

**Figure B8**  
**Average Attorney Billing Rates**  
**For Non-Partner Attorneys by Size of Law Firm and Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	2 - 9	9	\$150	<b>\$170</b>	\$185	\$195	\$167
		10+	10	\$180	<b>\$200</b>	\$204	\$275	\$196
		Total	19	\$150	<b>\$180</b>	\$185	\$204	\$173
	<b>NY Totals</b>	2 - 9	186	\$175	<b>\$250</b>	\$300	\$350	\$241
		10+	64	\$185	<b>\$270</b>	\$330	\$395	\$263
		Total	250	\$175	<b>\$250</b>	\$300	\$375	\$244
	<b>Region</b>	2 - 9	3	\$125	<b>\$140</b>	\$185	\$185	\$150
		10+	10	\$150	<b>\$173</b>	\$175	\$252	\$169
		Total	13	\$140	<b>\$150</b>	\$185	\$190	\$158
<b>5 - 9 Years Experience</b>	<b>Region</b>	2 - 9	6	\$115	<b>\$138</b>	\$150	\$165	\$134
		10+	10	\$125	<b>\$150</b>	\$160	\$194	\$145
		Total	16	\$115	<b>\$150</b>	\$150	\$167	\$137
	<b>NY Totals</b>	2 - 9	128	\$125	<b>\$150</b>	\$190	\$250	\$163
		10+	73	\$135	<b>\$165</b>	\$200	\$230	\$167
		Total	201	\$125	<b>\$160</b>	\$200	\$250	\$164
<b>1 - 4 Years Experience</b>	<b>Region</b>	2 - 9	1	\$75	<b>\$75</b>	\$75	\$75	\$75
		10+	9	\$100	<b>\$125</b>	\$140	\$155	\$121
		Total	10	\$75	<b>\$100</b>	\$135	\$155	\$105
	<b>NY Totals</b>	2 - 9	42	\$100	<b>\$130</b>	\$160	\$200	\$133
		10+	51	\$100	<b>\$130</b>	\$150	\$170	\$129
		Total	93	\$100	<b>\$130</b>	\$150	\$200	\$131
<b>&lt; 1 Year Experience</b>	<b>Region</b>	2 - 9	1	\$75	<b>\$75</b>	\$75	\$75	\$75
		10+	9	\$100	<b>\$125</b>	\$140	\$155	\$121
		Total	10	\$75	<b>\$100</b>	\$135	\$155	\$105
	<b>NY Totals</b>	2 - 9	42	\$100	<b>\$130</b>	\$160	\$200	\$133
		10+	51	\$100	<b>\$130</b>	\$150	\$170	\$129
		Total	93	\$100	<b>\$130</b>	\$150	\$200	\$131

**Figure B9**  
**Average Paralegal Billing Rates by Size of Firm and Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	8	\$70	<b>\$93</b>	\$143	\$185	\$104
		2 - 9	4	\$83	<b>\$88</b>	\$108	\$125	\$95
		10+	9	\$75	<b>\$90</b>	\$107	\$155	\$94
		Total	21	\$75	<b>\$90</b>	\$107	\$185	\$101
	<b>NY Totals</b>	Solo	64	\$60	<b>\$100</b>	\$150	\$350	\$118
		2 - 9	76	\$75	<b>\$93</b>	\$125	\$165	\$97
		10+	54	\$75	<b>\$100</b>	\$150	\$218	\$116
		Total	194	\$65	<b>\$100</b>	\$125	\$250	\$112
<b>5 - 9 Years Experience</b>	<b>Region</b>	Solo	3	\$25	<b>\$75</b>	\$100	\$100	\$67
		2 - 9	1	\$100	<b>\$100</b>	\$100	\$100	\$100
		10+	9	\$75	<b>\$90</b>	\$120	\$175	\$101
		Total	13	\$60	<b>\$75</b>	\$100	\$140	\$78
	<b>NY Totals</b>	Solo	53	\$50	<b>\$75</b>	\$100	\$200	\$93
		2 - 9	72	\$60	<b>\$75</b>	\$100	\$150	\$85
		10+	56	\$75	<b>\$100</b>	\$125	\$190	\$108
		Total	181	\$60	<b>\$80</b>	\$100	\$160	\$92
<b>1 - 4 Years Experience</b>	<b>Region</b>	Solo	4	\$70	<b>\$75</b>	\$100	\$125	\$85
		2 - 9	4	\$58	<b>\$75</b>	\$75	\$75	\$66
		10+	10	\$50	<b>\$78</b>	\$110	\$150	\$84
		Total	18	\$65	<b>\$75</b>	\$75	\$125	\$79
	<b>NY Totals</b>	Solo	84	\$60	<b>\$75</b>	\$100	\$150	\$81
		2 - 9	89	\$60	<b>\$75</b>	\$100	\$150	\$80
		10+	61	\$65	<b>\$85</b>	\$125	\$185	\$99
		Total	234	\$60	<b>\$75</b>	\$100	\$150	\$82
<b>&lt; 1 Year Experience</b>	<b>Region</b>	Solo	2	\$75	<b>\$88</b>	\$100	\$100	\$88
		2 - 9	.	.	.	.	.	.
		10+	8	\$55	<b>\$78</b>	\$88	\$125	\$75
		Total	10	\$75	<b>\$78</b>	\$100	\$100	\$84
	<b>NY Totals</b>	Solo	37	\$45	<b>\$60</b>	\$75	\$125	\$63
		2 - 9	39	\$50	<b>\$65</b>	\$75	\$125	\$67
		10+	45	\$50	<b>\$75</b>	\$90	\$125	\$77
		Total	121	\$50	<b>\$65</b>	\$75	\$125	\$65

**Figure B10**  
**Most Recent Change in Standard Billing Rate by Size of Firm**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
Base	22	11	11	44	671
Less than 6 months ago	18%	18%	18%	18%	16%
At least 6, but < 12 months ago	36%	9%	64%	32%	27%
At least 12, but < 24 months ago	23%	55%	18%	29%	37%
24 or more months ago	23%	18%	0%	21%	20%
Total	100%	100%	100%	100%	100%

**Figure B11**  
**Changes in Billing Rate by Most Recent Change**

		Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Solo</b>	Less than 6 months ago	2	10%	13%	15%	15%	13%
	At least 6, but < 12 months ago	8	6%	16%	20%	50%	17%
	At least 12, but < 24 months ago	5	5%	6%	8%	10%	6%
	24 or more months ago	5	10%	13%	16%	30%	14%
	Total	20	6%	10%	16%	40%	13%
<b>2 - 9</b>	Less than 6 months ago	1	10%	10%	10%	10%	10%
	At least 6, but < 12 months ago	1	10%	10%	10%	10%	10%
	At least 12, but < 24 months ago	6	9%	11%	13%	15%	11%
	24 or more months ago	1	10%	10%	10%	10%	10%
	Total	9	10%	10%	12%	15%	10%
<b>10+</b>	Less than 6 months ago	2	5%	9%	13%	13%	9%
	At least 6, but < 12 months ago	6	4%	7%	10%	15%	8%
	At least 12, but < 24 months ago	1	10%	10%	10%	10%	10%
	24 or more months ago	-	-	-	-	-	-
	Total	9	5%	8%	10%	15%	8%
<b>Region Total</b>	Less than 6 months ago	5	10%	10%	15%	15%	12%
	At least 6, but < 12 months ago	15	5%	15%	20%	50%	16%
	At least 12, but < 24 months ago	12	5%	8%	10%	15%	8%
	24 or more months ago	6	10%	13%	16%	30%	14%
	Total	38	6%	10%	15%	30%	13%
<b>NY Total</b>	Less than 6 months ago	85	10%	10%	20%	30%	15%
	At least 6, but < 12 months ago	176	5%	10%	20%	40%	15%
	At least 12, but < 24 months ago	209	10%	13%	20%	30%	15%
	24 or more months ago	112	10%	12%	20%	35%	16%
	Total	582	10%	12%	20%	33%	15%

