associate	54	\$315.00	\$387.53	\$469.24	\$410.00	\$417.08	\$406.88
501-1,000 Lawyers	Partner	111	\$572.55	\$660.00	\$775.00	\$689.36	\$694.34	\$678.45	
	Associate	101	\$314.27	\$378.30	\$491.00	\$420.23	\$435.24	\$412.02	
More Than 1,000 Lawyers	Partner	121	\$655.00	\$750.00	\$920.00	\$782.77	\$789.10	\$730.02	
	Associate	80	\$390.00	\$489.38	\$580.00	\$506.98	\$485.70	\$431.58	
Corporate: Mergers, Acquisitions, and Divestitures	201-500 Lawyers	Partner	19	\$640.00	\$725.00	\$805.00	\$727.26	\$690.49	\$699.62
		Associate	18	\$275.00	\$290.00	\$315.00	\$325.99	\$361.39	\$429.45
	501-1,000 Lawyers	Partner	51	\$718.25	\$870.00	\$1,020.00	\$868.72	\$813.23	\$801.49
Associate		40	\$437.50	\$547.50	\$690.00	\$546.95	\$489.71	\$494.86	
More Than 1,000 Lawyers	Partner	118	\$701.25	\$813.05	\$923.88	\$838.10	\$799.14	\$760.83	
	Associate	150	\$408.00	\$480.00	\$575.00	\$497.53	\$476.86	\$437.16	
Corporate: Regulatory and Compliance	50 Lawyers or Fewer	Partner	65	\$441.48	\$500.00	\$579.79	\$517.22	\$524.42	\$499.68
		Associate	21	\$280.00	\$315.00	\$340.00	\$310.69	\$301.45	\$316.52
	51-200 Lawyers	Partner	66	\$500.00	\$604.85	\$652.00	\$593.92	\$608.83	\$608.29
		Associate	59	\$330.00	\$349.49	\$412.00	\$365.63	\$359.97	\$335.42
	201-500 Lawyers	Partner	92	\$567.50	\$659.00	\$749.50	\$675.27	\$629.23	\$646.64
		Associate	66	\$330.00	\$397.00	\$450.00	\$399.34	\$384.62	\$390.02
501-1,000 Lawyers	Partner	229	\$620.00	\$755.00	\$850.00	\$766.75	\$744.82	\$727.45	
	Associate	236	\$392.22	\$445.78	\$598.38	\$488.60	\$455.55	\$446.57	
More Than 1,000 Lawyers	Partner	165	\$700.00	\$780.00	\$890.00	\$797.15	\$775.20	\$752.77	
	Associate	125	\$401.25	\$525.00	\$625.00	\$527.36	\$495.71	\$471.75	

## Section IV: In-Depth Analysis for Select US Cities

### Washington, DC

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Corporate: Other	50 Lawyers or Fewer	Partner	51	\$450.00	\$525.00	\$625.00	\$536.82	\$541.08	\$504.72
		Associate	27	\$250.00	\$295.00	\$342.01	\$298.39	\$289.40	\$253.69
	51-200 Lawyers	Partner	65	\$531.00	\$627.70	\$740.00	\$616.61	\$620.25	\$631.99
		Associate	37	\$283.81	\$360.00	\$463.00	\$379.89	\$361.48	\$347.17
	201-500 Lawyers	Partner	163	\$580.00	\$665.00	\$775.00	\$668.54	\$662.22	\$638.54
		Associate	104	\$340.06	\$431.78	\$500.00	\$429.34	\$407.01	\$362.24
	501-1,000 Lawyers	Partner	256	\$638.91	\$740.17	\$860.00	\$776.20	\$728.69	\$738.08
		Associate	237	\$356.27	\$425.85	\$535.36	\$453.51	\$447.92	\$452.05
	More Than 1,000 Lawyers	Partner	328	\$660.00	\$787.55	\$931.35	\$816.72	\$758.70	\$741.26
		Associate	285	\$385.00	\$495.00	\$600.00	\$506.97	\$459.32	\$454.36
Environmental	51-200 Lawyers	Partner	22	\$550.00	\$587.50	\$640.00	\$582.87	\$531.26	\$536.92
		Associate	16	\$285.00	\$340.00	\$410.00	\$353.89	\$333.05	\$299.75
	201-500 Lawyers	Partner	10	\$555.00	\$644.00	\$677.00	\$614.41	\$638.96	\$603.68
		Associate	n/a	n/a	n/a	n/a	n/a	\$369.72	\$378.84
	501-1,000 Lawyers	Partner	17	\$643.97	\$700.90	\$790.00	\$730.82	\$638.52	\$627.06
		Associate	19	\$315.00	\$371.22	\$510.00	\$441.32	\$393.93	\$328.21
	More Than 1,000 Lawyers	Partner	14	\$700.00	\$757.00	\$820.00	\$761.93	\$758.73	\$687.22
		Associate	13	\$350.00	\$435.00	\$480.00	\$446.38	\$469.35	\$421.29
Finance and Securities	50 Lawyers or Fewer	Partner	29	\$494.00	\$550.00	\$655.69	\$591.55	\$536.16	\$520.38
		Associate	16	\$355.50	\$462.50	\$535.00	\$452.31	\$350.71	\$306.64
	51-200 Lawyers	Partner	28	\$650.00	\$725.53	\$823.75	\$733.59	\$699.69	\$707.67
		Associate	18	\$290.00	\$430.25	\$464.72	\$414.97	\$362.72	\$366.47
	201-500 Lawyers	Partner	56	\$643.45	\$735.00	\$836.63	\$765.14	\$737.91	\$702.40
		Associate	42	\$320.00	\$427.50	\$590.00	\$473.05	\$437.01	\$419.71
	501-1,000 Lawyers	Partner	130	\$746.50	\$827.13	\$950.00	\$856.32	\$824.56	\$773.37
		Associate	86	\$412.52	\$535.00	\$645.00	\$534.37	\$495.79	\$481.41
	More Than 1,000 Lawyers	Partner	169	\$731.51	\$830.00	\$950.00	\$853.86	\$816.75	\$779.32
		Associate	122	\$395.00	\$488.81	\$665.00	\$546.08	\$544.28	\$535.96



## Section IV: In-Depth Analysis for Select US Cities

### Washington, DC

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
General Liability (Litigation)	50 Lawyers or Fewer	Partner	7	\$195.00	\$215.00	\$465.00	\$310.71	\$375.00	\$467.65
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	51-200 Lawyers	Partner	10	\$593.00	\$619.00	\$726.28	\$633.53	\$473.14	\$549.30
		Associate	10	\$297.00	\$381.00	\$530.00	\$395.80	n/a	\$320.20
	201-500 Lawyers	Partner	27	\$586.13	\$678.40	\$745.00	\$657.57	\$632.24	\$631.43
		Associate	19	\$370.00	\$407.57	\$455.00	\$404.55	\$390.27	\$376.27
	501-1,000 Lawyers	Partner	42	\$559.45	\$646.61	\$758.52	\$688.57	\$682.82	\$665.05
		Associate	39	\$360.00	\$472.67	\$523.00	\$470.56	\$453.44	\$424.80
	More Than 1,000 Lawyers	Partner	46	\$671.50	\$753.44	\$808.36	\$762.62	\$713.54	\$703.93
		Associate	36	\$425.91	\$525.00	\$617.00	\$525.78	\$504.62	\$485.41
Insurance Defense (Litigation)	50 Lawyers or Fewer	Partner	23	\$144.31	\$165.00	\$265.00	\$222.29	\$214.65	\$219.10
		Associate	24	\$124.64	\$158.02	\$210.00	\$178.23	\$179.50	\$171.20
	201-500 Lawyers	Partner	34	\$402.00	\$424.49	\$510.00	\$458.22	\$460.51	\$419.21
		Associate	59	\$250.00	\$275.00	\$323.91	\$295.31	\$300.16	\$281.56
	501-1,000 Lawyers	Partner	25	\$380.00	\$423.00	\$445.00	\$428.57	\$475.31	\$467.43
		Associate	16	\$215.00	\$300.00	\$410.87	\$309.48	\$287.93	\$323.59
	More Than 1,000 Lawyers	Partner	14	\$440.00	\$675.00	\$745.00	\$627.85	\$752.00	n/a
		Associate	18	\$220.99	\$408.50	\$550.69	\$387.61	\$465.71	n/a
Intellectual Property: Patents	50 Lawyers or Fewer	Partner	32	\$388.21	\$421.87	\$567.50	\$488.81	\$479.51	\$489.58
		Associate	31	\$259.76	\$304.29	\$329.72	\$293.94	\$288.91	\$308.53
	51-200 Lawyers	Partner	36	\$404.15	\$490.31	\$623.58	\$516.27	\$520.88	\$533.28
		Associate	40	\$267.58	\$326.94	\$365.00	\$331.68	\$321.86	\$321.10
	201-500 Lawyers	Partner	43	\$603.76	\$660.00	\$743.76	\$671.29	\$665.15	\$626.68
		Associate	75	\$350.00	\$425.00	\$475.00	\$416.96	\$414.58	\$379.87
	501-1,000 Lawyers	Partner	84	\$670.00	\$754.60	\$867.47	\$782.19	\$739.15	\$711.11
		Associate	90	\$384.94	\$483.81	\$595.00	\$495.39	\$460.96	\$435.47
	More Than 1,000 Lawyers	Partner	35	\$650.00	\$786.00	\$875.00	\$781.26	\$724.98	\$738.54
		Associate	31	\$370.00	\$425.00	\$575.00	\$458.80	\$430.55	\$417.55
Intellectual Property: Trademarks	501-1,000 Lawyers	Partner	12	\$555.81	\$608.64	\$685.00	\$635.76	\$632.26	\$642.57
		Associate	7	\$267.30	\$283.95	\$375.00	\$311.48	n/a	\$335.59
	More Than 1,000 Lawyers	Partner	9	\$625.00	\$697.50	\$805.00	\$686.86	\$663.60	\$657.89
		Associate	7	\$390.00	\$424.00	\$530.00	\$459.68	\$351.03	\$396.35

## Section IV: In-Depth Analysis for Select US Cities

### Washington, DC

By Practice Area and Firm Size

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Intellectual Property: Other	51-200 Lawyers	Partner	9	\$600.00	\$619.00	\$690.00	\$645.67	\$552.91	\$558.11
		Associate	n/a	n/a	n/a	n/a	n/a	\$363.11	\$329.69
	201-500 Lawyers	Partner	23	\$555.00	\$675.26	\$823.97	\$687.16	\$665.30	\$641.50
		Associate	15	\$326.95	\$343.50	\$480.00	\$389.70	\$326.62	\$333.55
	501-1,000 Lawyers	Partner	31	\$558.00	\$644.00	\$745.00	\$673.48	\$637.09	\$631.15
		Associate	44	\$305.78	\$391.55	\$478.88	\$411.53	\$362.38	\$352.79
	More Than 1,000 Lawyers	Partner	21	\$714.00	\$750.00	\$840.00	\$774.63	\$726.60	\$707.55
		Associate	20	\$396.46	\$484.79	\$598.46	\$497.20	\$489.28	\$444.43
Labor and Employment	51-200 Lawyers	Partner	35	\$529.20	\$635.47	\$722.41	\$608.17	\$535.14	\$518.41
		Associate	25	\$335.00	\$411.97	\$474.45	\$392.74	\$326.59	\$351.64
	201-500 Lawyers	Partner	24	\$410.00	\$482.50	\$587.60	\$515.02	\$546.23	\$512.00
		Associate	16	\$279.19	\$328.29	\$396.39	\$358.97	\$335.24	\$292.70
	501-1,000 Lawyers	Partner	94	\$570.00	\$707.05	\$825.00	\$703.85	\$653.10	\$647.01
		Associate	70	\$340.00	\$437.50	\$569.51	\$466.39	\$458.05	\$407.69
	More Than 1,000 Lawyers	Partner	67	\$675.00	\$752.68	\$871.00	\$762.83	\$749.29	\$712.75
		Associate	82	\$376.74	\$442.00	\$530.00	\$448.39	\$422.32	\$426.06
Real Estate	50 Lawyers or Fewer	Partner	25	\$290.00	\$295.00	\$325.00	\$313.30	\$336.79	\$351.16
		Associate	25	\$220.00	\$225.00	\$295.00	\$253.32	\$250.69	\$239.47
	201-500 Lawyers	Partner	14	\$275.00	\$322.11	\$530.00	\$427.80	\$459.33	\$423.92
		Associate	11	\$275.00	\$295.00	\$405.00	\$353.45	\$352.81	\$313.91
	501-1,000 Lawyers	Partner	10	\$470.60	\$490.00	\$603.98	\$554.37	\$543.10	\$580.70
		Associate	10	\$290.00	\$327.25	\$430.00	\$364.64	\$342.97	\$389.96
	More Than 1,000 Lawyers	Partner	21	\$612.86	\$845.00	\$925.00	\$798.21	\$720.36	\$721.41
		Associate	26	\$300.00	\$357.50	\$415.00	\$369.32	\$380.39	\$436.94

## Section V: Summary Reference Cards for Select US Cities

### Atlanta, GA (2015):

Total Hours Billed: 172,964.95 Total Law Firms: 109  
 Total Fees Billed: \$67,735,729 Total Lawyers: 1,351

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	39%	\$511	2%	3%	4%
	Associates	50%	\$340	5%	8%	8%
	Paralegals	11%	\$175	2%	2%	5%
Firm Size (# of Lawyers)	50 or Fewer	11%	\$261	0%	2%	2%
	51 to 200	11%	\$277	1%	2%	1%
	201 to 500	8%	\$407	3%	3%	7%
	501 to 1,000	67%	\$496	5%	8%	9%
	More Than 1,000	3%	\$541	6%	7%	4%
Most Billed Practice Areas	Corporate, Non-Litigation	23%	\$457	1%	4%	6%
	Patents, Litigation	5%	\$561	2%	4%	6%
	Patents, Non-Litigation	4%	\$423	0%	7%	5%
	Corporate, Litigation	4%	\$452	3%	4%	7%
	M&A, Non-Litigation	4%	\$580	5%	3%	7%

n = 23 to 693.

### Austin, TX (2015):

Total Hours Billed: 74,570 Total Law Firms: 69  
 Total Fees Billed: \$23,964,306 Total Lawyers: 273

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	45%	\$457	2%	4%	2%
	Associates	52%	\$302	8%	4%	5%
	Paralegals	4%	\$156	0%	0%	6%
Firm Size (# of Lawyers)	50 or Fewer	74%	\$306	6%	4%	3%
	51 to 200	1%	\$332	3%	2%	n/a
	201 to 500	5%	\$475	2%	1%	5%
	501 to 1,000	16%	\$521	-1%	9%	3%
	More Than 1,000	4%	\$496	13%	1%	7%
Most Billed Practice Areas	Patents, Non-Litigation	42%	\$330	12%	2%	3%
	Corporate, Non-Litigation	4%	\$394	-1%	10%	2%
	Regulatory and Compliance, Non-Litigation	2%	\$375	2%	3%	4%
	Corporate, Litigation	1%	\$375	1%	n/a	n/a

n = 10 to 153.

### Baltimore, MD (2015):

Total Hours Billed: 101,411 Total Law Firms: 50  
 Total Fees Billed: \$35,265,247 Total Lawyers: 525

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	30%	\$474	4%	2%	2%
	Associates	47%	\$353	6%	6%	7%
	Paralegals	23%	\$197	2%	7%	0%
Firm Size (# of Lawyers)	50 or Fewer	16%	\$337	0%	3%	2%
	51 to 200	4%	\$320	3%	0%	1%
	201 to 500	8%	\$337	7%	3%	8%
	501 to 1,000	61%	\$444	9%	5%	4%
	More Than 1,000	10%	\$577	7%	5%	9%
Most Billed Practice Areas	Product and Product Liability, Litigation	32%	\$401	7%	6%	3%
	General Liability, Litigation	11%	\$377	3%	0%	3%
	Corporate, Litigation	3%	\$453	5%	6%	3%
	Commercial, Litigation	1%	\$469	2%	n/a	6%
	Commercial, Non-Litigation	1%	\$485	6%	2%	6%

n = 9 to 274.

### Boston, MA (2015):

Total Hours Billed: 114,202 Total Law Firms: 131  
 Total Fees Billed: \$52,034,131 Total Lawyers: 1,116

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	44%	\$587	3%	3%	4%
	Associates	48%	\$389	6%	6%	9%
	Paralegals	8%	\$185	3%	4%	5%
Firm Size (# of Lawyers)	50 or Fewer	22%	\$258	2%	1%	3%
	51 to 200	31%	\$455	1%	4%	6%
	201 to 500	13%	\$493	4%	6%	7%
	501 to 1,000	12%	\$595	8%	3%	6%
	More Than 1,000	23%	\$635	7%	10%	11%
Most Billed Practice Areas	Patents, Non-Litigation	10%	\$532	2%	10%	7%
	Patents, Litigation	8%	\$571	3%	6%	5%
	Corporate, Non-Litigation	7%	\$519	4%	3%	3%
	Corporate, Litigation	6%	\$515	4%	4%	6%
	Commercial, Litigation	5%	\$475	8%	3%	4%

n = 24 to 596.