**Figure B12**  
**Detailed Analysis of Total Hours Attorneys Work Per Week**

		Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Region</b>	Solo	30	40	48	30	40	48
	2 - 9	14	44	49	14	44	49
	10+	8	40	40	8	40	40
	Total	52	40	48	52	40	48
<b>NY Totals</b>	Solo	474	40	47	474	40	47
	2 - 9	283	41	48	283	41	48
	10+	68	40	46	68	40	46
	Total	825	40	48	825	40	48

**Figure B13**  
**Mean Hours Attorneys Allocate to Specific Activities Per Week**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
	Base	30	13	9	52
Chargeable Legal Work	32	36	30	33	31
Office Administration	6	5	3	6	7
Unbilled Pro Bono Legal Work	3	2	1	2	2
Unbilled Community/Public Service	1	2	2	1	2
Marketing/Business Development	1	2	5	2	2
Any Bar Association Activities	1	1	1	1	1
Other Work	3	3	2	3	3
Total Hours in Average Workweek	47	52	41	48	47

**Figure B14**  
**How Firms Bill Clients (Share of Hours)**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
	Base	30	13	9	52
Hourly Rate	47%	50%	62%	48%	49%
Flat Rate	28%	28%	31%	28%	33%
Contingency Work	15%	21%	6%	16%	13%
Court Appointed Rates	9%	1%	1%	8%	5%
Total	100%	100%	100%	100%	100%



**Figure B15**  
**Mean Allocation of Chargeable Hours by Attorneys Per Week**

	Size of Firm			Region	NY
	Solo	2 - 9	10+	Total	Total
Base	29	13	7	49	808
Hourly Rate	15	18	19	16	15
Flat Rate	9	12	9	10	11
Contingency Work	6	10	2	7	5
Court Appointed Rates	3	0	0	3	2
Total Chargeable Hours (Mean)	34	39	29	35	33

**Figure B16**  
**Billable Hours Policies**

		Size of Firm				Region Total		NY Total	
		2 - 9		10+					
		%	N	%	N				
<b>Does Firm Have a Billable Hours Policy?</b>	Yes	0%	0	36%	4	5%	4	16%	78
	No	100%	15	64%	7	95%	22	84%	305
Total		100%	15	100%	11	100%	26	100%	383
<b>Number of Billable Hours Required</b>	< 1000 Hours	0%	0	0%	0	0%	0	7%	3
	1,000 - 1,499 Hours	0%	0	25%	1	25%	1	7%	5
	1,500 - 1,749 Hours	0%	0	50%	2	50%	2	37%	28
	1,750 - 1,999 Hours	0%	0	25%	1	25%	1	28%	25
	2,000+ Hours	0%	0	0%	0	0%	0	20%	17
Total		0%	0	100%	4	100%	4	100%	78
<b>Change in Billable Hours Policy Past 24 Months</b>	Increased	0%	0	0%	0	0%	0	2%	9
	Stayed Same	100%	15	100%	11	100%	26	97%	372
	Decreased	0%	0	0%	0	0%	0	1%	2
Total		100%	15	100%	11	100%	26	100%	383
<b>Credit Pro Bono to Billable Hours</b>	Yes	15%	2	45%	5	20%	7	25%	87
	No	85%	11	55%	6	80%	17	75%	248
Total		100%	13	100%	11	100%	24	100%	335
<b>How Pro Bono Hours are Credited</b>	Hour For Hour Basis	0%	0	100%	5	100%	5	82%	55
	Percentage Basis	0%	0	0%	0	0%	0	13%	6
	Other	0%	0	0%	0	0%	0	5%	4
Total		0%	0	100%	5	100%	5	100%	65

**Figure B17**  
**Frequency Law Firms Charge Clients For Specific Expenses Incurred**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	Base	%	Base
		%	Base	%	Base	%	Base				
<b>Time Spent on Phone Calls</b>	Always	18%	5	40%	6	18%	2	23%	13	32%	267
	Usually	36%	10	40%	6	36%	4	37%	20	33%	322
	Sometimes	29%	8	7%	1	45%	5	24%	14	17%	136
	Rarely/Never	18%	5	13%	2	0%	0	16%	7	19%	134
	Total	100%	28	100%	15	100%	11	100%	54	100%	859
<b>Travel Costs</b>	Always	30%	9	20%	3	27%	3	28%	15	22%	212
	Usually	17%	5	20%	3	55%	6	19%	14	24%	216
	Sometimes	10%	3	27%	4	18%	2	14%	9	19%	173
	Rarely/Never	43%	13	33%	5	0%	0	40%	18	35%	254
	Total	100%	30	100%	15	100%	11	100%	56	100%	855
<b>Travel Time</b>	Always	24%	7	13%	2	9%	1	21%	10	19%	155
	Usually	14%	4	40%	6	45%	5	20%	15	30%	283
	Sometimes	38%	11	27%	4	27%	3	35%	18	23%	237
	Rarely/Never	24%	7	20%	3	18%	2	23%	12	29%	182
	Total	100%	29	100%	15	100%	11	100%	55	100%	857
<b>Computerized Legal Research Costs</b>	Always	14%	4	27%	4	0%	0	16%	8	17%	144
	Usually	14%	4	13%	2	27%	3	15%	9	13%	139
	Sometimes	11%	3	7%	1	27%	3	10%	7	14%	126
	Rarely/Never	61%	17	53%	8	45%	5	59%	30	57%	432
	Total	100%	28	100%	15	100%	11	100%	54	100%	841
<b>Duplicating/ Photocopying Expenses</b>	Always	13%	4	20%	3	9%	1	15%	8	15%	134
	Usually	7%	2	7%	1	45%	5	8%	8	18%	174
	Sometimes	27%	8	27%	4	27%	3	27%	15	25%	209
	Rarely/Never	53%	16	47%	7	18%	2	51%	25	42%	350
	Total	100%	30	100%	15	100%	11	100%	56	100%	867
<b>Postage</b>	Always	13%	4	20%	3	9%	1	15%	8	15%	129
	Usually	3%	1	7%	1	27%	3	5%	5	14%	133
	Sometimes	27%	8	27%	4	18%	2	26%	14	27%	210
	Rarely/Never	57%	17	47%	7	45%	5	54%	29	44%	389
	Total	100%	30	100%	15	100%	11	100%	56	100%	861
<b>Paralegal/ Assistant Time</b>	Always	0%	0	13%	2	18%	2	4%	4	14%	114
	Usually	4%	1	33%	5	55%	6	12%	12	16%	160
	Sometimes	27%	7	27%	4	27%	3	27%	14	15%	138
	Rarely/Never	69%	18	27%	4	0%	0	57%	22	56%	364
	Total	100%	26	100%	15	100%	11	100%	52	100%	776
<b>Secretarial Time or Services</b>	Always	0%	0	7%	1	0%	0	1%	1	2%	17
	Usually	8%	2	0%	0	9%	1	6%	3	5%	30
	Sometimes	8%	2	20%	3	9%	1	11%	6	9%	84
	Rarely/Never	85%	22	73%	11	82%	9	82%	42	83%	694
	Total	100%	26	100%	15	100%	11	100%	52	100%	825

**Figure B18**  
**Billing, Payment and Collection Practices**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Billing Methods Used</b>	Value Billing	46%	12	25%	3	60%	6	43%	21	36%	283
	Retainers	77%	20	83%	10	80%	8	78%	38	77%	564
	Per Diem rates	8%	2	0%	0	30%	3	7%	5	16%	105
Total		100%	26	100%	12	100%	10	100%	48	100%	700
<b>Payment/ Collection Practice</b>	Accept credit cards	7%	2	33%	5	55%	6	14%	13	11%	135
	Use outside collection agencies	13%	4	13%	2	18%	2	13%	8	4%	62
	Offer prepaid legal service plans	13%	4	7%	1	18%	2	12%	7	7%	67
Total		100%	30	100%	15	100%	11	100%	56	100%	864

**Figure B19**  
**Share of Chargeable Hours/Fees Written Off or Uncollected**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Chargeable Hours Written Off in 2002 or Last Fiscal Year</b>	<b>Region Total</b>	Solo	27	5%	10%	10%	20%	8%
		2 - 9	10	5%	10%	20%	30%	13%
		10+	9	5%	10%	10%	25%	11%
		Total	46	5%	10%	10%	25%	9%
	<b>NY Total</b>	Solo	427	1%	5%	10%	25%	9%
		2 - 9	265	4%	10%	13%	20%	9%
		10+	72	5%	9%	12%	20%	9%
		Total	764	1%	7%	10%	25%	9%
<b>Fees Billed That Were Uncollected in 2002 or Last Fiscal Year</b>	<b>Region Total</b>	Solo	30	1%	5%	10%	20%	8%
		2 - 9	13	27	5%	10%	10%	20%
		10+	9	10	5%	10%	20%	30%
		Total	52	9	5%	10%	10%	25%
	<b>NY Total</b>	Solo	462	46	5%	10%	10%	25%
		2 - 9	284	427	1%	5%	10%	25%
		10+	74	265	4%	10%	13%	20%
		Total	820	72	5%	9%	12%	20%

**Figure B20**  
**Expenses Incurred By Firm Included in Chargeable Attorney Hours**  
**(Per Attorney Per Hour, Not Billed Directly)**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean	
Salaries/ fringes of non-lawyer personnel	Region	Solo	16	\$9	\$15	\$18	\$40	\$15	
		2 - 9	5	\$11	\$12	\$15	\$22	\$14	
		10+	7	\$22	\$30	\$33	\$68	\$32	
		Total	28	\$11	\$15	\$19	\$40	\$16	
	NY Totals	Solo	219	\$10	\$17	\$25	\$50	\$20	
		2 - 9	116	\$20	\$30	\$45	\$130	\$38	
		10+	39	\$25	\$30	\$45	\$87	\$38	
		Total	374	\$10	\$20	\$27	\$67	\$23	
	Rent, phone, utilities	Region	Solo	12	\$5	\$10	\$15	\$35	\$11
			2 - 9	5	\$5	\$8	\$8	\$14	\$8
10+			7	\$2	\$7	\$13	\$16	\$8	
Total			24	\$5	\$8	\$15	\$35	\$10	
NY Totals		Solo	232	\$9	\$15	\$25	\$60	\$21	
		2 - 9	116	\$8	\$14	\$25	\$80	\$21	
		10+	38	\$8	\$16	\$25	\$36	\$18	
		Total	386	\$9	\$15	\$25	\$60	\$21	
Other (Insurance, advertising, taxes, etc.)		Region	Solo	11	\$4	\$10	\$30	\$78	\$19
			2 - 9	5	\$7	\$14	\$18	\$22	\$12
	10+		7	\$8	\$15	\$25	\$37	\$17	
	Total		23	\$4	\$10	\$22	\$78	\$18	
	NY Totals	Solo	224	\$10	\$15	\$30	\$70	\$23	
		2 - 9	116	\$10	\$20	\$39	\$75	\$27	
		10+	38	\$15	\$30	\$48	\$95	\$35	
		Total	378	\$10	\$15	\$30	\$70	\$24	
	Total overhead expenses	Region	Solo	14	\$23	\$39	\$100	\$116	\$54
			2 - 9	6	\$24	\$42	\$48	\$63	\$39
10+			7	\$40	\$43	\$61	\$121	\$57	
Total			27	\$23	\$40	\$85	\$116	\$52	
NY Totals		Solo	243	\$30	\$50	\$80	\$150	\$61	
		2 - 9	124	\$47	\$70	\$105	\$200	\$88	
		10+	40	\$54	\$85	\$114	\$170	\$92	
		Total	407	\$31	\$50	\$90	\$172	\$65	

**Figure B21**  
**Level of Support by Size of Firm**

		Region						Region Total		NY Total	
		Solo		2 - 9		10+		%	Base	%	Base
		%	Base	%	Base	%	Base				
<b>Ratio of Secretaries to Lawyers</b>	More than one secretary per lawyer	-	-	0%	0	0%	0	0%	0	13%	46
	One secretary to one lawyer	-	-	14%	2	9%	1	14%	3	18%	65
	One secretary to one-and-one-half lawyers	-	-	7%	1	9%	1	7%	2	17%	67
	One secretary to two lawyers	-	-	64%	9	45%	5	61%	14	30%	106
	One secretary to two-and-one-half lawyers	-	-	0%	0	27%	3	4%	3	7%	29
	One secretary to three lawyers	-	-	7%	1	9%	1	7%	2	10%	38
	One secretary to more than three lawyers	-	-	7%	1	0%	0	6%	1	6%	19
	Total	-	-	100%	14	100%	11	100%	25	100%	370
<b>Full-Time Equivalent Legal Assistants/Paralegals</b>	None (0)	50%	14	27%	4	0%	0	43%	18	62%	411
	One (1)	36%	10	33%	5	18%	2	35%	17	24%	233
	Two (2)	11%	3	27%	4	0%	0	14%	7	9%	89
	Three (3)	4%	1	7%	1	9%	1	4%	3	3%	49
	Four to six (4 - 6)	0%	0	0%	0	27%	3	1%	3	2%	38
	Seven to ten (7 - 10)	0%	0	7%	1	9%	1	2%	2	0%	12
	Eleven or more (11+)	0%	0	0%	0	36%	4	1%	4	0%	16
	Total	100%	28	100%	15	100%	11	100%	54	100%	848