## Section V: Summary Reference Cards for Select US Cities

### Chicago, IL (2015):

Total Hours Billed: 463,532 Total Law Firms: 191  
 Total Fees Firms: \$218,632,665 Total Lawyers: 3,646

% Rate Change

		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	43%	\$620	3%	4%	5%
	Associates	45%	\$397	8%	7%	8%
	Paralegals	12%	\$200	6%	4%	4%
Firm Size (# of Lawyers)	50 or Fewer	10%	\$273	2%	2%	2%
	51 to 200	15%	\$327	4%	3%	3%
	201 to 500	14%	\$491	4%	4%	5%
	501 to 1,000	21%	\$503	6%	5%	10%
	More Than 1,000	41%	\$617	7%	7%	8%
	Most Billed Practice Areas	Patents, Litigation	11%	\$534	6%	8%
Corporate, Non-Litigation		11%	\$621	5%	6%	7%
Finance and Securities, Non-Litigation		6%	\$630	5%	6%	17%
Corporate, Litigation		6%	\$520	5%	3%	4%
Product and Product Liability, Litigation		5%	\$401	3%	4%	3%

n = 94 to 1,903.

### Cleveland, OH (2015):

Total Hours Billed: 112,528 Total Law Firms: 48  
 Total Fees Firms: \$37,577,465 Total Lawyers: 664

% Rate Change

		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	46%	\$429	3%	4%	2%
	Associates	39%	\$269	3%	7%	3%
	Paralegals	15%	\$166	4%	2%	1%
Firm Size (# of Lawyers)	50 or Fewer	6%	\$210	0%	3%	0%
	51 to 200	43%	\$321	3%	3%	3%
	201 to 500	14%	\$325	2%	6%	4%
	501 to 1,000	11%	\$342	2%	6%	1%
	More Than 1,000	26%	\$478	5%	10%	3%
	Most Billed Practice Areas	Corporate, Non-Litigation	14%	\$364	6%	6%
Commercial, Non-Litigation		5%	\$351	2%	6%	1%
Employment and Labor, Non-Litigation		4%	\$375	1%	4%	1%
Commercial, Litigation		4%	\$387	3%	6%	2%
M&A, Non-Litigation		2%	\$435	5%	2%	5%

n = 11 to 335.

### Dallas, TX (2015):

Total Hours Billed: 113,651 Total Law Firms: 103  
 Total Fees Firms: \$49,410,490 Total Lawyers: 914

% Rate Change

		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	32%	\$564	3%	2%	4%
	Associates	53%	\$391	6%	8%	10%
	Paralegals	15%	\$196	2%	2%	2%
Firm Size (# of Lawyers)	50 or Fewer	10%	\$268	1%	1%	4%
	51 to 200	6%	\$282	0%	4%	0%
	201 to 500	13%	\$459	3%	2%	5%
	501 to 1,000	33%	\$557	8%	9%	8%
	More Than 1,000	38%	\$542	8%	4%	11%
	Most Billed Practice Areas	M&A, Non-Litigation	13%	\$635	6%	8%
Patents, Litigation		13%	\$493	6%	9%	7%
Patents, Non-Litigation		10%	\$423	8%	2%	6%
Commercial, Litigation		7%	\$485	0%	2%	5%
General Liability, Litigation		5%	\$282	0%	3%	3%

n = 12 to 494.

### Denver, CO (2015):

Total Hours Billed: 89,962 Total Law Firms: 69  
 Total Fees Firms: \$30,375,333 Total Lawyers: 479

% Rate Change

		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	38%	\$430	3%	2%	6%
	Associates	51%	\$295	4%	4%	4%
	Paralegals	11%	\$142	3%	-1%	11%
Firm Size (# of Lawyers)	50 or Fewer	21%	\$293	1%	3%	2%
	51 to 200	37%	\$352	3%	3%	5%
	201 to 500	26%	\$350	5%	3%	7%
	501 to 1,000	11%	\$445	5%	4%	10%
	More Than 1,000	5%	\$565	3%	6%	5%
	Most Billed Practice Areas	Patents, Non-Litigation	17%	\$378	7%	7%
Corporate, Litigation		7%	\$369	3%	3%	7%
Patents, Litigation		7%	\$455	n/a	4%	5%
Real Estate, Non-Litigation		5%	\$303	2%	4%	0%
Corporate, Non-Litigation		4%	\$399	0%	0%	3%

n = 10 to 245.

## Section V: Summary Reference Cards for Select US Cities

### Houston, TX (2015):

Total Hours Billed: 99,882 Total Law Firms: 94  
 Total Fees Billed: \$40,643,215 Total Lawyers: 610

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	45%	\$548	2%	3%	4%
	Associates	44%	\$354	6%	5%	6%
	Paralegals	10%	\$140	2%	-1%	7%
Firm Size (# of Lawyers)	50 or Fewer	43%	\$308	1%	1%	4%
	51 to 200	10%	\$328	3%	1%	3%
	201 to 500	12%	\$452	1%	2%	5%
	501 to 1,000	21%	\$532	5%	7%	7%
	More Than 1,000	13%	\$656	8%	5%	5%
Most Billed Practice Areas	Patents, Non-Litigation	20%	\$318	4%	4%	5%
	General Liability, Litigation	15%	\$445	1%	2%	1%
	Product and Product Liability, Litigation	9%	\$336	1%	0%	0%
	Commercial, Litigation	8%	\$472	3%	4%	6%
	Corporate, Litigation	3%	\$425	4%	4%	1%

n = 17 to 308.

### Kansas City, MO (2015):

Total Hours Billed: 45,912 Total Law Firms: 36  
 Total Fees Billed: \$14,571,184 Total Lawyers: 407

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	54%	\$411	1%	3%	3%
	Associates	30%	\$271	3%	5%	3%
	Paralegals	16%	\$157	3%	4%	3%
Firm Size (# of Lawyers)	50 or Fewer	14%	\$240	1%	1%	1%
	51 to 200	1%	\$350	-1%	0%	9%
	201 to 500	27%	\$345	2%	4%	3%
	501 to 1,000	57%	\$357	3%	5%	2%
	More Than 1,000	1%	\$697	0%	11%	n/a
Most Billed Practice Areas	Product and Product Liability, Litigation	20%	\$349	4%	2%	0%
	Corporate, Litigation	10%	\$420	4%	9%	2%
	Commercial, Non-Litigation	3%	\$397	5%	5%	5%
	Regulatory and Compliance, Non-Litigation	2%	\$379	4%	5%	2%
	Corporate, Non-Litigation	2%	\$447	4%	5%	6%

n = 10 to 216.

### Los Angeles, CA (2015):

Total Hours Billed: 501,219 Total Law Firms: 240  
 Total Fees Billed: \$225,433,247 Total Lawyers: 3,056

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	33%	\$640	3%	2%	3%
	Associates	58%	\$457	7%	7%	9%
	Paralegals	8%	\$227	2%	4%	4%
Firm Size (# of Lawyers)	50 or Fewer	19%	\$296	1%	2%	1%
	51 to 200	10%	\$499	4%	5%	5%
	201 to 500	9%	\$452	5%	4%	6%
	501 to 1,000	25%	\$510	5%	1%	7%
	More Than 1,000	38%	\$676	8%	9%	9%
Most Billed Practice Areas	Corporate, Non-Litigation	13%	\$536	5%	7%	6%
	Corporate, Litigation	9%	\$582	6%	3%	5%
	Patents, Litigation	9%	\$626	6%	9%	8%
	Product and Product Liability, Litigation	7%	\$355	1%	-13%	9%
	Patents, Non-Litigation	5%	\$456	4%	7%	7%

n = 23 to 1,864.

### Miami, FL (2015):

Total Hours Billed: 79,217 Total Law Firms: 106  
 Total Fees Billed: \$27,027,876 Total Lawyers: 697

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	42%	\$427	3%	2%	3%
	Associates	45%	\$291	2%	5%	3%
	Paralegals	13%	\$161	3%	2%	0%
Firm Size (# of Lawyers)	50 or Fewer	32%	\$270	2%	1%	0%
	51 to 200	18%	\$294	2%	3%	2%
	201 to 500	26%	\$432	4%	3%	4%
	501 to 1,000	5%	\$410	5%	6%	5%
	More Than 1,000	19%	\$476	3%	6%	3%
Most Billed Practice Areas	Product and Product Liability, Litigation	10%	\$312	5%	3%	0%
	General Liability, Litigation	9%	\$288	0%	0%	0%
	Personal Injury/Wrongful Death, Litigation	7%	\$197	2%	0%	1%
	Commercial, Litigation	6%	\$383	4%	2%	2%
	Corporate, Litigation	6%	\$350	1%	3%	0%

n = 12 to 381.

## Section V: Summary Reference Cards for Select US Cities

### Minneapolis, MN (2015):

Total Hours Billed: 94,600 Total Law Firms: 76  
 Total Fees Billed: \$29,518,600 Total Lawyers: 672

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	38%	\$420	2%	2%	3%
	Associates	52%	\$282	11%	2%	5%
	Paralegals	10%	\$161	2%	2%	4%
Firm Size (# of Lawyers)	50 or Fewer	57%	\$293	10%	-1%	4%
	51 to 200	12%	\$323	3%	3%	3%
	201 to 500	4%	\$450	4%	1%	3%
	501 to 1,000	26%	\$398	6%	6%	5%
	More Than 1,000	0%	n/a	n/a	n/a	n/a
Most Billed Practice Areas	Patents, Non-Litigation	32%	\$427	8%	5%	6%
	Corporate, Litigation	19%	\$315	5%	3%	4%
	Commercial, Litigation	9%	\$378	2%	6%	3%
	Product and Product Liability, Litigation	6%	\$325	2%	4%	2%
	Intellectual Property, Non-Litigation	4%	\$358	12%	-1%	2%

n = 19 to 343.

### New Orleans, LA (2015):

Total Hours Billed: 56,914 Total Law Firms: 45  
 Total Fees Billed: \$11,813,071 Total Lawyers: 237

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	39%	\$290	2%	3%	2%
	Associates	25%	\$201	3%	4%	1%
	Paralegals	36%	\$106	0%	-1%	5%
Firm Size (# of Lawyers)	50 or Fewer	71%	\$229	3%	1%	1%
	51 to 200	14%	\$226	1%	3%	3%
	201 to 500	12%	\$320	3%	3%	0%
	501 to 1,000	2%	\$341	1%	11%	3%
	More Than 1,000	0%	n/a	n/a	n/a	n/a
Most Billed Practice Area	Commercial Transactions, Litigation	4%	\$251	6%	1%	0%

n = 12 to 127.

### New York, NY (2015):

Total Hours Billed: 1,178,693 Total Law Firms: 415  
 Total Fees Billed: \$672,336,842 Total Lawyers: 7,943

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	31%	\$779	2%	4%	5%
	Associates	57%	\$517	8%	10%	11%
	Paralegals	12%	\$219	4%	6%	7%
Firm Size (# of Lawyers)	50 or Fewer	11%	\$352	3%	2%	4%
	51 to 200	8%	\$396	3%	6%	5%
	201 to 500	13%	\$576	4%	5%	5%
	501 to 1,000	38%	\$699	7%	11%	10%
	More Than 1,000	29%	\$719	6%	7%	9%
Most Billed Practice Areas	M&A, Non-Litigation	11%	\$759	4%	12%	12%
	Corporate, Non-Litigation	9%	\$720	4%	7%	6%
	Corporate, Litigation	8%	\$554	4%	3%	4%
	Investments and Other Fin. Instruments, Non-Litigation	7%	\$750	8%	11%	13%
	Patents, Litigation	5%	\$577	7%	7%	5%

n = 128 to 4,695.

### Philadelphia, PA (2015):

Total Hours Billed: 300,537 Total Law Firms: 156  
 Total Fees Billed: \$116,389,757 Total Lawyers: 2,215

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	40%	\$537	3%	3%	3%
	Associates	51%	\$333	5%	4%	6%
	Paralegals	9%	\$175	2%	1%	3%
Firm Size (# of Lawyers)	50 or Fewer	21%	\$280	2%	2%	2%
	51 to 200	18%	\$363	6%	2%	5%
	201 to 500	15%	\$399	2%	4%	3%
	501 to 1,000	16%	\$510	5%	4%	6%
	More Than 1,000	30%	\$507	4%	4%	6%
Most Billed Practice Areas	M&A, Non-Litigation	9%	\$485	6%	2%	3%
	Corporate, Non-Litigation	6%	\$497	7%	5%	7%
	Patents, Litigation	6%	\$481	2%	4%	2%
	Asbestos Mesothelioma, Litigation	6%	\$223	1%	0%	1%
	General Liability, Litigation	6%	\$392	1%	2%	2%

n = 27 to 1,224.

## Section V: Summary Reference Cards for Select US Cities

### Phoenix, AZ (2015):

Total Hours Billed: 42,653 Total Law Firms: 57  
 Total Fees Billed: \$10,132,488 Total Lawyers: 355

% Rate Change

		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	41%	\$375	2%	0%	4%
	Associates	43%	\$247	6%	4%	4%
	Paralegals	16%	\$156	0%	2%	0%
Firm Size (# of Lawyers)	50 or Fewer	14%	\$284	6%	2%	2%
	51 to 200	55%	\$199	2%	2%	4%
	201 to 500	23%	\$339	4%	1%	3%
	501 to 1,000	4%	\$396	6%	4%	9%
	More Than 1,000	3%	\$448	2%	0%	5%
Most Billed Practice Areas	Corporate, Litigation	10%	\$215	1%	3%	1%
	Corporate, Non-Litigation	7%	\$294	12%	4%	1%
	Product and Product Liability, Litigation	5%	\$297	1%	0%	3%
	Commercial, Litigation	4%	\$222	4%	3%	n/a
	Regulatory and Compliance, Non-Litigation	1%	\$337	2%	1%	n/a

n = 10 to 214.

### Pittsburgh, PA (2015):

Total Hours Billed: 72,078 Total Law Firms: 47  
 Total Fees Billed: \$25,386,315 Total Lawyers: 622

% Rate Change

		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	36%	\$479	5%	2%	3%
	Associates	46%	\$307	7%	4%	7%
	Paralegals	18%	\$169	2%	2%	10%
Firm Size (# of Lawyers)	50 or Fewer	8%	\$248	4%	1%	4%
	51 to 200	17%	\$251	3%	3%	2%
	201 to 500	3%	\$310	4%	1%	5%
	501 to 1,000	1%	\$387	8%	5%	9%
	More Than 1,000	71%	\$423	7%	3%	6%
Most Billed Practice Areas	Employment and Labor, Non-Litigation	6%	\$395	9%	1%	8%
	M&A, Non-Litigation	5%	\$407	n/a	n/a	9%
	Employment and Labor, Litigation	4%	\$376	n/a	1%	4%
	Commercial, Non-Litigation	4%	\$337	3%	2%	0%
	Corporate, Litigation	3%	\$430	2%	3%	2%

n = 16 to 368.

### Portland, OR (2015):

Total Hours Billed: 41,477 Total Law Firms: 41  
 Total Fees Billed: \$12,772,542 Total Lawyers: 359

% Rate Change

		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	37%	\$377	3%	6%	2%
	Associates	51%	\$259	2%	5%	4%
	Paralegals	12%	\$166	5%	5%	7%
Firm Size (# of Lawyers)	50 or Fewer	12%	\$261	1%	4%	1%
	51 to 200	41%	\$340	n/a	7%	3%
	201 to 500	8%	\$316	2%	6%	4%
	501 to 1,000	39%	\$327	4%	4%	6%
	More Than 1,000	0%	n/a	n/a	n/a	n/a
Most Billed Practice Areas	Commercial, Litigation	13%	\$323	3%	4%	9%
	Corporate, Litigation	4%	\$337	3%	3%	2%
	Employment and Labor, Non-Litigation	2%	\$321	n/a	n/a	1%

n = 19 to 343.

### San Diego, CA (2015):

Total Hours Billed: 75,238 Total Law Firms: 73  
 Total Fees Billed: \$26,754,274 Total Lawyers: 361

% Rate Change

		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	43%	\$489	3%	4%	3%
	Associates	50%	\$306	4%	4%	3%
	Paralegals	6%	\$121	2%	1%	1%
Firm Size (# of Lawyers)	50 or Fewer	34%	\$249	2%	1%	1%
	51 to 200	18%	\$268	3%	7%	3%
	201 to 500	19%	\$456	3%	6%	5%
	501 to 1,000	17%	\$492	4%	5%	4%
	More Than 1,000	13%	\$745	4%	4%	5%
Most Billed Practice Areas	Corporate, Non-Litigation	10%	\$437	5%	3%	2%
	Corporate, Litigation	6%	\$401	n/a	2%	2%
	Commercial, Litigation	4%	\$509	n/a	4%	6%
	Employment and Labor, Non-Litigation	4%	\$404	n/a	n/a	n/a
	Discrimination Retaliation Harassment, Litigation	2%	\$296	2%	1%	1%

n = 13 to 195.