**Figure B22**  
**Recent Changes in Attorney and Support Staff**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	Base	%	Base
		%	Base	%	Base	%	Base				
<b>Changes in Attorney Staffing</b>	Increased	-	-	13%	2	45%	5	18%	7	24%	109
	Stayed Same	-	-	67%	10	36%	4	62%	14	67%	236
	Decreased	-	-	20%	3	18%	2	20%	5	9%	35
	Total	-	-	100%	15	100%	11	100%	26	100%	380
<b>Changes in Support Staffing</b>	Increased	19%	5	13%	2	55%	6	19%	13	18%	196
	Stayed Same	81%	22	73%	11	27%	3	78%	36	77%	583
	Decreased	0%	0	13%	2	18%	2	4%	4	5%	53
	Total	100%	27	100%	15	100%	11	100%	53	100%	832

**Figure B23**  
**Use of Part-time/Temporary Staff**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Part-time Attorneys</b>	Yes	18%	5	33%	5	91%	10	24%	20	42%	365
	No	82%	23	67%	10	9%	1	76%	34	58%	494
Total		100%	28	100%	15	100%	11	100%	54	100%	859
<b>Part-time Support Staff</b>	Yes	66%	19	73%	11	82%	9	68%	39	72%	623
	No	34%	10	27%	4	18%	2	32%	16	28%	224
Total		100%	29	100%	15	100%	11	100%	55	100%	847
<b>Temporary Attorneys</b>	Yes	21%	5	31%	4	70%	7	25%	16	38%	228
	No	79%	19	69%	9	30%	3	75%	31	62%	514
Total		100%	24	100%	13	100%	10	100%	47	100%	742
<b>Temporary Support Staff</b>	Yes	100%	1	46%	6	91%	10	58%	17	55%	191
	No	0%	0	54%	7	9%	1	42%	8	45%	144
Total		100%	1	100%	13	100%	11	100%	25	100%	335

**Figure B24**  
**Detailed Analysis of Equity and Non-Equity Partners' Annual Compensation**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Equity Partners</b>	<b>Region</b>	Solo	25	\$50,000	<b>\$95,000</b>	\$115,000	\$200,000	\$92,369
		2 - 9	14	\$75,000	<b>\$105,000</b>	\$175,000	\$225,000	\$122,143
		10+	10	\$132,332	<b>\$150,000</b>	\$175,000	\$406,000	\$191,033
		Total	49	\$55,000	<b>\$95,000</b>	\$139,000	\$225,000	\$102,366
	<b>NY Totals</b>	Solo	371	\$50,000	<b>\$85,000</b>	\$145,000	\$250,000	\$106,458
		2 - 9	247	\$100,000	<b>\$139,000</b>	\$220,000	\$350,000	\$173,643
		10+	69	\$195,000	<b>\$250,000</b>	\$350,000	\$694,500	\$293,567
		Total	687	\$54,000	<b>\$100,000</b>	\$150,000	\$300,000	\$120,964
<b>Non-Equity Partners</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	4	\$52,500	<b>\$70,000</b>	\$95,000	\$115,000	\$73,750
		10+	4	\$71,000	<b>\$103,500</b>	\$158,500	\$197,000	\$114,750
		Total	8	\$60,000	<b>\$75,000</b>	\$115,000	\$120,000	\$81,191
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	78	\$50,000	<b>\$65,000</b>	\$125,000	\$500,000	\$114,262
		10+	44	\$130,000	<b>\$150,000</b>	\$220,000	\$350,000	\$174,221
		Total	122	\$60,000	<b>\$80,000</b>	\$150,000	\$500,000	\$128,130

**Figure B25**  
**Detailed Analysis of Non-Partner Attorney's Annual Salary**  
**by Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	3	\$40,000	<b>\$50,000</b>	\$400,000	\$400,000	\$163,333
		10+	6	\$50,000	<b>\$72,866</b>	\$100,000	\$111,500	\$76,205
		Total	9	\$50,000	<b>\$50,000</b>	\$111,500	\$400,000	\$136,566
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	76	\$65,000	<b>\$90,000</b>	\$120,000	\$200,000	\$101,742
		10+	58	\$90,000	<b>\$125,000</b>	\$160,000	\$200,000	\$128,379
		Total	134	\$75,000	<b>\$100,000</b>	\$130,000	\$200,000	\$109,084
<b>5 - 9 Years Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	2	\$45,000	<b>\$72,500</b>	\$100,000	\$100,000	\$72,500
		10+	10	\$51,700	<b>\$65,125</b>	\$75,000	\$100,842	\$66,183
		Total	12	\$45,000	<b>\$65,125</b>	\$100,000	\$100,842	\$69,179
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	92	\$60,000	<b>\$70,000</b>	\$90,000	\$150,000	\$76,215
		10+	66	\$71,000	<b>\$95,000</b>	\$130,000	\$171,400	\$99,640
		Total	158	\$60,000	<b>\$75,000</b>	\$100,000	\$150,000	\$81,967
<b>1 - 4 Years Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	5	\$53,000	<b>\$56,000</b>	\$65,000	\$115,000	\$65,800
		10+	10	\$47,500	<b>\$49,500</b>	\$60,000	\$82,810	\$53,693
		Total	15	\$47,618	<b>\$56,000</b>	\$65,000	\$115,000	\$62,080
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	112	\$43,000	<b>\$50,000</b>	\$60,000	\$80,000	\$54,906
		10+	70	\$55,000	<b>\$75,000</b>	\$100,000	\$127,500	\$76,064
		Total	182	\$45,000	<b>\$55,000</b>	\$65,000	\$105,000	\$59,780
<b>&lt; 1 Year Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	.	.	.	.	.	.
		10+	7	\$40,000	<b>\$45,000</b>	\$48,000	\$75,000	\$46,857
		Total	7	\$40,000	<b>\$45,000</b>	\$48,000	\$75,000	\$46,857
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	42	\$35,000	<b>\$40,000</b>	\$50,000	\$55,000	\$41,831
		10+	51	\$45,000	<b>\$51,000</b>	\$67,500	\$100,000	\$58,090
		Total	93	\$35,000	<b>\$45,000</b>	\$50,000	\$85,000	\$47,790

**Figure B26**  
**Detailed Analysis of Paralegal's Annual Salary by Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	6	\$35,000	<b>\$40,000</b>	\$46,509	\$62,400	\$41,985
		2 - 9	4	\$37,500	<b>\$40,000</b>	\$45,000	\$50,000	\$41,250
		10+	7	\$35,000	<b>\$36,199</b>	\$42,000	\$45,300	\$38,500
		Total	17	\$35,000	<b>\$40,000</b>	\$46,509	\$62,400	\$41,491
	<b>NY Totals</b>	Solo	47	\$32,000	<b>\$40,000</b>	\$47,000	\$65,000	\$40,650
		2 - 9	81	\$35,000	<b>\$41,600</b>	\$51,000	\$90,000	\$47,434
		10+	48	\$41,500	<b>\$47,000</b>	\$56,000	\$113,800	\$55,130
		Total	176	\$35,000	<b>\$40,000</b>	\$50,000	\$80,000	\$44,351
	<b>Region</b>	Solo	4	\$31,250	<b>\$32,150</b>	\$34,000	\$35,000	\$32,625
		2 - 9	3	\$35,000	<b>\$35,000</b>	\$40,000	\$40,000	\$36,667
		10+	9	\$35,000	<b>\$35,000</b>	\$38,600	\$53,750	\$38,187
		Total	16	\$31,300	<b>\$35,000</b>	\$35,000	\$40,000	\$34,472
<b>5 - 9 Years Experience</b>	<b>Region</b>	Solo	4	\$31,250	<b>\$32,150</b>	\$34,000	\$35,000	\$32,625
		2 - 9	3	\$35,000	<b>\$35,000</b>	\$40,000	\$40,000	\$36,667
		10+	9	\$35,000	<b>\$35,000</b>	\$38,600	\$53,750	\$38,187
		Total	16	\$31,300	<b>\$35,000</b>	\$35,000	\$40,000	\$34,472
	<b>NY Totals</b>	Solo	39	\$31,200	<b>\$35,000</b>	\$40,000	\$65,000	\$37,432
		2 - 9	68	\$30,000	<b>\$35,000</b>	\$40,000	\$50,000	\$35,703
		10+	52	\$38,000	<b>\$40,000</b>	\$48,000	\$99,000	\$46,998
		Total	159	\$31,300	<b>\$36,000</b>	\$40,000	\$65,000	\$37,929
	<b>Region</b>	Solo	2	\$24,000	<b>\$27,500</b>	\$31,000	\$31,000	\$27,500
		2 - 9	7	\$25,000	<b>\$28,000</b>	\$30,000	\$39,000	\$28,571
		10+	7	\$30,000	<b>\$31,700</b>	\$33,000	\$38,250	\$30,666
		Total	16	\$24,000	<b>\$30,000</b>	\$31,000	\$39,000	\$28,506
	<b>NY Totals</b>	Solo	59	\$22,000	<b>\$26,000</b>	\$33,000	\$50,000	\$28,384
		2 - 9	70	\$27,000	<b>\$30,000</b>	\$35,000	\$50,000	\$32,647
		10+	53	\$32,000	<b>\$37,000</b>	\$45,000	\$63,000	\$39,890
		Total	182	\$24,000	<b>\$30,000</b>	\$35,000	\$52,000	\$30,531
<b>&lt; 1 Year Experience</b>	<b>Region</b>	Solo	1	\$14,560	<b>\$14,560</b>	\$14,560	\$14,560	\$14,560
		2 - 9	2	\$25,000	<b>\$26,500</b>	\$28,000	\$28,000	\$26,500
		10+	6	\$28,000	<b>\$28,560</b>	\$30,000	\$30,000	\$28,353
		Total	9	\$14,560	<b>\$25,000</b>	\$28,000	\$30,000	\$22,643
	<b>NY Totals</b>	Solo	29	\$20,000	<b>\$20,000</b>	\$30,000	\$33,000	\$23,226
		2 - 9	33	\$22,000	<b>\$25,000</b>	\$28,000	\$35,000	\$25,593
		10+	39	\$27,000	<b>\$30,000</b>	\$35,000	\$65,000	\$31,963
		Total	101	\$20,000	<b>\$23,400</b>	\$30,000	\$35,000	\$24,583



**Figure B27**  
**Detailed Analysis of Secretaries' Annual Salary by Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	6	\$25,000	<b>\$31,000</b>	\$32,000	\$45,270	\$31,545
		2 - 9	5	\$31,000	<b>\$32,000</b>	\$33,000	\$35,000	\$32,200
		10+	8	\$31,581	<b>\$34,507</b>	\$35,000	\$41,700	\$34,235
		Total	19	\$30,000	<b>\$32,000</b>	\$33,000	\$45,270	\$31,989
	<b>NY Totals</b>	Solo	108	\$27,300	<b>\$35,700</b>	\$45,000	\$60,000	\$36,529
		2 - 9	122	\$28,000	<b>\$35,000</b>	\$45,000	\$65,000	\$37,673
		10+	63	\$40,000	<b>\$52,000</b>	\$55,000	\$62,000	\$48,287
		Total	293	\$28,000	<b>\$36,000</b>	\$45,000	\$60,000	\$37,503
	<b>5 - 9 Years Experience</b>	Solo	7	\$16,000	<b>\$29,000</b>	\$30,000	\$32,000	\$25,094
		2 - 9	4	\$24,000	<b>\$25,500</b>	\$27,000	\$28,000	\$25,500
		10+	9	\$30,000	<b>\$31,000</b>	\$32,000	\$34,900	\$31,378
		Total	20	\$23,660	<b>\$28,000</b>	\$30,000	\$32,000	\$25,830
<b>1 - 4 Years Experience</b>	<b>Region</b>	Solo	8	\$11,500	<b>\$18,883</b>	\$24,000	\$29,000	\$18,158
		2 - 9	5	\$23,000	<b>\$24,000</b>	\$25,000	\$25,000	\$23,800
		10+	9	\$25,000	<b>\$27,800</b>	\$28,200	\$30,000	\$27,095
		Total	22	\$12,000	<b>\$22,000</b>	\$25,000	\$29,000	\$20,237
	<b>NY Totals</b>	Solo	116	\$20,000	<b>\$24,000</b>	\$30,000	\$40,000	\$24,983
		2 - 9	115	\$21,500	<b>\$25,000</b>	\$30,000	\$40,000	\$26,484
		10+	65	\$30,000	<b>\$35,000</b>	\$42,500	\$50,000	\$36,099
		Total	296	\$20,000	<b>\$25,000</b>	\$30,000	\$42,500	\$25,987
	<b>&lt; 1 Year Experience</b>	Solo	3	\$10,000	<b>\$12,740</b>	\$25,000	\$25,000	\$15,913
		2 - 9	2	\$20,000	<b>\$24,000</b>	\$28,000	\$28,000	\$24,000
		10+	6	\$22,000	<b>\$25,200</b>	\$27,040	\$28,000	\$24,157
		Total	11	\$12,740	<b>\$20,000</b>	\$25,000	\$28,000	\$18,924
<b>&lt; 1 Year Experience</b>	<b>NY Totals</b>	Solo	72	\$15,000	<b>\$18,750</b>	\$24,960	\$35,000	\$20,625
		2 - 9	64	\$17,000	<b>\$20,000</b>	\$25,000	\$30,000	\$21,695
		10+	49	\$25,000	<b>\$30,000</b>	\$31,400	\$45,000	\$29,401
		Total	185	\$16,000	<b>\$20,000</b>	\$25,000	\$35,000	\$21,381

**Figure B28**  
**Perceptions of Number of Attorneys in Local Community**

	Size of Firm						Region Total		NY Total	
	Solo		2 - 9		10+					
	%	N	%	N	%	N				
Too many	73%	22	43%	6	45%	5	67%	33	43%	391
About right	20%	6	50%	7	27%	3	26%	16	35%	316
Too few	0%	0	0%	0	9%	1	0%	1	1%	15
Don't know	7%	2	7%	1	18%	2	7%	5	21%	143
Total	100%	30	100%	14	100%	11	100%	55	100%	865