## Section V: Summary Reference Cards for Select US Cities

### San Francisco, CA (2015):

Total Hours Billed: 192,771 Total Law Firms: 174  
 Total Fees Billed: \$88,009,083 Total Lawyers: 1,276

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	46%	\$595	2%	3%	4%
	Associates	41%	\$400	6%	7%	7%
	Paralegals	12%	\$172	0%	3%	6%
Firm Size (# of Lawyers)	50 or Fewer	23%	\$328	1%	1%	2%
	51 to 200	17%	\$438	1%	4%	3%
	201 to 500	8%	\$385	3%	4%	3%
	501 to 1,000	34%	\$553	4%	5%	9%
	More Than 1,000	19%	\$650	5%	6%	6%
Most Billed Practice Areas	Patents, Litigation	15%	\$643	5%	4%	8%
	Product and Product Liability, Litigation	11%	\$369	6%	1%	0%
	Asbestos Mesothelioma, Litigation	9%	\$273	1%	3%	1%
	Patents, Non-Litigation	6%	\$477	3%	6%	3%
	General Liability, Litigation	6%	\$324	1%	3%	2%

n = 29 to 676.

### San Jose, CA (2015):

Total Hours Billed: 60,102 Total Law Firms: 64  
 Total Fees Billed: \$28,477,845 Total Lawyers: 408

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	47%	\$742	2%	2%	4%
	Associates	42%	\$438	5%	4%	7%
	Paralegals	11%	\$189	5%	-1%	2%
Firm Size (# of Lawyers)	50 or Fewer	34%	\$352	3%	1%	4%
	51 to 200	5%	\$370	4%	2%	1%
	201 to 500	3%	\$701	n/a	6%	5%
	501 to 1,000	24%	\$760	3%	3%	6%
	More Than 1,000	33%	\$644	5%	4%	6%
Most Billed Practice Areas	Patents, Non-Litigation	36%	\$376	5%	2%	3%
	Patents, Litigation	11%	\$671	1%	4%	3%
	M&A, Non-Litigation	9%	\$741	6%	5%	5%
	Corporate, Litigation	7%	\$636	-1%	4%	6%
	Intellectual Property, Non-Litigation	4%	\$553	n/a	-5%	1%

n = 9 to 229.

### Seattle, WA (2015):

Total Hours Billed: 101,612 Total Law Firms: 73  
 Total Fees Billed: \$30,659,473 Total Lawyers: 620

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	45%	\$443	4%	3%	3%
	Associates	27%	\$312	7%	7%	6%
	Paralegals	28%	\$175	4%	11%	5%
Firm Size (# of Lawyers)	50 or Fewer	32%	\$308	2%	4%	3%
	51 to 200	7%	\$334	2%	5%	0%
	201 to 500	3%	\$447	2%	0%	2%
	501 to 1,000	51%	\$437	9%	6%	5%
	More Than 1,000	7%	\$454	5%	4%	5%
Most Billed Practice Areas	Commercial, Non-Litigation	18%	\$386	7%	7%	3%
	Corporate, Non-Litigation	9%	\$405	4%	4%	6%
	Commercial, Litigation	8%	\$412	5%	9%	3%
	Regulatory and Compliance, Non-Litigation	4%	\$415	5%	5%	3%
	Corporate, Litigation	4%	\$403	3%	6%	3%

n = 10 to 364.

### St. Louis, MO (2015):

Total Hours Billed: 65,059 Total Law Firms: 47  
 Total Fees Billed: \$15,656,819 Total Lawyers: 432

		% Rate Change				
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	47%	\$367	4%	4%	2%
	Associates	38%	\$225	5%	3%	4%
	Paralegals	15%	\$130	6%	2%	2%
Firm Size (# of Lawyers)	50 or Fewer	40%	\$219	4%	0%	2%
	51 to 200	17%	\$249	1%	1%	3%
	201 to 500	25%	\$335	5%	6%	3%
	501 to 1,000	18%	\$378	6%	3%	5%
	More Than 1,000	0%	n/a	n/a	n/a	n/a
Most Billed Practice Areas	Asbestos Mesothelioma, Litigation	21%	\$204	4%	1%	1%
	Product and Product Liability, Litigation	21%	\$247	0%	2%	1%
	Commercial, Litigation	4%	\$342	6%	3%	4%
	Corporate, Litigation	2%	\$360	7%	4%	3%
	Patents, Non-Litigation	2%	\$306	5%	2%	4%

n = 14 to 230.

## Section V: Summary Reference Cards for Select US Cities

### Washington, DC (2015):

Total Hours Billed: 632,219 Total Law Firms: 273  
 Total Fees Billed: \$343,344,852 Total Lawyers: 4,428

#### % Rate Change

		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	45%	\$714	3%	3%	4%
	Associates	47%	\$448	7%	8%	8%
	Paralegals	8%	\$220	6%	3%	6%
Firm Size (# of Lawyers)	50 or Fewer	9%	\$432	2%	3%	3%
	51 to 200	11%	\$477	5%	3%	6%
	201 to 500	17%	\$547	5%	6%	5%
	501 to 1,000	34%	\$618	4%	6%	6%
	More Than 1,000	29%	\$640	6%	6%	6%
Most Billed Practice Areas	Patents, Non-Litigation	16%	\$473	5%	5%	5%
	Regulatory and Compliance, Non-Litigation	10%	\$595	4%	5%	5%
	Corporate, Non-Litigation	8%	\$627	5%	3%	6%
	Patents, Litigation	7%	\$617	0%	9%	5%
	M&A, Non-Litigation	7%	\$655	4%	5%	7%

n = 131 to 2,151.

## Section VI: International Analysis

### Countries

2015—Real Rates for Partners, Associates, and Paralegals						Trend Analysis (Mean)		
Country	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Argentina	Partner	50	\$89.92	\$209.83	\$335.82	\$223.14	\$295.05	\$385.83
	Associate	112	\$150.00	\$200.00	\$256.79	\$205.60	\$200.04	\$225.30
	Paralegal	27	\$90.23	\$100.00	\$150.00	\$113.45	\$137.60	\$110.33
Australia	Partner	161	\$420.00	\$537.79	\$620.00	\$537.02	\$609.55	\$636.73
	Associate	282	\$260.67	\$318.61	\$410.98	\$340.39	\$376.67	\$386.63
	Paralegal	80	\$157.66	\$192.80	\$255.06	\$200.28	\$216.57	\$206.89
Belgium	Partner	46	\$379.78	\$553.70	\$656.74	\$542.93	\$619.55	\$674.29
	Associate	109	\$250.57	\$313.08	\$432.25	\$352.67	\$346.58	\$403.39
	Paralegal	22	\$159.21	\$198.44	\$230.84	\$194.94	\$223.04	\$235.85
Brazil	Partner	115	\$324.16	\$401.93	\$468.76	\$396.63	\$462.18	\$481.38
	Associate	207	\$172.50	\$224.85	\$288.50	\$236.96	\$261.13	\$280.43
	Paralegal	65	\$82.00	\$100.00	\$140.00	\$127.05	\$137.81	\$155.57
Canada	Partner	646	\$392.66	\$502.51	\$632.30	\$516.89	\$541.56	\$562.05
	Associate	378	\$233.24	\$305.64	\$376.92	\$316.39	\$319.46	\$327.16
	Paralegal	260	\$129.66	\$176.21	\$234.50	\$187.35	\$187.90	\$187.37
China	Partner	118	\$498.34	\$598.09	\$773.33	\$641.05	\$605.76	\$602.32
	Associate	288	\$200.00	\$277.92	\$426.50	\$331.58	\$332.47	\$324.45
	Paralegal	66	\$180.00	\$200.00	\$242.52	\$214.31	\$214.58	\$205.21
Czech Republic	Partner	17	\$363.57	\$400.00	\$485.00	\$432.54	\$399.31	\$394.79
	Associate	44	\$205.95	\$247.80	\$317.89	\$257.60	\$297.96	\$292.24
	Paralegal	13	\$100.00	\$137.26	\$180.00	\$140.28	\$161.44	\$162.86
France	Partner	207	\$424.14	\$492.58	\$598.76	\$516.00	\$553.37	\$551.63
	Associate	450	\$244.51	\$313.94	\$406.02	\$328.78	\$345.84	\$361.75
	Paralegal	147	\$75.44	\$137.97	\$180.75	\$142.89	\$127.72	\$114.58
Germany	Partner	287	\$356.21	\$455.31	\$591.45	\$482.72	\$521.66	\$533.10
	Associate	488	\$287.46	\$341.20	\$419.39	\$365.62	\$399.00	\$398.97
	Paralegal	81	\$146.99	\$180.00	\$234.55	\$195.88	\$194.51	\$209.70
Hong Kong	Partner	84	\$642.25	\$773.75	\$895.00	\$743.51	\$706.12	\$654.93
	Associate	149	\$285.00	\$479.20	\$602.10	\$459.43	\$441.46	\$432.22
	Paralegal	75	\$230.00	\$261.81	\$307.98	\$277.32	\$254.97	\$246.61
Ireland	Partner	70	\$450.48	\$475.64	\$577.08	\$501.70	\$546.55	\$543.55
	Associate	103	\$275.18	\$354.89	\$393.00	\$344.81	\$372.98	\$407.67
	Paralegal	54	\$173.57	\$217.96	\$220.14	\$222.14	\$233.02	\$248.97

## Section VI: International Analysis

### Countries

2015—Real Rates for Partners, Associates, and Paralegals						Trend Analysis (Mean)		
Country	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Israel	Partner	34	\$300.00	\$352.00	\$416.00	\$359.80	\$376.83	\$388.66
	Associate	67	\$173.40	\$216.00	\$266.29	\$227.81	\$236.49	\$232.08
	Paralegal	44	\$98.77	\$120.00	\$150.00	\$131.03	\$128.57	\$134.23
Italy	Partner	59	\$344.68	\$479.50	\$594.50	\$490.23	\$511.22	\$510.44
	Associate	131	\$169.97	\$241.04	\$332.53	\$262.94	\$310.85	\$312.51
	Paralegal	22	\$143.85	\$170.06	\$220.91	\$181.27	\$177.09	\$188.39
Luxembourg	Partner	48	\$571.55	\$665.24	\$755.75	\$658.46	\$658.85	\$706.42
	Associate	116	\$297.17	\$394.50	\$489.76	\$394.48	\$384.65	\$445.51
	Paralegal	36	\$160.34	\$255.04	\$307.35	\$236.02	\$270.57	\$286.44
Mexico	Partner	49	\$314.75	\$370.00	\$408.30	\$338.78	\$356.74	\$287.70
	Associate	112	\$204.52	\$232.50	\$270.93	\$233.71	\$216.68	\$216.66
	Paralegal	44	\$91.01	\$120.00	\$129.44	\$116.45	\$123.88	\$128.28
Netherlands	Partner	104	\$437.84	\$568.83	\$688.54	\$568.58	\$595.35	\$648.55
	Associate	239	\$275.74	\$353.32	\$426.53	\$369.59	\$394.44	\$401.16
	Paralegal	44	\$156.42	\$220.57	\$257.02	\$217.26	\$237.30	\$275.34
New Zealand	Partner	12	\$386.03	\$427.05	\$472.25	\$422.31	\$414.30	\$336.39
	Associate	32	\$221.15	\$300.00	\$368.17	\$311.40	\$288.92	\$275.32
	Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Poland	Partner	29	\$227.61	\$288.64	\$425.00	\$326.39	\$370.23	\$370.62
	Associate	112	\$129.65	\$180.93	\$237.38	\$194.39	\$222.34	\$227.81
	Paralegal	20	\$81.10	\$111.82	\$137.44	\$127.29	\$122.13	\$121.51
Russian Federation	Partner	45	\$400.00	\$700.00	\$850.00	\$654.74	\$597.91	\$584.23
	Associate	166	\$250.00	\$300.00	\$400.00	\$330.43	\$333.12	\$344.06
	Paralegal	101	\$150.00	\$150.00	\$150.00	\$157.24	\$161.46	\$152.89
Singapore	Partner	61	\$514.59	\$590.43	\$716.79	\$593.20	\$634.21	\$634.91
	Associate	102	\$274.61	\$365.76	\$479.40	\$392.13	\$357.87	\$432.98
	Paralegal	9	\$160.00	\$228.48	\$327.76	\$247.36	\$209.22	\$238.02
Spain	Partner	66	\$447.11	\$490.96	\$569.14	\$502.99	\$523.03	\$563.84
	Associate	151	\$229.56	\$321.16	\$421.57	\$330.16	\$348.22	\$378.54
	Paralegal	31	\$107.36	\$138.00	\$198.89	\$154.85	\$145.83	\$154.19
Taiwan	Partner	24	\$286.50	\$343.29	\$362.57	\$329.64	\$382.93	\$384.27
	Associate	112	\$124.99	\$166.73	\$233.65	\$184.15	\$210.16	\$204.55
	Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a

## Section VI: International Analysis

### Countries

2015—Real Rates for Partners, Associates, and Paralegals						Trend Analysis (Mean)		
Country	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Thailand	Partner	25	\$360.00	\$447.61	\$520.00	\$475.31	\$456.46	\$496.18
	Associate	50	\$170.00	\$249.99	\$330.00	\$267.08	\$258.08	\$268.69
	Paralegal	22	\$120.00	\$162.00	\$215.00	\$165.55	\$170.28	\$171.45
United Kingdom	Partner	820	\$555.12	\$731.08	\$870.22	\$727.62	\$729.43	\$714.89
	Associate	1,611	\$359.92	\$460.34	\$588.49	\$484.49	\$476.11	\$469.00
	Paralegal	714	\$165.30	\$210.21	\$252.92	\$216.46	\$214.83	\$217.76
United States	Partner	20,298	\$330.00	\$500.00	\$730.00	\$551.15	\$521.00	\$506.75
	Associate	21,308	\$243.00	\$344.00	\$495.32	\$386.26	\$365.08	\$354.78
	Paralegal	9,846	\$113.99	\$165.45	\$230.00	\$178.42	\$169.91	\$166.75

## Section VI: International Analysis

### Australia

#### 2015—Real Rates for Partners, Associates, and Paralegals

Role	n	First Quartile	Median	Third Quartile	Trend Analysis (Mean)		
					2015	2014	2013
Partner	161	\$420.00	\$537.79	\$620.00	\$537.02	\$609.55	\$636.73
Associate	282	\$260.67	\$318.61	\$410.98	\$340.39	\$376.67	\$386.63
Paralegal	80	\$157.66	\$192.80	\$255.06	\$200.28	\$216.57	\$206.89

### Australia

By Practice Area and Matter Type

#### 2015—Real Rates for Partners, Associates, and Paralegals

Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	Trend Analysis (Mean)		
							2015	2014	2013
Commercial	Non-Litigation	Partner	30	\$372.26	\$413.69	\$530.53	\$464.70	\$572.59	\$658.10
		Associate	40	\$216.75	\$274.44	\$337.29	\$286.21	\$367.41	\$425.73
		Paralegal	8	\$138.35	\$144.89	\$176.60	\$176.76	\$203.98	\$212.70
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	23	\$543.86	\$560.22	\$724.43	\$643.70	\$763.53	n/a
		Associate	30	\$339.00	\$379.11	\$540.91	\$438.00	\$452.71	\$420.40
		Paralegal	7	\$185.18	\$277.40	\$277.40	n/a	\$249.66	n/a
Corporate: Regulatory and Compliance	Non-Litigation	Partner	18	\$371.46	\$463.34	\$524.54	\$466.94	\$506.56	\$579.49
		Associate	29	\$271.96	\$293.25	\$357.28	\$307.56	\$343.73	\$346.90
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Corporate: Other	Non-Litigation	Partner	29	\$463.96	\$537.18	\$729.81	\$566.22	\$611.03	\$713.40
		Associate	36	\$246.40	\$299.56	\$413.22	\$343.49	\$380.25	\$400.95
		Paralegal	13	\$172.72	\$185.57	\$195.64	\$172.09	\$185.84	n/a
Finance and Securities	Non-Litigation	Partner	36	\$568.06	\$618.29	\$723.30	\$649.83	\$705.48	\$675.46
		Associate	50	\$283.68	\$357.09	\$426.40	\$371.79	\$404.48	\$411.83
		Paralegal	16	\$189.70	\$199.45	\$270.09	\$220.87	\$228.05	\$224.95
General Liability	Litigation	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	15	\$293.25	\$345.00	\$430.96	\$352.40	\$313.59	\$349.05
		Paralegal	8	\$140.45	\$160.98	\$161.50	\$160.94	n/a	n/a
Intellectual Property: Patents	Litigation	Partner	20	\$394.38	\$494.96	\$647.44	\$515.81	\$567.73	\$536.51
		Associate	46	\$213.23	\$319.09	\$391.33	\$320.78	\$295.79	\$296.35
		Paralegal	7	\$108.44	\$187.00	\$275.72	\$195.87	\$224.42	\$162.30
	Non-Litigation	Partner	16	\$401.35	\$545.78	\$574.97	\$497.66	\$707.14	\$594.09
		Associate	16	\$325.00	\$346.07	\$442.16	\$370.77	\$528.16	\$419.24
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Intellectual Property: Trademarks	Non-Litigation	Partner	8	\$420.00	\$458.82	\$536.73	\$472.83	\$534.51	\$535.81
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a

## Section VI: International Analysis

### Australia

By Practice Area and Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Intellectual Property: Other	Non-Litigation	Partner	9	\$270.00	\$286.64	\$349.20	\$316.03	\$451.89	\$568.48
		Associate	13	\$279.49	\$286.64	\$286.64	\$277.74	\$292.80	n/a
		Paralegal	10	\$221.70	\$286.64	\$286.64	\$267.16	\$285.85	n/a
Labor and Employment	Non-Litigation	Partner	9	\$393.09	\$461.27	\$633.25	\$518.35	\$555.16	n/a
		Associate	20	\$261.26	\$295.38	\$384.21	\$310.83	\$359.56	n/a
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a

### Australia

By Industry Group and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Industry Group	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Financials	Non-Litigation	Partner	31	\$538.08	\$588.58	\$620.32	\$606.47	\$653.05	\$663.59
		Associate	42	\$283.68	\$347.89	\$424.85	\$365.14	\$409.45	\$403.53
Health Care	Litigation	Partner	21	\$417.58	\$489.92	\$650.00	\$520.40	\$558.44	\$557.84
		Associate	62	\$235.00	\$329.01	\$410.98	\$330.90	\$308.19	\$310.21
	Non-Litigation	Partner	32	\$446.11	\$556.16	\$710.06	\$550.03	\$631.51	\$684.34
		Associate	23	\$309.09	\$405.68	\$451.87	\$384.95	\$367.15	\$443.05
Industrials	Non-Litigation	Partner	30	\$418.19	\$548.53	\$721.22	\$562.93	\$668.59	\$659.62
		Associate	53	\$280.00	\$360.37	\$554.79	\$388.87	\$433.34	\$404.47
Technology and Telecommunications	Litigation	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	11	\$269.34	\$282.55	\$359.12	\$310.21	\$335.39	n/a
	Non-Litigation	Partner	34	\$371.62	\$463.34	\$537.18	\$482.97	\$574.12	\$557.17
		Associate	51	\$230.00	\$277.17	\$337.16	\$293.05	\$337.17	\$371.78



## Section VI: International Analysis

### Australia

By Firm Size

#### 2015—Real Rates for Partners and Associates

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
Firm Size	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Partner	21	\$489.92	\$523.60	\$559.94	\$530.48	\$609.47	\$589.87
	Associate	32	\$265.91	\$325.00	\$400.73	\$329.25	\$357.42	\$373.71
51-200 Lawyers	Partner	24	\$283.05	\$399.40	\$573.62	\$424.51	\$530.09	\$585.59
	Associate	37	\$155.00	\$245.98	\$350.00	\$290.29	\$260.04	\$297.65
201-500 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	\$606.97	\$631.15
	Associate	13	\$252.34	\$283.47	\$341.62	\$295.15	\$426.16	\$422.31
501-1,000 Lawyers	Partner	19	\$531.65	\$687.21	\$742.17	\$644.47	\$682.25	\$725.76
	Associate	24	\$321.38	\$414.92	\$439.75	\$395.96	\$441.66	\$437.98
More Than 1,000 Lawyers	Partner	56	\$459.37	\$608.53	\$721.22	\$593.16	\$665.65	\$670.03
	Associate	116	\$278.91	\$324.74	\$431.99	\$368.24	\$411.60	\$410.01

## Section VI: International Analysis

### Canada

2015—Real Rates for Partners, Associates, and Paralegals						Trend Analysis (Mean)		
Role	n	First Quartile	Median	Third Quartile	2015	2014	2013	
Partner	646	\$392.66	\$502.51	\$632.30	\$516.89	\$541.56	\$562.05	
Associate	378	\$233.24	\$305.64	\$376.92	\$316.39	\$319.46	\$327.16	
Paralegal	260	\$129.66	\$176.21	\$234.50	\$187.35	\$187.90	\$187.37	

### Canada

By Practice Area and Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	Litigation	Partner	7	\$317.28	\$381.52	\$616.49	\$413.46	\$488.72	\$431.55
		Associate	n/a	n/a	n/a	n/a	n/a	\$306.44	\$333.51
		Paralegal	28	\$95.00	\$123.10	\$142.50	\$138.42	\$110.91	\$130.28
	Non-Litigation	Partner	49	\$404.24	\$480.97	\$556.35	\$486.50	\$467.22	\$570.27
		Associate	36	\$280.06	\$321.35	\$369.70	\$323.26	\$367.57	\$352.38
		Paralegal	11	\$152.82	\$189.33	\$273.36	\$201.55	\$193.93	\$250.22
Commercial	Litigation	Partner	20	\$322.86	\$403.18	\$572.29	\$467.91	\$574.52	\$558.97
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Paralegal	35	\$110.00	\$190.00	\$225.00	\$178.25	\$175.35	\$162.92
	Non-Litigation	Partner	75	\$416.88	\$527.86	\$635.98	\$526.84	\$518.40	\$571.57
		Associate	35	\$276.66	\$324.03	\$379.38	\$323.80	\$347.44	\$385.45
		Paralegal	42	\$167.71	\$193.07	\$235.00	\$197.23	\$205.33	\$229.57
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	59	\$536.67	\$632.20	\$702.96	\$616.46	\$634.60	\$686.11
		Associate	30	\$276.62	\$363.60	\$465.31	\$384.15	\$435.19	\$448.61
		Paralegal	16	\$171.21	\$214.61	\$260.56	\$216.08	\$218.89	\$234.01
Corporate: Regulatory and Compliance	Litigation	Partner	9	\$368.23	\$538.53	\$617.89	\$474.65	\$515.31	\$590.70
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Non-Litigation	Partner	36	\$431.01	\$590.44	\$653.40	\$564.04	\$543.00	\$597.81
		Associate	25	\$244.17	\$300.66	\$415.00	\$329.39	\$316.77	\$350.65
		Paralegal	18	\$171.66	\$187.44	\$295.00	\$224.34	\$269.04	\$254.50
Corporate: Other	Litigation	Partner	66	\$357.60	\$441.59	\$573.80	\$477.60	\$491.93	\$500.36
		Associate	52	\$209.33	\$239.40	\$318.59	\$269.07	\$275.31	\$272.18
		Paralegal	34	\$127.07	\$182.40	\$221.00	\$180.48	\$167.58	\$170.69
	Non-Litigation	Partner	159	\$390.00	\$511.31	\$623.77	\$518.95	\$526.61	\$555.49
		Associate	85	\$230.67	\$312.75	\$398.07	\$332.59	\$327.51	\$325.23
		Paralegal	83	\$154.39	\$197.31	\$266.39	\$207.11	\$189.28	\$197.25

## Section VI: International Analysis

### Canada

By Practice Area and Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Finance and Securities	Non-Litigation	Partner	169	\$444.20	\$539.77	\$658.60	\$554.72	\$600.68	\$589.05
		Associate	72	\$275.38	\$334.26	\$396.33	\$338.69	\$351.70	\$350.31
		Paralegal	86	\$143.39	\$190.75	\$270.00	\$205.90	\$219.58	\$198.72
General Liability	Litigation	Partner	45	\$358.68	\$446.04	\$559.14	\$503.73	\$552.26	\$548.45
		Associate	20	\$186.68	\$220.79	\$317.71	\$262.91	\$260.11	\$300.61
		Paralegal	12	\$111.42	\$153.58	\$192.21	\$159.18	n/a	n/a
Insurance Defense	Litigation	Partner	91	\$221.59	\$253.19	\$282.03	\$254.61	\$295.46	\$321.19
		Associate	68	\$147.60	\$176.98	\$198.48	\$178.13	\$207.80	\$212.12
		Paralegal	27	\$79.98	\$115.00	\$120.98	\$106.09	\$116.17	\$122.97
Intellectual Property: Patents	Litigation	Partner	29	\$377.86	\$517.46	\$566.42	\$503.13	\$515.58	\$579.94
		Associate	20	\$167.39	\$302.83	\$354.61	\$276.45	\$343.99	\$335.87
		Paralegal	11	\$158.84	\$172.45	\$212.99	\$184.50	\$186.91	\$234.61
	Non-Litigation	Partner	31	\$384.10	\$431.11	\$482.54	\$437.79	\$481.13	\$499.45
		Associate	35	\$238.76	\$284.35	\$367.07	\$291.96	\$302.64	\$282.16
Intellectual Property: Trademarks	Non-Litigation	Paralegal	13	\$133.29	\$145.65	\$145.65	\$133.08	\$137.14	\$149.23
		Partner	15	\$435.38	\$455.75	\$515.84	\$473.95	\$512.09	\$526.34
		Associate	9	\$170.24	\$289.59	\$325.00	\$263.89	\$267.38	\$264.91
Intellectual Property: Other	Non-Litigation	Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Partner	7	\$398.10	\$493.21	\$541.47	\$466.56	\$512.59	\$514.47
		Associate	8	\$231.49	\$298.03	\$407.23	\$318.03	\$269.43	n/a
Labor and Employment	Litigation	Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Partner	31	\$345.45	\$415.67	\$549.11	\$464.04	\$440.64	\$465.83
		Associate	11	\$177.27	\$211.04	\$353.32	\$250.40	\$273.32	\$256.12
	Non-Litigation	Partner	59	\$354.91	\$421.86	\$565.67	\$470.19	\$467.78	\$490.39
		Associate	34	\$267.97	\$319.76	\$419.46	\$351.78	\$314.38	\$319.18
Real Estate	Non-Litigation	Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Partner	13	\$481.28	\$554.55	\$593.37	\$528.46	\$587.21	\$561.99
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a

## Section VI: International Analysis

### Canada

By Industry Group and Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Industry Group	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Consumer Goods	Litigation	Partner	20	\$420.01	\$536.45	\$811.68	\$618.71	\$650.63	\$557.51
		Associate	11	\$201.23	\$259.62	\$288.91	\$284.50	\$291.35	\$311.77
	Non-Litigation	Partner	27	\$426.99	\$560.67	\$656.80	\$580.05	\$602.97	\$575.08
		Associate	22	\$220.86	\$287.81	\$357.48	\$329.97	\$328.96	\$334.36
Consumer Services	Litigation	Partner	8	\$416.29	\$484.16	\$506.79	\$464.43	\$513.52	\$619.20
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Non-Litigation	Partner	27	\$475.11	\$630.00	\$742.08	\$600.74	\$595.37	\$600.93
		Associate	20	\$393.64	\$462.56	\$538.99	\$445.15	\$413.66	\$315.82
Financials	Litigation	Partner	23	\$443.54	\$556.61	\$635.39	\$564.71	\$585.71	\$608.22
		Associate	n/a	n/a	n/a	n/a	n/a	\$348.34	\$350.06
	Non-Litigation	Partner	164	\$454.51	\$574.82	\$700.19	\$591.79	\$643.99	\$651.20
		Associate	54	\$296.69	\$381.35	\$428.19	\$386.30	\$390.00	\$401.46
Health Care	Litigation	Partner	44	\$394.25	\$518.26	\$573.06	\$509.84	\$536.62	\$560.72
		Associate	16	\$176.56	\$285.20	\$354.58	\$267.30	\$347.82	\$334.33
	Non-Litigation	Partner	43	\$417.52	\$495.19	\$609.00	\$519.21	\$526.96	\$544.67
		Associate	22	\$309.40	\$374.04	\$400.00	\$367.72	\$364.95	\$354.79
Industrials	Litigation	Partner	78	\$312.01	\$380.01	\$510.56	\$417.53	\$424.28	\$450.13
		Associate	62	\$204.22	\$235.90	\$318.59	\$264.16	\$253.01	\$259.13
	Non-Litigation	Partner	215	\$374.41	\$473.13	\$594.78	\$486.71	\$492.46	\$510.63
		Associate	148	\$228.60	\$298.10	\$336.75	\$297.33	\$300.52	\$300.99
Technology and Telecommunications	Litigation	Partner	29	\$345.45	\$428.89	\$542.58	\$475.05	\$537.12	\$551.33
		Associate	14	\$192.47	\$298.88	\$350.41	\$286.88	\$314.93	\$339.07
	Non-Litigation	Partner	81	\$419.45	\$526.55	\$625.12	\$516.10	\$543.79	\$617.00
		Associate	57	\$238.77	\$297.78	\$379.76	\$313.38	\$340.22	\$364.66

## Section VI: International Analysis

### Canada

#### By Firm Size

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
Firm Size	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Partner	43	\$371.18	\$421.86	\$477.16	\$424.66	\$424.06	\$457.56
	Associate	57	\$209.68	\$263.50	\$308.18	\$261.96	\$269.97	\$272.34
51-200 Lawyers	Partner	108	\$362.88	\$474.36	\$570.66	\$494.09	\$522.98	\$517.73
	Associate	37	\$181.91	\$277.16	\$342.89	\$270.63	\$310.46	\$286.82
201-500 Lawyers	Partner	254	\$378.50	\$475.28	\$628.96	\$507.70	\$557.48	\$580.61
	Associate	157	\$226.11	\$297.78	\$379.76	\$327.82	\$325.38	\$334.54
501-1,000 Lawyers	Partner	247	\$452.99	\$542.54	\$650.55	\$554.70	\$559.73	\$591.13
	Associate	129	\$284.17	\$328.45	\$396.15	\$339.15	\$342.35	\$353.83
More Than 1,000 Lawyers	Partner	15	\$511.31	\$645.48	\$863.51	\$708.79	\$627.98	\$697.09
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a

### Canada

#### By City

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
Firm Size	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Calgary, AB	Partner	31	\$343.55	\$469.44	\$593.99	\$500.64	\$505.71	\$530.35
	Associate	25	\$233.24	\$319.88	\$367.61	\$315.69	\$304.87	\$321.87
Edmonton, AB	Partner	7	\$294.08	\$331.40	\$397.93	\$338.19	\$390.49	\$365.08
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Halifax, NS	Partner	20	\$231.78	\$333.60	\$395.38	\$327.32	\$352.12	\$381.30
	Associate	n/a	n/a	n/a	n/a	n/a	\$191.43	\$192.26
Montreal, QC	Partner	115	\$366.84	\$436.75	\$550.00	\$478.81	\$467.01	\$479.19
	Associate	83	\$229.29	\$300.08	\$384.24	\$321.29	\$311.27	\$306.21
Ottawa, ON	Partner	46	\$363.15	\$418.76	\$474.46	\$427.03	\$459.17	\$500.61
	Associate	59	\$183.38	\$271.64	\$308.18	\$259.71	\$285.99	\$264.33
Toronto, ON	Partner	356	\$482.41	\$571.55	\$674.20	\$583.96	\$622.19	\$630.94
	Associate	145	\$286.51	\$342.40	\$424.59	\$362.06	\$366.58	\$383.58
Vancouver, BC	Partner	41	\$315.53	\$386.66	\$450.00	\$393.38	\$443.26	\$441.46
	Associate	24	\$201.57	\$248.56	\$330.92	\$280.01	\$280.12	\$270.35

## Section VI: International Analysis

### France

2015—Real Rates for Partners, Associates, and Paralegals						Trend Analysis (Mean)		
Role	n	First Quartile	Median	Third Quartile	2015	2014	2013	
Partner	207	\$424.14	\$492.58	\$598.76	\$516.00	\$553.37	\$551.63	
Associate	450	\$244.51	\$313.94	\$406.02	\$328.78	\$345.84	\$361.75	
Paralegal	147	\$75.44	\$137.97	\$180.75	\$142.89	\$127.72	\$114.58	

### France

By Practice Area and Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Commercial	Litigation	Partner	8	\$325.65	\$353.91	\$409.63	\$378.50	\$405.61	\$388.19
		Associate	11	\$234.55	\$287.02	\$402.44	\$315.56	\$336.56	\$332.49
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Non-Litigation	Partner	16	\$466.99	\$532.40	\$679.51	\$574.87	\$647.81	\$577.87
		Associate	40	\$242.45	\$324.08	\$447.99	\$348.37	\$364.69	\$360.02
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	19	\$481.56	\$572.24	\$628.92	\$581.90	\$648.30	\$568.51
		Associate	48	\$275.03	\$335.00	\$417.29	\$363.81	\$429.70	\$375.77
		Paralegal	11	\$177.14	\$177.14	\$191.19	\$178.09	\$191.73	\$115.38
Corporate: Regulatory and Compliance	Non-Litigation	Partner	32	\$480.00	\$549.02	\$618.98	\$534.94	\$619.75	\$582.24
		Associate	55	\$268.61	\$345.15	\$411.00	\$347.30	\$397.55	\$369.59
		Paralegal	12	\$139.47	\$158.79	\$194.75	\$164.10	\$151.85	\$90.96
Corporate: Other	Non-Litigation	Partner	90	\$390.00	\$466.42	\$547.96	\$471.57	\$488.50	\$533.52
		Associate	149	\$221.64	\$284.43	\$369.38	\$303.37	\$305.38	\$360.45
		Paralegal	83	\$75.44	\$99.01	\$146.00	\$116.35	\$109.54	\$154.00
Finance and Securities	Non-Litigation	Partner	57	\$480.00	\$515.00	\$646.71	\$568.67	\$575.35	\$534.21
		Associate	119	\$249.03	\$335.00	\$411.00	\$337.15	\$337.86	\$349.39
		Paralegal	19	\$140.00	\$146.00	\$205.93	\$179.91	\$156.48	\$143.38
General Liability	Litigation	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	10	\$268.61	\$316.93	\$478.83	\$352.16	\$442.34	\$320.15
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Intellectual Property: Patents	Litigation	Partner	8	\$462.92	\$548.11	\$611.16	\$564.08	\$646.89	\$612.99
		Associate	7	\$208.53	\$308.72	\$436.24	\$328.76	\$370.13	\$374.77
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Non-Litigation	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	8	\$232.01	\$300.69	\$352.33	\$290.99	\$344.17	\$336.36
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	