**Figure B29**  
**Perceptions of Firm's Financial Health**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+					
		%	N	%	N	%	N				
Perceptions of Firm's Economic Circumstances	Better in 2003 than 2002	27%	8	33%	5	73%	8	30%	21	36%	332
	Same	43%	13	53%	8	27%	3	45%	24	38%	340
	Worse in 2003 than 2002	30%	9	13%	2	0%	0	26%	11	26%	200
	Total	100%	30	100%	15	100%	11	100%	56	100%	872
Expectations of Firm's Economic Conditions	Will be better in 2004 than in 2003	17%	5	27%	4	36%	4	19%	13	41%	349
	Will be the same in 2004	53%	16	60%	9	64%	7	55%	32	46%	418
	Will be worse in 2004 than 2003	30%	9	13%	2	0%	0	26%	11	13%	106
	Total	100%	30	100%	15	100%	11	100%	56	100%	873

**Figure B30**  
**Office Space Per Attorney (Square Feet)**

		Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
Region	Solo	24	525	800	1,150	2,600	1,005
	2 - 9	15	500	667	975	1,667	755
	10+	9	846	864	893	1,105	880
	Total	48	500	800	1,100	2,600	941
NY Total	Solo	413	375	650	1,200	2,400	897
	2 - 9	284	500	733	1,000	1,667	805
	10+	69	615	721	857	1,154	736
	Total	766	400	686	1,100	2,400	879

**Figure B31**  
**Record Keeping and Tracking Practices**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Keep Records of Work Performed For Clients</b>	Always	33%	10	27%	4	73%	8	33%	22	42%	388
	Always (except non-hourly cases)	23%	7	20%	3	18%	2	22%	12	26%	222
	Most of the time	23%	7	40%	6	9%	1	26%	14	14%	127
	Sometimes	17%	5	13%	2	0%	0	15%	7	14%	111
	Never	3%	1	0%	0	0%	0	3%	1	3%	23
<b>Total</b>		100%	30	100%	15	100%	11	100%	56	100%	871
<b>Tracking Increment</b>	6 Minutes	64%	18	60%	9	45%	5	63%	32	64%	570
	10 Minutes	14%	4	13%	2	18%	2	14%	8	7%	67
	15 Minutes	14%	4	13%	2	36%	4	15%	10	19%	144
	30 Minutes	4%	1	0%	0	0%	0	3%	1	2%	17
	60 Minutes	4%	1	7%	1	0%	0	4%	2	5%	27
	Daily rate	0%	0	0%	0	0%	0	0%	0	1%	4
	None	0%	0	7%	1	0%	0	1%	1	2%	15
<b>Total</b>		100%	28	100%	15	100%	11	100%	54	100%	844

**Figure B32**  
**Professional Liability Coverage**

		Size of Firm			Region Total	NY Total
		Solo	2 - 9	10+		
<b>Base</b>		30	15	11	56	873
<b>Professional Liability Coverage</b>	Yes	73%	93%	100%	78%	74%
	No	27%	7%	0%	22%	26%
	<b>Total</b>	100%	100%	100%	100%	100%
<b>Current Level of Coverage Per Claim</b>	Base	21	12	11	44	657
	Median	\$750,000	\$1,000,000	\$2,000,000	\$1,000,000	\$1,000,000
	Percentile 25	\$500,000	\$500,000	\$2,000,000	\$500,000	\$500,000
	Percentile 75	\$1,000,000	\$1,000,000	\$3,000,000	\$1,000,000	\$1,000,000
	Percentile 95	\$1,000,000	\$1,000,000	\$20,000,000	\$1,000,000	\$2,000,000
	Mean	\$716,667	\$737,500	\$4,005,455	\$869,221	\$872,549
<b>Deductible Per Claim</b>	Base	21	12	11	44	649
	Median	\$5,000	\$5,000	\$10,000	\$5,000	\$5,000
	Percentile 25	\$2,000	\$5,000	\$10,000	\$2,500	\$2,500
	Percentile 75	\$5,000	\$7,500	\$25,000	\$5,000	\$5,000
	Percentile 95	\$5,000	\$10,000	\$50,000	\$10,000	\$10,000
	Mean	\$3,929	\$5,833	\$16,955	\$4,936	\$5,951
<b>Annual Premium Per Attorney</b>	Base	20	10	10	40	629
	Median	\$2,004	\$1,910	\$1,767	\$2,000	\$2,333
	Percentile 25	\$1,650	\$1,800	\$1,500	\$1,600	\$1,700
	Percentile 75	\$2,758	\$2,500	\$3,126	\$2,600	\$3,500
	Percentile 95	\$4,242	\$3,000	\$6,943	\$3,484	\$5,500
	Mean	\$2,226	\$2,017	\$2,788	\$2,209	\$2,873

**Figure B33**  
**Marketing Activities to Generate Business**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Marketing Activities</b>	Listing in legal directory	42%	8	77%	10	91%	10	53%	28	57%	405
	Web site	32%	6	54%	7	82%	9	40%	22	37%	276
	Yellow page block display	53%	10	54%	7	45%	5	53%	22	32%	256
	Firm brochure & resume	32%	6	38%	5	91%	10	36%	21	22%	202
	Write articles	26%	5	31%	4	55%	6	29%	15	19%	162
	Hold seminars for clients	26%	5	8%	1	64%	7	23%	13	16%	146
	Client newsletters	5%	1	0%	0	36%	4	5%	5	13%	100
	Firm marketing plan	0%	0	8%	1	64%	7	5%	8	12%	79
	Newspaper advertising	11%	2	15%	2	36%	4	13%	8	10%	85
	Radio/television ads	5%	1	15%	2	27%	3	9%	6	4%	38
	Employment of PR firm	0%	0	8%	1	9%	1	2%	2	2%	19
	Other	26%	5	38%	5	0%	0	28%	10	31%	169
<b>Number of Marketing Activities Used</b>	None (0)	37%	11	13%	2	0%	0	31%	13	28%	195
	One (1)	17%	5	7%	1	0%	0	14%	6	22%	185
	Two (2)	17%	5	20%	3	9%	1	17%	9	22%	194
	Three (3)	20%	6	33%	5	18%	2	23%	13	12%	118
	Four (4)	7%	2	13%	2	0%	0	8%	4	6%	60
	Five (5)	0%	0	0%	0	27%	3	1%	3	5%	50
	Six or more (6+)	3%	1	13%	2	45%	5	7%	8	4%	73
<b>Total</b>		100%	30	100%	15	100%	11	100%	56	100%	875



## **C. SYRACUSE REGIO**

### **A. Distribution of Law Firm Size**

Figure C1: Distribution of Law Firm Sizes

### **B. Primary Areas of Concentration**

Figure C2: Area of Law Generating Most Income

Figure C3: Areas of Law Generating Most Income (Percentage Ranked in Top Three)

Figure C4: Area of Law Generating Most Billable Hours

Figure C5: Areas of Law Generating Most Billable Hours (Percentage Ranked in Top Three)

Figure C6: Mean Percentage of Total Billable Hours Devoted to Specific Areas of Law

### **C. Billing Rates**

Figure C7: Equity & Non-Equity Partners' Billing Rates

Figure C8: Non-Partner Attorneys' Billings Rates by Experience

Figure C9: Paralegal/Legal Assistant Billing Rates by Experience

Figure C10: Most Recent Change in Billing Rates

Figure C11: Change in Billing Rates by Most Recent Change

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Figure C12: Detailed Analysis of Total Hours Attorneys Work Per Week

Figure C13: Mean Hours Attorneys Allocate to Specific Activities Per Week

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Figure C15: Mean Allocation of Chargeable Hours by Attorneys Per Week