## Section VI: International Analysis

### France

By Practice Area and Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Intellectual Property: Trademarks	Non-Litigation	Partner	7	\$493.17	\$552.52	\$588.87	\$542.90	\$576.65	\$613.18
		Associate	21	\$237.33	\$276.97	\$390.06	\$305.05	\$363.40	\$376.26
		Paralegal	8	\$137.23	\$160.86	\$227.80	\$192.07	\$180.72	\$247.83
Labor and Employment	Litigation	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	7	\$331.03	\$535.43	\$693.92	\$538.48	\$480.42	\$486.00
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Non-Litigation	Partner	11	\$462.19	\$493.17	\$640.74	\$554.35	\$611.71	\$595.58
		Associate	33	\$269.21	\$308.43	\$368.77	\$338.80	\$373.15	\$424.90
Real Estate	Non-Litigation	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	9	\$265.71	\$325.00	\$385.86	\$343.68	\$398.29	\$390.97
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a



## Section VI: International Analysis

### France

By Industry Group and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Industry Group	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Consumer Services	Non-Litigation	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	11	\$354.37	\$396.55	\$599.38	\$447.88	\$436.50	\$441.34
Financials	Non-Litigation	Partner	115	\$400.50	\$480.00	\$555.05	\$497.51	\$518.68	\$506.47
		Associate	233	\$224.00	\$305.42	\$394.15	\$310.78	\$307.85	\$325.80
Health Care	Litigation	Partner	11	\$456.07	\$580.04	\$631.98	\$574.20	\$653.20	\$617.96
		Associate	16	\$288.67	\$440.02	\$513.48	\$434.02	\$473.53	\$396.91
	Non-Litigation	Partner	12	\$497.08	\$577.25	\$642.34	\$580.57	\$615.68	\$610.80
		Associate	40	\$291.57	\$338.69	\$414.70	\$357.98	\$390.44	\$397.75
Industrials	Litigation	Partner	10	\$353.44	\$431.97	\$503.45	\$435.29	\$519.91	\$554.69
		Associate	10	\$207.95	\$224.93	\$280.36	\$236.23	\$362.79	\$393.89
	Non-Litigation	Partner	35	\$476.37	\$602.94	\$672.47	\$579.99	\$645.46	\$638.92
		Associate	69	\$275.03	\$365.00	\$474.39	\$374.36	\$425.58	\$426.03
Technology and Telecommunications	Non-Litigation	Partner	32	\$477.34	\$500.67	\$570.30	\$513.21	\$561.95	\$570.11
		Associate	56	\$235.54	\$285.70	\$367.72	\$302.65	\$327.53	\$360.92

### France

By Firm Size

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
Firm Size	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Partner	27	\$353.44	\$380.00	\$444.25	\$410.60	\$417.00	\$371.78
	Associate	34	\$157.97	\$220.00	\$333.19	\$241.34	\$256.54	\$238.69
51-200 Lawyers	Partner	20	\$436.00	\$477.89	\$542.99	\$488.69	\$524.02	\$507.93
	Associate	40	\$212.90	\$276.61	\$316.00	\$268.02	\$302.24	\$280.02
201-500 Lawyers	Partner	8	\$426.37	\$440.27	\$500.00	\$455.41	\$483.19	\$501.93
	Associate	9	\$224.57	\$290.98	\$325.00	\$287.30	\$275.92	\$318.96
501-1,000 Lawyers	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Associate	12	\$272.41	\$290.20	\$323.71	\$294.68	\$303.16	\$390.51
More Than 1,000 Lawyers	Partner	124	\$485.00	\$554.62	\$661.99	\$574.18	\$630.06	\$619.04
	Associate	281	\$262.67	\$345.15	\$440.15	\$358.96	\$378.26	\$399.69

## Section VI: International Analysis

### Germany

2015—Real Rates for Partners, Associates, and Paralegals						Trend Analysis (Mean)		
Role	n	First Quartile	Median	Third Quartile	2015	2014	2013	
Partner	287	\$356.21	\$455.31	\$591.45	\$482.72	\$521.66	\$533.10	
Associate	488	\$287.46	\$341.20	\$419.39	\$365.62	\$399.00	\$398.97	
Paralegal	81	\$146.99	\$180.00	\$234.55	\$195.88	\$194.51	\$209.70	

### Germany

By Practice Area and Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Commercial	Litigation	Partner	8	\$351.18	\$414.95	\$479.97	\$414.22	\$388.94	\$458.27
		Associate	8	\$319.74	\$375.34	\$383.98	\$355.08	\$328.81	\$363.14
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Non-Litigation	Partner	48	\$316.79	\$379.30	\$421.64	\$425.27	\$498.04	\$482.77
		Associate	82	\$283.68	\$307.34	\$375.29	\$349.24	\$404.95	\$375.01
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	20	\$570.72	\$611.96	\$647.59	\$607.38	\$562.23	\$700.43
		Associate	60	\$335.00	\$384.06	\$452.25	\$396.82	\$381.10	\$593.15
		Paralegal	11	\$170.00	\$180.00	\$200.01	\$187.00	\$182.75	.
Corporate: Regulatory and Compliance	Litigation	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	11	\$352.75	\$527.19	\$743.20	\$534.69	\$583.87	\$522.16
		Paralegal	7	\$247.16	\$255.09	\$255.09	\$252.54	.	\$134.79
	Non-Litigation	Partner	30	\$295.75	\$374.10	\$549.25	\$452.89	\$524.22	\$561.41
		Associate	40	\$275.47	\$304.27	\$362.87	\$349.88	\$421.57	\$406.89
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Corporate: Other	Litigation	Partner	8	\$443.43	\$535.90	\$626.40	\$566.71	\$633.97	\$565.45
		Associate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Paralegal	n/a	n/a	n/a	n/a	n/a	\$426.76	\$502.27
	Non-Litigation	Partner	39	\$436.15	\$539.38	\$638.82	\$585.09	\$531.01	\$565.12
		Associate	71	\$304.64	\$361.48	\$423.98	\$375.87	\$376.00	\$376.61
		Paralegal	7	\$130.00	\$158.87	\$206.96	\$202.79	\$153.19	\$203.06
Finance and Securities	Non-Litigation	Partner	46	\$435.00	\$507.86	\$629.38	\$532.31	\$622.98	\$671.97
		Associate	82	\$268.44	\$332.94	\$391.33	\$336.01	\$403.39	\$446.63
		Paralegal	20	\$138.12	\$147.33	\$223.68	\$182.02	\$211.92	n/a
General Liability	Litigation	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	15	\$287.18	\$339.48	\$487.81	\$386.28	\$483.10	\$421.07
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a

## Section VI: International Analysis

### Germany

By Practice Area and Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Intellectual Property: Patents	Litigation	Partner	38	\$430.88	\$515.24	\$598.50	\$504.86	\$526.61	\$536.00
		Associate	36	\$299.55	\$367.68	\$421.67	\$358.02	\$395.74	\$412.46
		Paralegal	11	\$174.24	\$187.00	\$203.33	\$179.84	\$161.94	\$184.98
	Non-Litigation	Partner	44	\$304.73	\$378.63	\$472.71	\$385.60	\$429.41	\$443.52
		Associate	48	\$319.87	\$355.23	\$402.96	\$353.25	\$382.37	\$434.46
Intellectual Property: Trademarks	Non-Litigation	Paralegal	11	\$130.46	\$197.39	\$200.85	\$190.24	\$194.85	\$258.70
		Partner	10	\$319.10	\$523.05	\$579.95	\$487.56	\$465.73	\$535.83
		Associate	11	\$295.21	\$342.72	\$418.78	\$358.26	\$388.29	\$334.54
Labor and Employment	Litigation	Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Partner	14	\$333.04	\$339.58	\$600.00	\$484.26	\$544.39	n/a
		Associate	17	\$336.02	\$465.00	\$516.24	\$453.07	\$508.71	\$399.30
	Non-Litigation	Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Partner	11	\$308.24	\$329.78	\$498.63	\$402.54	\$538.95	\$460.03
		Associate	29	\$255.12	\$455.31	\$637.03	\$450.32	\$433.23	\$361.18
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	

### Germany

By Industry Group and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Industry Group	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Consumer Services	Non-Litigation	Partner	9	\$402.08	\$436.15	\$477.04	\$495.67	\$559.12	\$388.45
		Associate	8	\$354.37	\$374.89	\$395.09	\$375.06	\$422.93	\$354.37
Financials	Non-Litigation	Partner	55	\$434.21	\$498.63	\$628.15	\$532.32	\$606.69	\$613.72
		Associate	105	\$270.00	\$330.00	\$395.00	\$340.33	\$382.69	\$393.18
Health Care	Litigation	Partner	31	\$446.22	\$552.94	\$652.76	\$551.19	\$565.31	\$567.12
		Associate	38	\$352.75	\$399.20	\$537.43	\$452.53	\$480.53	\$460.34
	Non-Litigation	Partner	26	\$395.01	\$497.74	\$550.00	\$502.48	\$602.47	\$585.69
		Associate	59	\$321.62	\$421.54	\$637.03	\$459.56	\$487.17	\$466.61
Industrials	Litigation	Partner	22	\$331.04	\$357.29	\$436.59	\$419.67	\$478.35	\$581.14
		Associate	28	\$270.79	\$328.37	\$365.63	\$335.74	\$369.62	\$542.15
	Non-Litigation	Partner	68	\$350.78	\$519.90	\$638.82	\$523.41	\$513.68	\$581.35
		Associate	137	\$317.28	\$361.48	\$438.31	\$383.64	\$401.33	\$444.11

## Section VI: International Analysis

### Germany

By Industry Group and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Industry Group	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Technology and Telecommunications	Litigation	Partner	18	\$433.82	\$529.09	\$598.50	\$513.43	\$510.15	\$512.80
		Associate	22	\$303.41	\$331.69	\$396.92	\$362.60	\$376.56	\$363.81
	Non-Litigation	Partner	70	\$285.77	\$356.59	\$461.56	\$393.19	\$439.54	\$457.49
		Associate	98	\$284.55	\$309.86	\$355.06	\$322.91	\$363.81	\$339.24

### Germany

By Firm Size

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
Firm Size	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Partner	20	\$295.33	\$364.61	\$489.02	\$385.86	\$384.95	\$415.58
	Associate	17	\$326.32	\$417.71	\$424.30	\$389.61	\$408.78	\$389.70
51-200 Lawyers	Partner	18	\$344.06	\$383.39	\$433.82	\$391.65	\$407.29	\$297.08
	Associate	11	\$235.31	\$257.10	\$302.40	\$272.27	\$307.92	\$301.66
201-500 Lawyers	Partner	57	\$325.77	\$392.43	\$464.10	\$410.09	\$468.55	\$541.50
	Associate	76	\$282.92	\$313.24	\$371.54	\$322.03	\$346.46	\$381.69
501-1,000 Lawyers	Partner	9	\$381.63	\$381.63	\$436.15	\$390.28	\$406.62	n/a
	Associate	9	\$279.13	\$340.74	\$368.00	\$326.98	\$348.32	n/a
More Than 1,000 Lawyers	Partner	163	\$455.31	\$552.94	\$645.00	\$569.50	\$612.00	\$607.59
	Associate	352	\$294.34	\$358.73	\$463.61	\$389.47	\$429.90	\$415.53

## Section VI: International Analysis

### United Kingdom

#### 2015—Real Rates for Partners, Associates, and Paralegals

Role	n	First Quartile	Median	Third Quartile	Trend Analysis (Mean)		
					2015	2014	2013
Partner	820	\$555.12	\$731.08	\$870.22	\$727.62	\$729.43	\$714.89
Associate	1,611	\$359.92	\$460.34	\$588.49	\$484.49	\$476.11	\$469.00
Paralegal	714	\$165.30	\$210.21	\$252.92	\$216.46	\$214.83	\$217.76

### United Kingdom

By Practice Area and Matter Type

#### 2015—Real Rates for Partners, Associates, and Paralegals

Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	Trend Analysis (Mean)		
							2015	2014	2013
Commercial	Litigation	Partner	14	\$716.14	\$790.52	\$878.00	\$784.61	\$795.28	\$769.60
		Associate	17	\$353.34	\$568.60	\$666.72	\$502.07	\$504.57	\$517.88
		Paralegal	13	\$162.60	\$244.61	\$268.86	\$230.48	\$292.38	\$298.83
	Non-Litigation	Partner	86	\$512.47	\$618.12	\$785.00	\$649.09	\$662.66	\$667.02
		Associate	145	\$337.66	\$411.08	\$485.89	\$428.86	\$422.76	\$409.72
		Paralegal	47	\$168.83	\$222.75	\$274.35	\$225.75	\$217.42	\$247.85
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	101	\$656.85	\$780.00	\$967.87	\$793.51	\$786.93	\$743.99
		Associate	246	\$390.94	\$529.25	\$687.71	\$535.17	\$471.05	\$480.13
		Paralegal	62	\$243.83	\$270.65	\$350.00	\$286.52	\$249.97	\$277.09
Corporate: Regulatory and Compliance	Litigation	Partner	7	\$755.00	\$848.81	\$1,028.02	\$863.19	\$924.18	\$894.21
		Associate	15	\$419.75	\$472.99	\$606.83	\$503.02	\$545.01	\$606.12
		Paralegal	24	\$136.91	\$145.98	\$224.31	\$174.83	\$200.33	\$308.31
	Non-Litigation	Partner	63	\$632.51	\$746.60	\$821.91	\$730.74	\$703.08	\$721.18
		Associate	113	\$342.30	\$419.41	\$564.45	\$440.53	\$472.65	\$453.47
		Paralegal	20	\$175.07	\$189.63	\$252.17	\$209.06	\$194.49	\$259.14
Corporate: Other	Litigation	Partner	22	\$488.85	\$610.14	\$822.00	\$668.85	\$856.87	\$727.56
		Associate	26	\$294.49	\$365.77	\$477.61	\$391.65	\$484.18	\$513.35
		Paralegal	15	\$180.77	\$225.11	\$288.41	\$233.40	\$272.12	\$300.03
	Non-Litigation	Partner	121	\$599.46	\$755.00	\$894.17	\$762.50	\$717.44	\$710.22
		Associate	224	\$353.00	\$458.36	\$547.53	\$476.40	\$463.71	\$496.87
		Paralegal	155	\$74.67	\$172.74	\$205.00	\$161.77	\$155.30	\$139.62
Finance and Securities	Litigation	Partner	n/a	n/a	n/a	n/a	n/a	\$942.92	\$826.73
		Associate	8	\$365.95	\$425.95	\$460.99	\$416.84	\$519.04	\$513.59
		Paralegal	n/a	n/a	n/a	n/a	n/a	\$267.26	\$257.50
	Non-Litigation	Partner	285	\$654.00	\$787.81	\$943.27	\$787.63	\$815.08	\$766.28
		Associate	517	\$379.42	\$502.87	\$625.00	\$513.97	\$511.58	\$500.82
		Paralegal	181	\$160.11	\$225.30	\$252.92	\$226.61	\$230.63	\$237.99

## Section VI: International Analysis

### United Kingdom

By Practice Area and Matter Type

2015—Real Rates for Partners, Associates, and Paralegals							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
General Liability	Litigation	Partner	19	\$452.89	\$610.68	\$780.83	\$599.93	\$647.84	\$705.58
		Associate	23	\$340.77	\$412.69	\$526.81	\$414.73	\$433.69	\$420.65
		Paralegal	24	\$168.83	\$180.81	\$244.44	\$198.57	\$193.05	\$181.12
Insurance Defense	Litigation	Partner	47	\$325.43	\$465.30	\$578.93	\$464.68	\$477.66	\$457.84
		Associate	81	\$249.97	\$337.50	\$415.00	\$348.24	\$339.27	\$334.75
		Paralegal	48	\$153.45	\$208.15	\$223.45	\$194.66	\$191.55	\$201.54
Intellectual Property: Patents	Litigation	Partner	29	\$684.05	\$785.00	\$818.72	\$743.67	\$778.69	\$726.79
		Associate	60	\$357.78	\$453.14	\$557.60	\$468.56	\$479.14	\$457.03
		Paralegal	50	\$196.97	\$205.43	\$237.21	\$212.46	\$229.23	\$231.19
	Non-Litigation	Partner	45	\$323.90	\$462.14	\$544.40	\$449.14	\$527.81	\$500.04
		Associate	64	\$257.42	\$357.78	\$436.70	\$364.69	\$385.04	\$329.23
Paralegal	17	\$189.93	\$208.42	\$287.20	\$223.16	\$188.32	\$228.15		
Intellectual Property: Trademark	Non-Litigation	Partner	21	\$511.16	\$580.18	\$740.82	\$599.34	\$592.40	\$614.32
		Associate	39	\$340.00	\$410.00	\$483.88	\$422.43	\$404.96	\$398.35
		Paralegal	25	\$168.93	\$179.50	\$236.69	\$199.24	\$201.28	\$185.62
Intellectual Property: Other	Non-Litigation	Partner	23	\$535.00	\$640.14	\$815.00	\$659.80	\$551.33	\$547.76
		Associate	28	\$351.97	\$419.04	\$519.33	\$433.80	\$416.35	\$358.56
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Labor and Employment	Litigation	Partner	24	\$738.33	\$831.64	\$928.89	\$821.83	\$836.66	\$797.31
		Associate	50	\$429.00	\$576.76	\$712.81	\$591.24	\$558.31	\$503.56
		Paralegal	57	\$183.29	\$244.54	\$252.92	\$230.56	\$244.33	\$223.44
	Non-Litigation	Partner	57	\$512.49	\$615.00	\$846.93	\$699.06	\$648.59	\$670.94
		Associate	114	\$363.00	\$449.23	\$585.47	\$466.48	\$459.76	\$425.35
Paralegal	25	\$170.63	\$231.84	\$239.40	\$232.61	\$190.79	\$224.51		
Real Estate	Litigation	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	8	\$391.84	\$445.50	\$478.50	\$438.27	\$380.38	n/a
		Paralegal	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Non-Litigation	Partner	33	\$511.50	\$828.78	\$928.56	\$787.84	\$694.47	\$841.46
		Associate	76	\$386.90	\$478.35	\$595.37	\$500.96	\$491.22	\$589.38
Paralegal	33	\$251.57	\$320.75	\$333.00	\$295.14	\$289.63	\$330.21		

## Section VI: International Analysis

### United Kingdom

By Industry Group and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Industry Group	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Consumer Goods	Non-Litigation	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	15	\$310.00	\$378.13	\$444.14	\$394.12	\$426.51	\$434.04
Consumer Services	Litigation	Partner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Associate	16	\$396.00	\$453.75	\$490.88	\$450.75	\$495.04	n/a
	Non-Litigation	Partner	27	\$511.50	\$520.23	\$899.25	\$672.21	\$638.25	\$580.68
		Associate	40	\$362.99	\$412.50	\$486.75	\$443.26	\$428.74	\$390.63
Financials	Litigation	Partner	25	\$807.80	\$875.51	\$987.95	\$877.26	\$925.93	\$836.53
		Associate	60	\$443.39	\$553.38	\$704.30	\$576.32	\$563.91	\$527.30
	Non-Litigation	Partner	327	\$651.94	\$776.23	\$935.06	\$786.11	\$801.23	\$766.42
		Associate	672	\$374.26	\$481.27	\$606.35	\$503.02	\$506.91	\$499.14
Health Care	Litigation	Partner	42	\$543.01	\$731.59	\$831.64	\$708.25	\$725.47	\$753.23
		Associate	67	\$346.78	\$463.75	\$563.40	\$464.89	\$462.62	\$457.59
	Non-Litigation	Partner	74	\$523.49	\$626.25	\$780.83	\$639.89	\$665.68	\$627.47
		Associate	125	\$341.53	\$408.00	\$499.65	\$433.87	\$426.18	\$389.81
Industrials	Litigation	Partner	25	\$456.84	\$489.08	\$786.26	\$603.08	\$703.42	\$606.51
		Associate	25	\$309.25	\$372.93	\$476.63	\$382.92	\$418.09	\$414.81
	Non-Litigation	Partner	171	\$542.55	\$780.00	\$928.56	\$745.64	\$682.08	\$692.46
		Associate	350	\$380.52	\$506.17	\$655.75	\$530.23	\$482.30	\$527.75
Technology and Telecommunications	Litigation	Partner	15	\$684.05	\$785.00	\$790.52	\$731.39	\$799.05	\$708.33
		Associate	29	\$294.49	\$403.20	\$554.99	\$432.74	\$479.18	\$513.74
	Non-Litigation	Partner	113	\$514.35	\$655.88	\$776.60	\$643.09	\$649.81	\$635.69
		Associate	186	\$322.74	\$400.00	\$507.00	\$424.49	\$417.20	\$403.87



## Section VI: International Analysis

### United Kingdom

By Firm Size

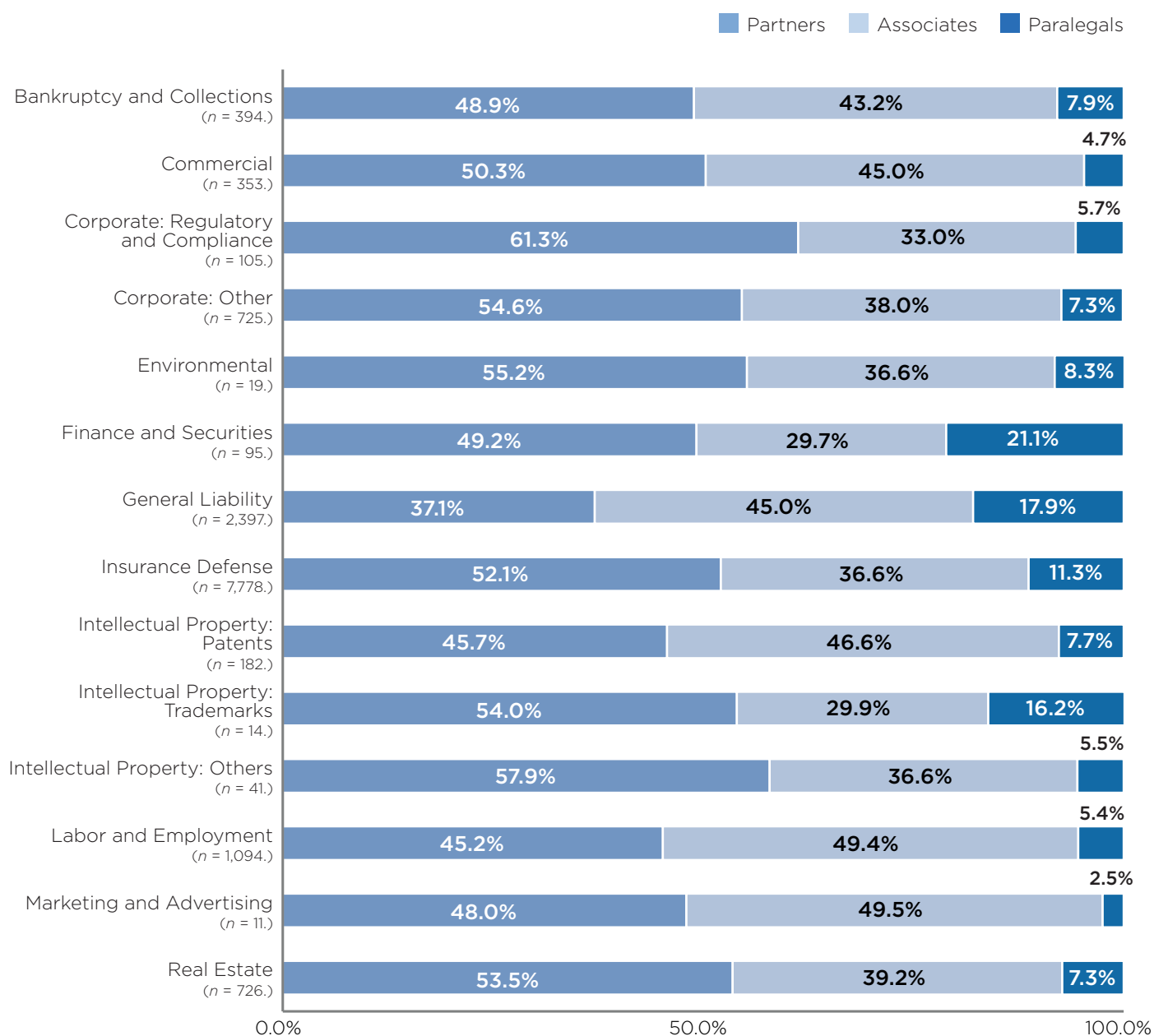
#### 2015—Real Rates for Partners and Associates

						Trend Analysis (Mean)		
Firm Size	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Partner	19	\$389.49	\$529.72	\$620.00	\$508.45	\$483.03	\$475.20
	Associate	35	\$310.00	\$346.65	\$385.99	\$355.10	\$346.15	\$347.78
51-200 Lawyers	Partner	40	\$431.64	\$599.41	\$829.24	\$612.33	\$553.96	\$492.45
	Associate	46	\$306.08	\$394.87	\$471.07	\$391.69	\$400.31	\$364.68
201-500 Lawyers	Partner	82	\$640.14	\$750.96	\$789.95	\$728.83	\$766.10	\$689.83
	Associate	152	\$369.00	\$423.52	\$503.64	\$449.41	\$489.61	\$470.52
501-1,000 Lawyers	Partner	31	\$511.50	\$602.02	\$843.15	\$699.62	\$760.25	\$927.02
	Associate	79	\$387.76	\$478.50	\$590.25	\$487.25	\$480.37	\$565.50
More Than 1,000 Lawyers	Partner	544	\$649.33	\$790.52	\$929.28	\$787.77	\$782.49	\$760.61
	Associate	1144	\$377.98	\$499.09	\$629.32	\$514.13	\$499.77	\$495.15

## Section VII: Matter Staffing Analysis

### Short Litigation Matters, 40 to 100 Total Hours Billed

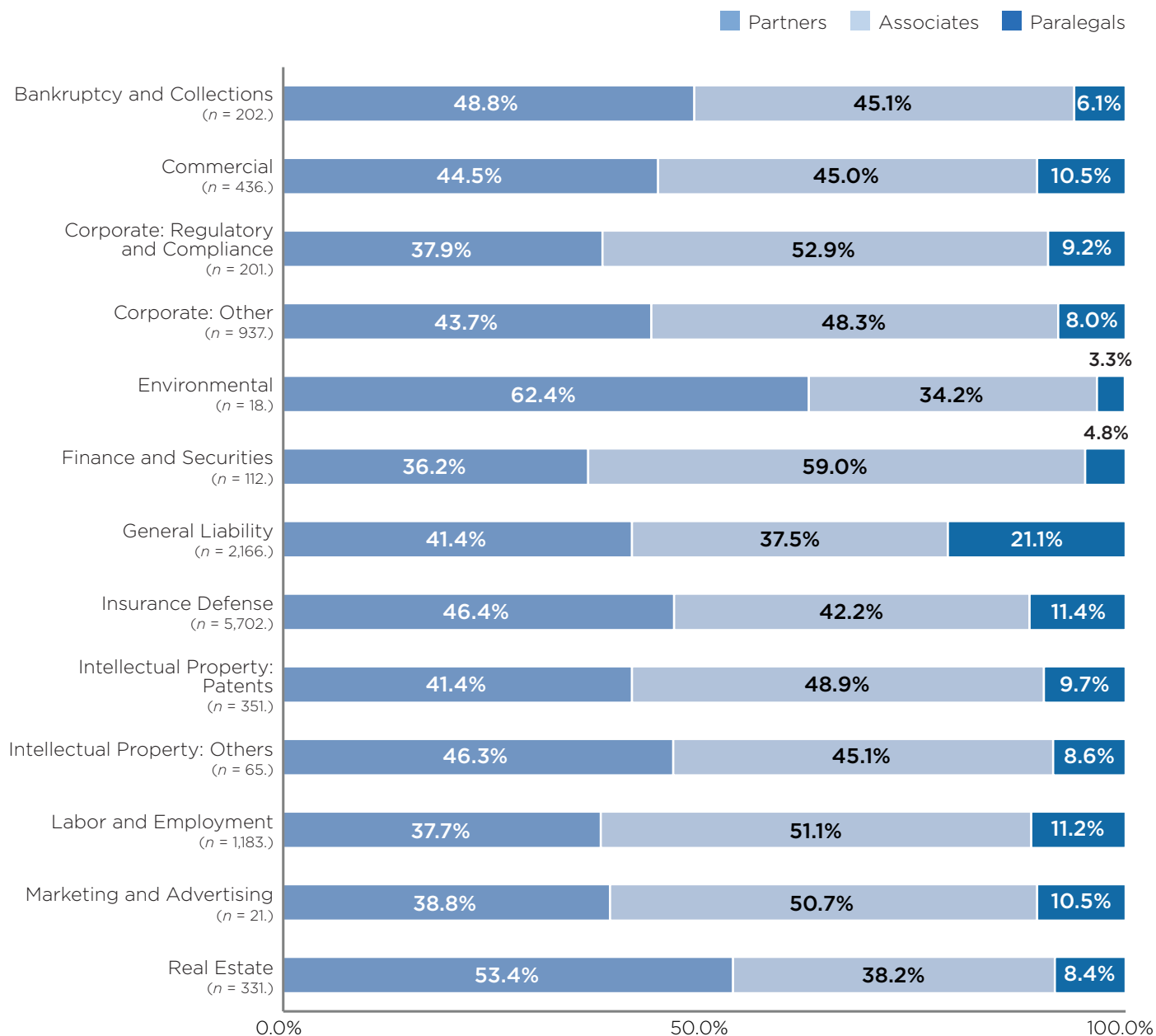
#### 2013 to 2015—Percentage of Hours Billed per Matter



## Section VII: Matter Staffing Analysis

### Long Litigation Matters, More Than 100 Total Hours Billed

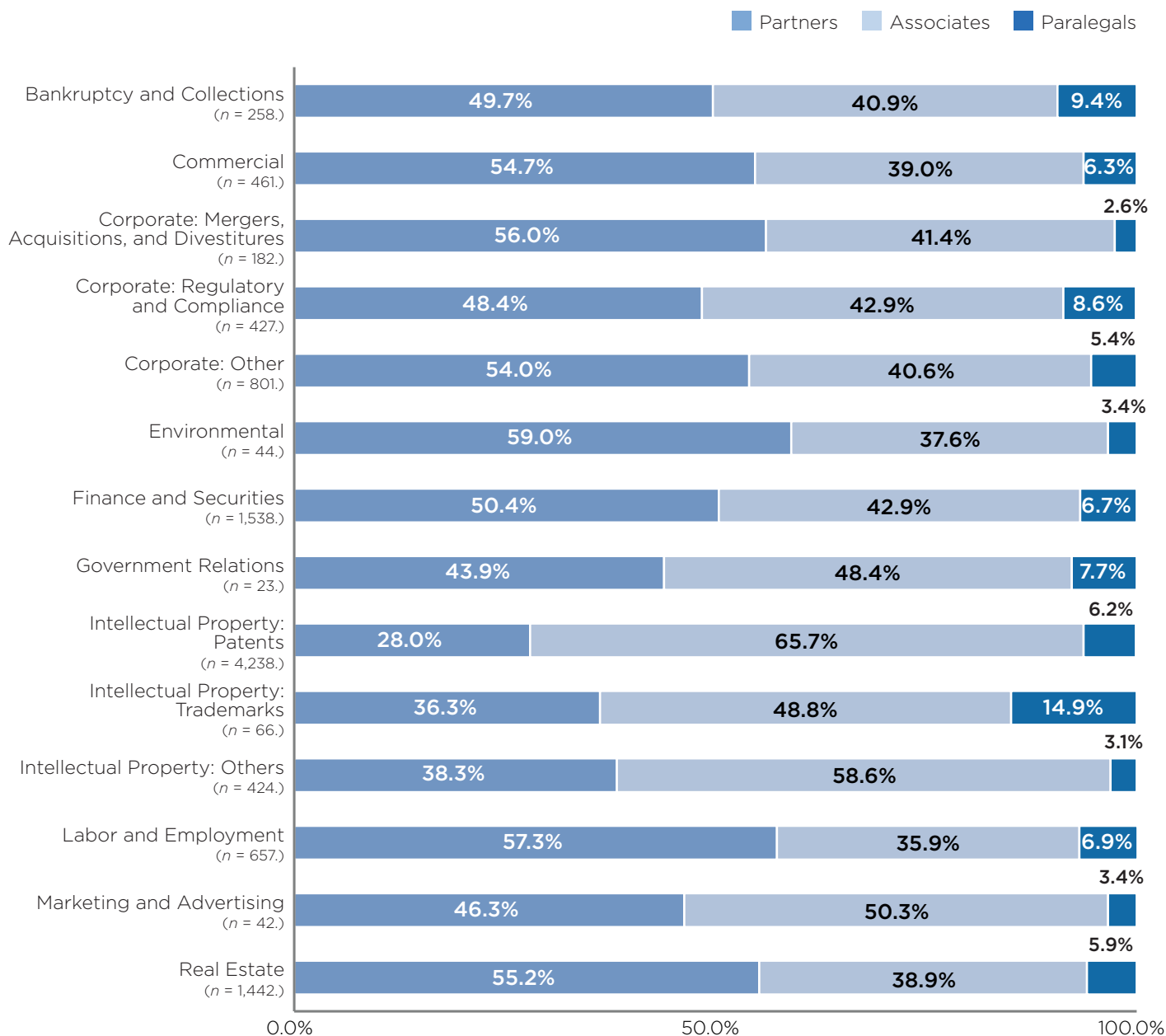
#### 2013 to 2015—Percentage of Hours Billed per Matter