Figure C16: Billable Hours Policies

Figure C17: Frequency Law Firms Charge Clients for Specific Expenses Incurred

Figure C18: Billing, Payment and Collection Practices

Figure C19: Share of Chargeable Hours/Fees Written Off or Uncollected

Figure C20: Expenses Incurred by Firm Included in Chargeable Attorney Hours

### **F. Staffing**

Figure C21: Level of Support Staff

Figure C22: Recent Changes in Attorney and Support Staff

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Figure C24: Detailed Analysis of Equity and Non-Equity Partners' Annual Compensation

Figure C25: Detailed Analysis of Non-Partner Attorneys' Annual Salary by Experience

Figure C26: Detailed Analysis of Paralegal's Annual Salary by Experience

Figure C27: Detailed Analysis of Secretaries' Annual Salary by Experience

**H. Perceptions of Local Legal Business Climate**

Figure C28: Perceptions of Number of Attorneys in Local Community

Figure C29: Perceptions of Firm's Financial Health

**I. Other Business Related Issues**

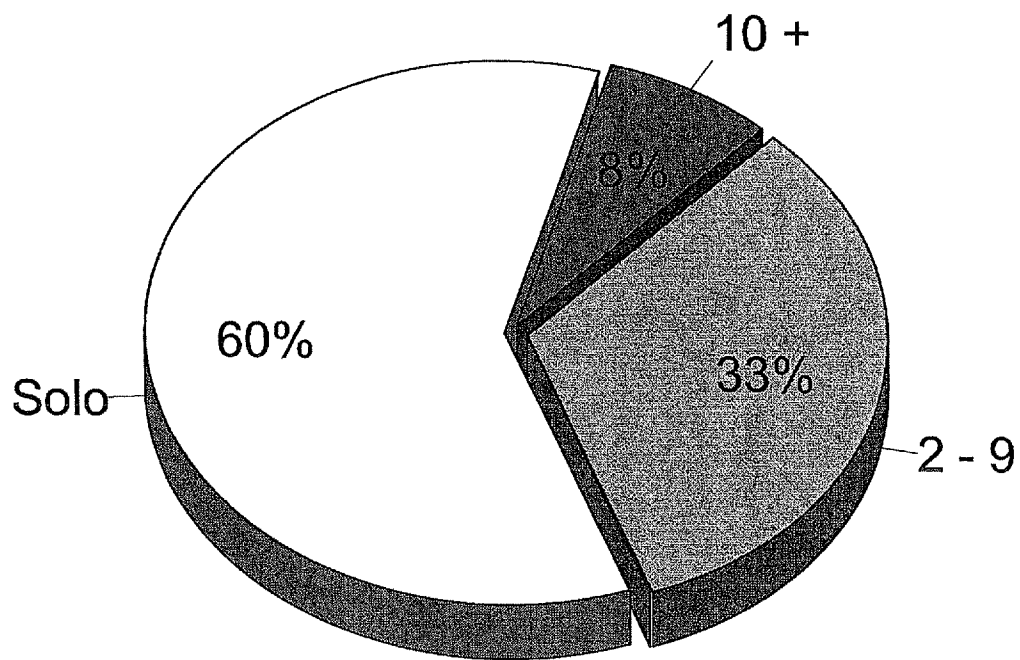
Figure C30: Office Space Per Attorney

Figure C31: Record Keeping and Tracking Practices

Figure C32: Professional Liability Coverage

Figure C33: Marketing Activities Used to Generate Business

**Figure C1**  
**Distribution of Law Firm Sizes**  
(Base = 52)





**Figure C2**  
**Area of Law Generating Most Income in Region**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
Base	31	17	4	52	870
Real Property Law	16%	18%	0%	16%	21%
Family Law	16%	12%	0%	14%	10%
Tort & Personal Injury (Plaintiff)	13%	6%	0%	10%	7%
Criminal Law (Public Defense)	13%	0%	0%	9%	1%
Trusts and Estates Law	3%	12%	0%	6%	13%
Litigation, Commercial Practice	6%	0%	0%	4%	5%
Bankruptcy, Insolvency, Reorganization	6%	0%	0%	4%	3%
Litigation, General Civil Practice	3%	6%	0%	4%	6%
Municipal Law	3%	6%	0%	4%	1%
Corporate Practice (General)	3%	0%	25%	3%	4%
Insurance (Defense)	3%	0%	25%	3%	1%
Environmental Law	3%	0%	25%	3%	<1%
Immigration/Naturalization Law	3%	0%	0%	2%	2%
Tax Law - Corporate/Business	3%	0%	0%	2%	1%
Patents	3%	0%	0%	2%	<1%
General Practice	0%	6%	0%	2%	4%
Labor/Employment (Plaintiff)	0%	6%	0%	2%	1%
Tax Law - Personal	0%	6%	0%	2%	1%
Tort & Personal Injury (Defense)	0%	6%	0%	2%	1%
Appellate Practice	0%	6%	0%	2%	1%
Workers' Compensation	0%	6%	0%	2%	1%
Insurance (Plaintiff)	0%	6%	0%	2%	<1%
Health Law	0%	0%	25%	1%	1%
Criminal Law (Private Defense)	0%	0%	0%	0%	3%
Intellectual Property	0%	0%	0%	0%	1%
Civil Rights (Plaintiff)	0%	0%	0%	0%	1%
Debtor and Creditor	0%	0%	0%	0%	1%
Labor/Employment (Defense)	0%	0%	0%	0%	1%
Administrative/Regulatory Law	0%	0%	0%	0%	1%
Other	0%	0%	0%	0%	7%
Total	100%	100%	100%	100%	100%

**Figure C3**  
**Areas of Law (Top 3) Generating Most Income in Region**

	Size of Firm			Region	NY
	Solo	2 - 9	10+	Total	Total
Base	31	17	4	52	870
Real Property Law	42%	41%	25%	41%	57%
General Practice	35%	35%	0%	34%	24%
Family Law	32%	18%	0%	27%	19%
Tort & Personal Injury (Plaintiff)	23%	29%	0%	24%	13%
Trusts and Estates Law	19%	29%	50%	23%	33%
Criminal Law (Private Defense)	16%	12%	0%	14%	9%
Litigation, General Civil Practice	10%	24%	0%	13%	21%
Criminal Law (Public Defense)	19%	0%	0%	13%	3%
Insurance (Defense)	6%	6%	50%	8%	2%
Bankruptcy, Insolvency, Reorganization	10%	0%	0%	7%	6%
Corporate Practice (General)	3%	6%	50%	6%	15%
Litigation, Commercial Practice	6%	0%	25%	5%	11%
Tax Law - Corporate/Business	3%	6%	25%	5%	2%
Elder Law	6%	0%	0%	4%	3%
Construction Law	6%	0%	0%	4%	2%
Municipal Law	3%	6%	0%	4%	3%
Workers' Compensation	3%	6%	0%	4%	1%
Administrative/Regulatory Law	0%	12%	0%	3%	2%
Civil Rights (Plaintiff)	0%	12%	0%	3%	2%
Tort & Personal Injury (Defense)	0%	12%	0%	3%	2%
Environmental Law	3%	0%	25%	3%	1%
Immigration/Naturalization Law	3%	0%	0%	2%	3%
Patents	3%	0%	0%	2%	1%
Product Liability Law (Defense)	3%	0%	0%	2%	<1%
International Law	3%	0%	0%	2%	<1%
Science/Engineering/Technology	3%	0%	0%	2%	<1%
Agriculture Law	3%	0%	0%	2%	<1%
Labor/Employment (Plaintiff)	0%	6%	0%	2%	4%
Tax Law - Personal	0%	6%	0%	2%	3%
Appellate Practice	0%	6%	0%	2%	2%
Insurance (Plaintiff)	0%	6%	0%	2%	2%
Zoning and Land Development	0%	6%	0%	2%	1%
Civil Rights (Defense)	0%	6%	0%	2%	<1%
Health Law	0%	0%	50%	2%	2%
Intellectual Property	0%	0%	0%	0%	5%
Debtor and Creditor	0%	0%	0%	0%	3%
Arbitration/Mediation	0%	0%	0%	0%	2%
Labor/Employment (Defense)	0%	0%	0%	0%	1%
Finance and Securities Law	0%	0%	0%	0%	1%
Entertainment & Sports Law	0%	0%	0%	0%	1%
Banking and Savings Institutions	0%	0%	0%	0%	1%
Product Liability Law (Plaintiff)	0%	0%	0%	0%	1%
Public Contract Law	0%	0%	0%	0%	1%
Other	3%	6%	0%	4%	8%