## Section VII: Matter Staffing Analysis

### Short Non-Litigation Matters, 40 to 100 Total Hours Billed

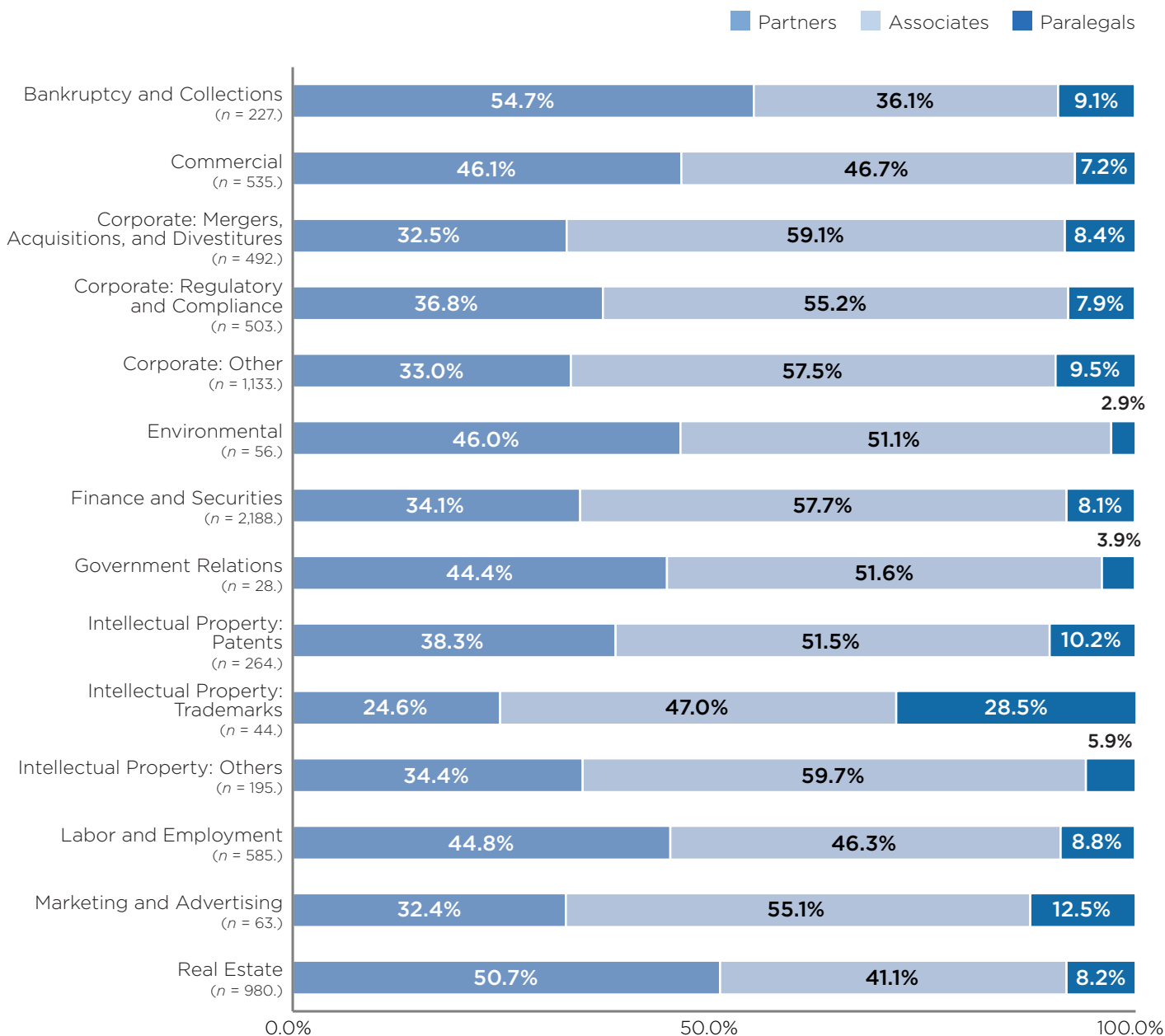
#### 2013 to 2015—Percentage of Hours Billed per Matter



## Section VII: Matter Staffing Analysis

### Long Non-Litigation Matters, More Than 100 Total Hours Billed

#### 2013 to 2015—Percentage of Hours Billed per Matter



# Appendix B Methodology Notes



2016 Real Rate Report

## Appendix B: Methodology Notes

### Rebounding Growth

This analysis was constrained to lawyer timekeepers who billed in two consecutive years between 2010 and 2015 in the United States. A weighted average hourly rate was calculated for each individual timekeeper for each calendar year. Based on these weighted average rates for each year, a percent change in rates from year to year was calculated for each timekeeper with two consecutive years of billing available. Figure 1 displays these average percent changes in rates for lawyer, partner, and associate timekeepers for each set of two-year periods between 2010 and 2015. All billings for insurance defense litigation were excluded from this analysis.

### Operating in a Changing Legal Market

Figure 2 aggregated trend data from many sources, most of which were publicly available and sourced. Three analyses were performed from the LegalVIEW dataset:

- The first aggregated the total number of hours billed for each individual law firm in the dataset across years. An average number of hours billed per firm was calculated for each year. Growth rates between years were a simple percent change in mean hours per firm from year to year.
- The second again aggregated total hours billed across years, but this time for law firm-client combinations. A percent change in total hours per firm-client combination was then calculated for all records where a combination billed more than 10 hours each in consecutive years. The median values for each firm-client combination's year-to-year change in total hours were then reported.
- The third aggregated the total number of timekeepers that billed in each law firm as well as the total number of junior associates. A proportion of total timekeepers that were junior associates was calculated for each law firm, and an average percent change was calculated for each year. The mean percent change values were reported in Figure 2.

### Partner and Associate Rate Increases Widen at Larger Firms

This analysis was constrained to lawyer timekeepers who billed in two consecutive years between 2012 and 2015 in the United States with a known law firm

size (number of lawyers). A weighted average hourly rate was calculated for each individual timekeeper for each calendar year. Based on these weighted average rates for each year, a percent change in rates from year to year was calculated for each timekeeper with two consecutive years of billing available. Figure 3 displays these average percent changes in rates for lawyer, partner, and associate timekeepers grouped by the size of their law firms for each set of two-year periods between 2012 and 2015. All billings for insurance defense litigation were excluded from this analysis.

### Associate Rate Increases Outpace Partners in Most US Cities

This analysis was constrained to lawyer timekeepers who billed in both 2014 and 2015 from the 25 Core-Brand Statistical Areas (CBSAs) with the highest amount of legal spending in our dataset. A weighted average hourly rate was calculated for each individual timekeeper for 2014 and 2015. Based on these weighted average rates, a percent change in rates was calculated for each timekeeper who billed in both 2014 and 2015. Figure 4 displays these average percent changes in rates for partner and associate timekeepers grouped by the city from which they billed. All billings for insurance defense litigation were excluded from this analysis.

### Identifying Value in Secondary Markets

This analysis was constrained to lawyer timekeepers who billed in both 2013 and 2015. A weighted average rate was calculated for each individual timekeeper for 2013 and 2015. Based on these weighted average rates, a percent change in rates was calculated for each timekeeper who billed in both 2013 and 2015. Figure 5 displays the average percent change in lawyer rates in select US cities on the x-axis of a scatterplot chart. The y-axis displays the average lawyer rate for each corresponding group of lawyers by city. Cities with fewer than 50 lawyers billing in both 2013 and 2015 were excluded from the analysis. All billings for insurance defense litigation were excluded from this analysis.

### Growing Separation in Associate Rates

The analysis for Figure 6 was constrained to associate timekeepers with a known number of years of experience. A weighted average hourly rate was calculated for each timekeeper who billed in each year from 2010 to 2015. An average of those



## Appendix B: Methodology Notes

individual hourly rates was then calculated for groups of associates banded by years of experience. Figure 6 displays those average associate rates for each years of experience band for each year. All billings for insurance defense litigation were excluded from this analysis.

### Drivers of Lawyer Rates

The statistical equation was developed from a linear regression model, which determined the impact of lawyer location, law firm size, years of experience, role (partner or associate), practice area, and client industry. These factors all entered the regression at a statistically significant level and added to the explanatory value of the model. This analysis was conducted on 2015 data, although results were consistent with analysis of five years of data. All billings for insurance defense litigation were excluded from this analysis.

### Fractional Billing

This analysis is based on a dataset of 2015 lawyer and paralegal timekeepers. For each timekeeper, the total number of invoice entries and the total number of hours and fees are aggregated. This is done for all timekeepers' fractional (i.e., 0.1 total hours per entry) and non-fractional entries. From this dataset, we calculate the total percentage of invoice line items that were billed for 0.1 hours and the total number of hours that were billed for 0.1 hours per timekeeper. We use these variables to calculate the average percentage of timekeepers and the average percentage of line items that were billed in fractional invoice entries per role. Using these variables, timekeepers that billed more than the top-quartile timekeeper at a similar sized law firm were flagged as "significant fractional billers."

To display law firm and client analyses, this timekeeper dataset was aggregated and consolidated to the law firm and client levels.

In all analyses, lawyers with less than 10 total hours billed in 2015 were excluded. For the firm-level analysis, law firms with fewer than three lawyers billing in 2015 were also excluded. For the client-level analysis, clients that had fewer than 10 total law firms billing them in 2015 were also excluded.

### Block Billing

This analysis is based on a dataset of 2015 lawyer and paralegal timekeepers. For each timekeeper,

the totals *and* the number of line entries, hours, and fees that were from block billed invoice entries were aggregated. An instance of block billing was determined by analyzing the character count of invoice line item entry descriptions; a value over 250 was considered a block billed entry as this has been determined to be a useful proxy for identifying a tendency to block bill. Timekeepers that billed more than 10% of their total invoice entries in blocks were flagged as "heavy block billers."

In all analyses, lawyers with less than 10 total hours billed in 2015 were excluded. For the firm-level analysis, law firms with fewer than three lawyers billing in 2015 were also excluded. For the client-level analysis, clients that had fewer than 10 total law firms billing them in 2015 were also excluded.

### Duplicate Billing

This analysis is based on multiple datasets. One dataset was built consisting of all unique invoice line entry descriptions, and a second dataset was built of 2015 lawyer and paralegal timekeepers.

For the invoice line item dataset, the total number of times the description was billed was aggregated.

For the timekeeper dataset, the total number of invoice entries and hours were aggregated for buckets of "number of repeat descriptions." Using these bucket totals, the proportion of total invoice entries that each timekeeper billed as a duplicate was calculated.

In all analyses, lawyers with less than 10 total hours billed in 2015 were excluded. For the firm-level analysis, law firms with fewer than three lawyers billing in 2015 were also excluded. For the client-level analysis, clients that had fewer than 10 total law firms billing them in 2015 were also excluded.

### Low-Value Billing

This analysis is based on a dataset that is the combination of matter and timekeeper. For each combination of matter and timekeeper, the total number of line entries, hours, and fees are summed. When a timekeeper billed one hour or less on an individual matter, both that matter and that timekeeper were flagged as an instance of low-value billing. The dataset was then consolidated and aggregated down into two individual datasets: one at the matter level and one at the timekeeper level.

## Appendix B: Methodology Notes

In all analyses, lawyers with less than 10 total hours billed in 2015 were excluded. For the matter-level analysis, any matters with less than 10 total hours billed to them in 2015 were also excluded.

### Late Billing

This analysis is based on multiple datasets: one dataset based on 2015 timekeepers and a second dataset based on all matter and invoice combinations in 2015.

For each timekeeper in the timekeeper dataset, the number of invoices that were submitted within one week, within one month, within two months, within three months, and then longer are all counted. The time periods are calculated by subtracting the invoice date when the work was invoiced from the submitted date when the work was sent to the client for payment.

The same calculations are performed on the invoice dataset.

In all analyses, lawyers with less than 10 total hours billed in 2015 were excluded.

### Upbilling

This analysis is based on a dataset of 2015 lawyer and paralegal timekeepers. For each timekeeper, the total number of invoice entries that end in each unique increment of time is aggregated (e.g., a ratio is calculated for the percentage of invoice entries per timekeeper that end in 0.1, 0.2, etc.). This frequent distribution is used to benchmark what a typical number of line items a typical timekeeper might expect to bill in a year that end in .0 or .5. An individual timekeeper is flagged as an upbiller if the proportion of invoice entries that end in .5 or .0 is greater than the 75th percentile. Once a timekeeper is flagged as an upbiller, the hours and fees that were considered rounded up can be calculated, conservatively assuming that only half of the entries above that top-quartile threshold were rounded up, while the other half was appropriately billed.

To display law firm and client analyses, this timekeeper dataset was aggregated and consolidated to the law firm and client levels.

In all analyses, lawyers with less than 10 total hours billed in 2015 were excluded. For the firm-level analysis, law firms with fewer than three lawyers billing in 2015 were also excluded. For the client-level analysis, clients that had fewer than 10 total law

firms billing them in 2015 were also excluded. When estimating the potential amount of upbilled fees per timekeeper, an annual billable hour quota of 2,000 hour is used.

### Heavy Billing

This analysis is based on a timekeeper dataset from 2015. For each timekeeper, the numbers of days and hours where the timekeeper billed above and below 10 hours per calendar day are aggregated. These sums are used to calculate the percentage of heavy-billed days and hours per lawyer.

In the analysis, lawyers with less than 10 total hours billed in 2015 were excluded.

# Appendix C

# Data

# Methodology



2016 Real Rate Report

## Appendix C: Data Methodology

### Invoice Information

Most of the data in Wolters Kluwer's ELM Solutions reference database and in the *2016 Real Rate Report* were taken from invoice line item entries contained in invoices received and approved by participating companies.

Invoice data were received in the Legal Electronic Data Exchange Standard (LEDES) format (LEDES.org). The following information was extracted from those invoices and their line items:

- Law firm (which exists as a random number in the ELM Solutions reference database)
- Timekeeper ID (which exists as a random number in the ELM Solutions reference database)
- Matter ID (which exists as a random number in the ELM Solutions reference database)
- Timekeeper's position (role) within the law firm (partner, associate, paralegal, etc.)
- Uniform Task-Based Management System Code Set, Task Codes, and Activity Codes (UTBMS.com)
- Date of service
- Hours billed
- Hourly rate billed
- Fees billed

### Non-Invoice Information

To capture practice area details, the matter ID within each invoice was associated with matter profiles containing areas of work in the systems of each company. The areas of work were then systematically categorized into legal practice areas. Normalization of practice areas was done based on company mappings to system-level practice areas available in the ELM Solutions system and by naming convention. The majority of analyses included in this report have been mapped to one of 12 practice areas, further divided into sub-areas and litigation/non-litigation (for more information on practice areas and sub-areas, please refer to pp. 235-237.)

To capture location and jurisdiction details, law firms and timekeepers were systematically mapped to the existing profiles within ELM Solutions systems, as well as with publicly available data sources for further validation and normalization. Where city location information is provided, it includes any address within that city's defined Core-Based Statistical Area (CBSA) as defined by the Office of Management and Budget (OMB). The CBSAs are urban centers with populations of 10,000 or more and include all adjacent counties that are economically integrated with that urban center.

## Appendix C: Data Methodology

### A Note on US Cities

Throughout the report, we have used city names to refer to CBSA and consistently used the principal city in the CBSA to refer to the entire area. The following are the shorthand city names used in this report and the corresponding CBSA designations, as defined by the OMB.

Principal City	CBSA Name
Akron, OH	Akron, OH
Albany, NY	Albany-Schenectady-Troy, NY
Albuquerque, NM	Albuquerque, NM
Anchorage, AK	Anchorage, AK
Ann Arbor, MI	Ann Arbor, MI
Atlanta, GA	Atlanta-Sandy Springs-Marietta, GA
Austin, TX	Austin-Round Rock-San Marcos, TX
Baltimore, MD	Baltimore-Towson, MD
Baton Rouge, LA	Baton Rouge, LA
Birmingham, AL	Birmingham-Hoover, AL
Boise, ID	Boise City-Nampa, ID
Boston, MA	Boston-Cambridge-Quincy, MA-NH
Boulder, CO	Boulder, CO
Bridgeport, CT	Bridgeport-Stamford-Norwalk, CT
Buffalo, NY	Buffalo-Niagara Falls, NY
Burlington, VT	Burlington-South Burlington, VT
Cedar Rapids, IA	Cedar Rapids, IA
Charleston, SC	Charleston-North Charleston, SC
Charleston, WV	Charleston, WV
Charlotte, NC	Charlotte-Gastonia-Rock Hill, NC-SC
Chicago, IL	Chicago-Naperville-Joliet, IL-IN-WI
Cincinnati, OH	Cincinnati-Middletown, OH-KY-IN
Cleveland, OH	Cleveland-Elyria-Mentor, OH
Columbia, SC	Columbia, SC
Columbus, OH	Columbus, OH
Dallas, TX	Dallas-Fort Worth-Arlington, TX
Denver, CO	Denver-Aurora, CO
Des Moines, IA	Des Moines-West Des Moines, IA
Detroit, MI	Detroit-Warren-Livonia, MI
Fresno, CA	Fresno, CA
Grand Rapids, MI	Grand Rapids-Wyoming, MI
Greensboro, NC	Greensboro-High Point, NC
Greenville, SC	Greenville-Mauldin-Easley, SC

## Appendix C: Data Methodology

### A Note on US Cities

Principal City	CBSA Name
Harrisburg, PA	Harrisburg-Carlisle, PA
Hartford, CT	Hartford-West Hartford-East Hartford, CT
Honolulu, HI	Honolulu, HI
Houston, TX	Houston-Sugar Land-Baytown, TX
Indianapolis, IN	Indianapolis-Carmel, IN
Jackson, MS	Jackson, MS
Jacksonville, FL	Jacksonville, FL
Kansas City, MO	Kansas City, MO-KS
Knoxville, TN	Knoxville, TN
Lansing, MI	Lansing-East Lansing, MI
Las Vegas, NV	Las Vegas-Paradise, NV
Lexington, KY	Lexington-Fayette, KY
Little Rock, AR	Little Rock-North Little Rock-Conway, AR
Los Angeles, CA	Los Angeles-Long Beach-Santa Ana, CA
Louisville, KY	Louisville-Jefferson County, KY-IN
Madison, WI	Madison, WI
Memphis, TN	Memphis, TN-MS-AR
Miami, FL	Miami-Fort Lauderdale-Pompano Beach, FL
Milwaukee, WI	Milwaukee-Waukesha-West Allis, WI
Minneapolis, MN	Minneapolis-St. Paul-Bloomington, MN-WI
Montgomery, AL	Montgomery, AL
Nashville, TN	Nashville-Davidson-Murfreesboro-Franklin, TN
New Haven, CT	New Haven-Milford, CT
New Orleans, LA	New Orleans-Metairie-Kenner, LA
New York, NY	New York-Northern New Jersey-Long Island, NY-NJ-PA
Oklahoma City, OK	Oklahoma City, OK
Omaha, NE	Omaha-Council Bluffs, NE-IA
Orlando, FL	Orlando-Kissimmee-Sanford, FL
Philadelphia, PA	Philadelphia-Camden-Wilmington, PA-NJ-DE-MD
Phoenix, AZ	Phoenix-Mesa-Glendale, AZ
Pittsburgh, PA	Pittsburgh, PA
Portland, ME	Portland-South Portland-Biddeford, ME
Portland, OR	Portland-Vancouver-Hillsboro, OR-WA
Raleigh, NC	Raleigh-Cary, NC
Reno, NV	Reno-Sparks, NV
Richmond, VA	Richmond, VA

## Appendix C: Data Methodology

### A Note on US Cities

Principal City	CBSA Name
Rochester, NY	Rochester, NY
Sacramento, CA	Sacramento-Arden-Arcade-Roseville, CA
Salt Lake City, UT	Salt Lake City, UT
San Antonio, TX	San Antonio-New Braunfels, TX
San Diego, CA	San Diego-Carlsbad-San Marcos, CA
San Francisco, CA	San Francisco-Oakland-Fremont, CA
San Jose, CA	San Jose-Sunnyvale-Santa Clara, CA
San Juan, PR	San Juan-Caguas-Guaynabo, PR
Seattle, WA	Seattle-Tacoma-Bellevue, WA
St. Louis, MO	St. Louis, MO-IL
Syracuse, NY	Syracuse, NY
Tallahassee, FL	Tallahassee, FL
Tampa, FL	Tampa-St. Petersburg-Clearwater, FL
Trenton, NJ	Trenton-Ewing, NJ
Tucson, AZ	Tucson, AZ
Tulsa, OK	Tulsa, OK
Virginia Beach, VA	Virginia Beach-Norfolk-Newport News, VA-NC
Washington, DC	Washington-Arlington-Alexandria, DC-VA-MD-WV
Wheeling, WV	Wheeling, WV-OH
Winston-Salem, NC	Winston-Salem, NC

## Appendix C: Data Methodology

Where the analyses focus on partners, associates, and paralegals, the underlying data uncommonly included some sub-roles, such as “senior partner” or “junior associate.” In such instances, those timekeeper sub-roles were placed within the broader partner, associate, and paralegal segments.

Demographics regarding law firm size, location, and lawyer years of experience were augmented by incorporating publicly available information.

### Anonymization of the Dataset

Prior to inclusion in the ELM Solutions reference database, we systematically scrubbed the data of any information that would identify a particular matter, company, law firm, invoice, or timekeeper (individual). To ensure relationships necessary for analysis, those variables were assigned randomly generated numbers. To maintain data integrity and allow for proper analysis, these numbers are linked across data tables to enforce their associations.

To further ensure anonymity and confidentiality:

- The information is published in such a manner as to make it reasonably impervious to reverse analysis should some attempt be made to determine what data might pertain to any company, law firm, timekeeper, invoice, or matter;
- The *2016 Real Rate Report* will not reveal which ELM Solutions client or clients are included or excluded in its analyses;
- Clients are not and will not be informed as to whether their data are included within a particular facet of analysis; and
- No textual description of any legal work performed by any individual exists in the ELM Solutions reference database.

### A Note on Insurance Litigation

Our aim is to provide a point of comparison for companies purchasing law firm services in the United States. To improve comparability, we removed data related to insurance company defense litigation for all analyses unless noted otherwise. Insurance litigation tends to be less expensive than other types of litigation, as it is typically more repetitive and less complex.

### “Real Rate” Definition

The information in this report consists of data taken from client invoices submitted by US law firms for work performed from 2010 through 2015. All invoices were submitted through the ELM Solutions e-billing systems and approved prior to 2016.

The analyses contained in this report are derived from aggregating hours, fees, and rates submitted as line items

on those invoices. For a line item to qualify for inclusion in this report, it had to undergo multiple and rigorous testing processes to ensure its validity.

For example, for a rate to be loaded to the ELM Solutions reference database and used in this report, it must have been part of an invoice line entry in which all of the following items were included:

- Name of the biller
- Role of the biller
- Date of activity
- Hourly rate charged
- Time charged
- UTBMS code associated with the time charged
- Total amount charged for the activity

In addition, each line item’s hourly rate was validated against its “real rate” (calculated by dividing the total amount charged for the activity by the time charged). Any line items with an hourly rate that did not align closely with the real rate were not loaded to the reference database.

Real Rate = Line Item Total / Line Item Hours (Units)

Example: \$4,000 / 10 Hours = Real Rate of \$400

Adjustments the client made to line item amounts subsequent to submission are not factored into the dataset. These types of adjustments may impact the effective rate paid by the client to the law firm but do not reflect the real rate billed.

In short, the real rate is the rate appearing on an approved invoice at the invoice line item level.

Aggregations of data taken from millions of these line item-level invoice entries are the core of the information analyzed.

### A Note on Negotiated Rates and Billing Practices

Law firms can generally follow varying practices for submitting their “negotiated” rates on invoices. Firms may submit the negotiated rate as the hourly rate identified on the invoice line item, insert a vendor line item adjustment to ensure compliance, or provide a vendor invoice level adjustment to bring the total amount of the fees into compliance with agreed-on discounts. Although the former two are considered part of the real rate calculation, the latter can be problematic. It is not directly linked to a line item, and therefore, for the purposes of determining the rate, it should not be assumed that the adjustment is related to a specific line item. Invoice-level adjustments may represent a credit or some other type of adjustment placed on the invoice. To ensure these types of adjustments would not adversely impact the analysis contained within the *2016 Real Rate Report*, the team reviewed the population of invoices and line items to determine what



## Appendix C: Data Methodology

the deviation of the real rate might be based on inclusion or exclusion. The analysis demonstrated that the variance was not significant (less than 1%).

As such, we decided not to include the vendor-level adjustments in the report.

### Types of Matters Included in the Analysis

Matters within the ELM Solutions system are associated with areas of work described and defined by ELM Solutions clients. Those areas of work were analyzed and systematically categorized into legal practice areas. Normalization of practice areas was supported by mappings to system-level practice areas available in the ELM Solutions system and by naming convention.

All data included within this report have been mapped to a corresponding practice area. The majority of our analyses focus on the following 12 practice areas:

- Bankruptcy and Collections
- Commercial
- Corporate
- Environmental
- Finance and Securities
- General Liability
- Government Relations
- Insurance Defense
- Intellectual Property
- Labor and Employment
- Marketing and Advertising
- Real Estate

Within each client's areas of work, sub-areas are often identified. The lists that follow identify client areas of work and, within those areas, the sub-areas underneath each practice area. Often, the same sub-area appears within different practice areas. For example, the sub-area "General/Other" when listed under "Commercial and Contracts" refers to general work provided regarding Commercial and Contracts matters. When listed under the "Labor and Employment" practice area, the same sub-area refers to work provided on Labor and Employment. Where applicable and practicable, each area and sub-area has been further subdivided into litigation and non-litigation work for the purposes of granular analysis.

### Bankruptcy and Collections

- Chapter 7
- Chapter 9
- Chapter 11
- Chapter 15
- Collections
- General/Other
- Preference Claims
- Receivership
- Workouts and Restructuring

### Commercial (Commercial Transactions and Agreements)

- Contract Breach or Dispute
- General, Drafting, and Review
- General/Other

### Corporate<sup>2</sup>

- Antitrust and Competition
- Corporate Development
- General/Other
- Governance
- Information and Technology
- International
- Mergers, Acquisitions, and Divestitures
- Partnerships and Joint Ventures
- Regulatory and Compliance
- Safety and Security
- Strategic Asset Management
- Tax
- Treasury
- White Collar/Fraud/Abuse

### Environmental

- Air
- General/Other
- Hazardous Materials
- Health and Safety
- Mining
- Noise
- Permits
- Superfund
- Waste/Remediation
- Water

<sup>2</sup> All references to "Corporate: General/Other" in the 2016 Real Rate Report are the aggregation of all Corporate sub-areas excluding the Mergers, Acquisitions, and Divestitures sub-area and the Regulatory and Compliance sub-area.

## Appendix C: Data Methodology

### Finance and Securities

Commercial Loans and Financing  
Debt/Equity Offerings  
Fiduciary Services  
General/Other  
Initial Public Offerings  
Investments and Other Financial Instruments  
Leveraged Finance  
Loans and Financing  
Non-Commercial Loans and Financing  
Routine Financial Transactions  
Sarbanes-Oxley  
SEC Filings and Financial Reporting  
Securities and Banking Regulations  
Mass Tort  
Medical Malpractice  
Personal Injury/Wrongful Death  
Policy Coverage Dispute  
Pollution  
Premises  
Product and Product Liability  
Professional Liability  
Property Damage  
Sexual Abuse  
Subrogation  
Toxic Tort  
Workers Compensation Coverage  
Workplace Safety

### General Liability

Advertising Injury  
Asbestos/Mesothelioma  
Auto and Transportation  
Completed Operations  
Construction Defect  
Consumer Related Claims  
Crime, Dishonesty, and Fraud  
Directors and Officers  
Discrimination  
Employment  
Errors and Omissions

Fire  
General/Other  
Hospital  
Mass Tort  
Medical Malpractice  
Personal Injury/Wrongful Death  
Policy Coverage Dispute  
Pollution  
Premises  
Product and Product Liability  
Professional Liability  
Property Damage  
Sexual Abuse  
Subrogation  
Toxic Tort  
Workers Compensation Coverage  
Workplace Safety

### Government Relations

Agency and Policy Hearings  
General/Other  
Legislative Drafting/Review  
Lobbying and Relations

### Insurance Defense

Advertising Injury  
Asbestos/Mesothelioma  
Auto and Transportation  
Auto PD  
Bond  
Completed Operations  
Construction Defect  
Consumer Related Claims  
Crime, Dishonesty and Fraud  
Directors and Officers  
Employment  
Errors and Omissions  
Fire  
Garage  
General/Other  
Insurer Benefit Plans  
Insurer ERISA

## Appendix C: Data Methodology

### Insurance Defense (Continued)

Insurer Work Comp  
Lawyer Liability  
Marine  
Medical Malpractice  
Personal Injury/Wrongful Death  
Policy Coverage Dispute  
Pollution  
Premises  
Product and Product Liability  
Professional Liability  
Property Damage  
Sexual Abuse  
Subrogation  
Toxic Tort  
Workers Compensation Coverage  
Workplace Safety

### Intellectual Property<sup>3</sup>

Copyrights  
General/Other  
Licensing  
Maintenance and Administration  
Opinions  
Patents  
Trade Secrets  
Trademarks

### Labor and Employment

ADA  
Agreements  
Compensation and Benefits  
Discrimination, Retaliation, and Harassment/EEO  
Employee Dishonesty/Misconduct  
ERISA  
FMLA  
General/Other  
Immigration  
OFCCP  
OSHA  
Union Relations and Negotiations/NLRB

Wages, Tips, and Overtime  
Whistleblower  
Workers Compensation  
Wrongful Termination

### Marketing and Advertising

Communication  
Defamation, Libel, and Slander  
General/Other  
Media  
Promotions and Sweepstakes

### Real Estate

Commercial  
Condemnation  
Construction/Development  
Easement and Right of Way  
Eminent Domain  
Fair Housing  
General/Other  
Land Use/Zoning/Restrictive Covenants  
Landlord/Tenant Issues  
Leasing  
Liens  
Property/Land Acquisition or Disposition  
Titles

<sup>3</sup> All references to "Intellectual Property: General/Other" in the 2016 Real Rate Report are the aggregation of all Intellectual Property sub-area excluding the Patents and Trademarks sub-areas.



### **About CEB**

CEB is a best practice insight and technology company. In partnership with leading organizations around the globe, we develop innovative solutions to drive corporate performance. CEB equips leaders at more than 10,000 companies with the intelligence to effectively manage talent, customers, and operations. CEB is a trusted partner to nearly 90% of the Fortune 500 and FTSE 100, and more than 70% of the Dow Jones Asian Titans.

### **About Wolters Kluwer Governance, Risk & Compliance**

Wolters Kluwer Governance, Risk & Compliance (GRC) is a division of Wolters Kluwer which provides legal, finance, risk and compliance professionals and small business owners with a broad spectrum of solutions, services and expertise needed to help manage myriad governance, risk and compliance needs in dynamic markets and regulatory environments. The division's prominent brands include: AuthenticWeb™, Bankers Systems®, BizFilings®, Capital Changes, CASH Suite™, CT Corporation, CT Lien Solutions, ComplianceOne®, Corsearch, Expere®, GainsKeeper®, LegalVIEW®, OneSumX®, Passport®, TyMetrix®360, Uniform Forms™, VMP® Mortgage Solutions and Wiz®. Wolters Kluwer N.V. (AEX: WKL) is a global leader in information services and solutions for professionals in the health, tax and accounting, risk and compliance, finance and legal sectors. Wolters Kluwer reported 2015 annual revenues of €4.2 billion. The company, headquartered in Alphen aan den Rijn, the Netherlands, serves customers in over 180 countries, maintains operations in over 40 countries and employs 19,000 people worldwide.

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**CERTIFICATE OF SERVICE**  
IN THE UNITED STATES DISTRICT COURT  
CENTRAL DISTRICT OF CALIFORNIA

Case Name: *National Rifle Association, et al., v. City of Los Angeles, et al.*  
Case No.: 2:19-cv-03212 SVW (GJSx)

IT IS HEREBY CERTIFIED THAT:

I, the undersigned, am a citizen of the United States and am at least eighteen years of age. My business address is 180 East Ocean Boulevard, Suite 200, Long Beach, California 90802.

I am not a party to the above-entitled action. I have caused service of:

**DECLARATION OF ANNA M. BARVIR IN SUPPORT OF PLAINTIFFS' MOTION FOR ATTORNEYS' FEES**

on the following party by electronically filing the foregoing with the Clerk of the District Court using its ECF System, which electronically notifies them.

Benjamin F. Chapman  
Los Angeles City Attorney  
200 N. Main St., Suite 675  
Los Angeles, CA 90012  
[benjamin.chapman@lacity.org](mailto:benjamin.chapman@lacity.org)  
*Attorneys for Defendants*

I declare under penalty of perjury that the foregoing is true and correct.

Executed April 30, 2020.

*s/ Laura Palmerin*  
\_\_\_\_\_  
Laura Palmerin