**Figure C4**  
**Area of Law Generating Most Billable Hours in Region**

	Size of Firm			Region	NY
	Solo	2 - 9	10+	Total	Total
Base	29	17	4	50	837
Real Property Law	21%	18%	0%	19%	23%
Family Law	21%	12%	0%	17%	12%
Criminal Law (Public Defense)	10%	0%	0%	7%	2%
Insurance (Defense)	7%	0%	50%	6%	1%
Trusts and Estates Law	3%	12%	0%	6%	12%
Litigation, Commercial Practice	7%	0%	0%	5%	5%
Tort & Personal Injury (Plaintiff)	3%	6%	0%	4%	5%
Municipal Law	3%	6%	0%	4%	1%
Tort & Personal Injury (Defense)	0%	12%	0%	4%	1%
Environmental Law	3%	0%	25%	3%	<1%
Litigation, General Civil Practice	3%	0%	0%	2%	6%
Corporate Practice (General)	3%	0%	0%	2%	4%
Immigration/Naturalization Law	3%	0%	0%	2%	2%
Bankruptcy, Insolvency, Reorganization	3%	0%	0%	2%	2%
Tax Law - Corporate/Business	3%	0%	0%	2%	1%
Patents	3%	0%	0%	2%	<1%
General Practice	0%	6%	0%	2%	4%
Criminal Law (Private Defense)	0%	6%	0%	2%	3%
Labor/Employment (Plaintiff)	0%	6%	0%	2%	2%
Tax Law - Personal	0%	6%	0%	2%	1%
Workers' Compensation	0%	6%	0%	2%	1%
Appellate Practice	0%	6%	0%	2%	1%
Health Law	0%	0%	25%	1%	1%
Intellectual Property	0%	0%	0%	0%	2%
Debtor and Creditor	0%	0%	0%	0%	1%
Labor/Employment (Defense)	0%	0%	0%	0%	1%
Administrative/Regulatory Law	0%	0%	0%	0%	1%
Civil Rights (Plaintiff)	0%	0%	0%	0%	1%
Insurance (Plaintiff)	0%	0%	0%	0%	1%
Arbitration/Mediation	0%	0%	0%	0%	1%
Other	0%	0%	0%	0%	6%
Total	100%	100%	100%	100%	100%

**Figure C5**  
**Areas of Law (Top 3) Generating Most Billable Hours**  
**in Region**

	Size of Firm			Region	NY
	Solo	2 - 9	10+	Total	Total
Base	29	17	4	50	837
Real Property Law	45%	41%	25%	43%	57%
General Practice	34%	35%	0%	34%	22%
Family Law	34%	18%	0%	28%	20%
Trusts and Estates Law	21%	29%	25%	24%	32%
Tort & Personal Injury (Plaintiff)	14%	24%	0%	16%	12%
Criminal Law (Private Defense)	17%	12%	0%	15%	9%
Litigation, General Civil Practice	10%	24%	0%	14%	21%
Criminal Law (Public Defense)	21%	0%	0%	14%	3%
Corporate Practice (General)	3%	12%	50%	8%	15%
Bankruptcy, Insolvency, Reorganization	10%	0%	0%	7%	5%
Insurance (Defense)	7%	0%	50%	6%	2%
Litigation, Commercial Practice	7%	0%	25%	5%	11%
Tax Law - Corporate/Business	3%	6%	25%	5%	3%
Elder Law	7%	0%	0%	5%	3%
Construction Law	7%	0%	0%	5%	2%
Municipal Law	3%	6%	0%	4%	3%
Administrative/Regulatory Law	0%	12%	0%	4%	2%
Civil Rights (Plaintiff)	0%	12%	0%	4%	2%
Tort & Personal Injury (Defense)	0%	12%	0%	4%	2%
Environmental Law	3%	0%	25%	3%	1%
Immigration/Naturalization Law	3%	0%	0%	2%	3%
Patents	3%	0%	0%	2%	1%
Product Liability Law (Defense)	3%	0%	0%	2%	<1%
International Law	3%	0%	0%	2%	<1%
Science/Engineering/Technology	3%	0%	0%	2%	<1%
Agriculture Law	3%	0%	0%	2%	<1%
Labor/Employment (Plaintiff)	0%	6%	0%	2%	4%
Tax Law - Personal	0%	6%	0%	2%	3%
Appellate Practice	0%	6%	0%	2%	3%
Zoning and Land Development	0%	6%	0%	2%	2%
Insurance (Plaintiff)	0%	6%	0%	2%	2%
Workers' Compensation	0%	6%	0%	2%	1%
Health Law	0%	0%	50%	2%	2%
Labor/Employment (Defense)	0%	0%	25%	1%	1%
Intellectual Property	0%	0%	0%	0%	5%
Debtor and Creditor	0%	0%	0%	0%	3%
Arbitration/Mediation	0%	0%	0%	0%	2%
Finance and Securities Law	0%	0%	0%	0%	1%
Entertainment & Sports Law	0%	0%	0%	0%	1%
Banking and Savings Institutions	0%	0%	0%	0%	1%
Product Liability Law (Plaintiff)	0%	0%	0%	0%	1%
Other	0%	6%	0%	2%	9%

**Figure C6**  
**Mean Percentage of Billable Hours Devoted to Specific Areas of Law**  
**in Region**

	Size of Firm			Region Total	NY Total
	Solo 27	2 - 9 15	10+ 4		
Base	46	738			
Real Property Law	17%	16%	5%	16%	21%
Family Law	13%	10%	0%	11%	10%
General Practice	8%	8%	0%	8%	6%
Trusts and Estates Law	5%	11%	4%	7%	11%
Criminal Law (Public Defense)	9%	0%	0%	6%	1%
Criminal Law (Private Defense)	5%	3%	0%	4%	2%
Tort & Personal Injury (Plaintiff)	5%	2%	0%	4%	4%
Litigation, General Civil Practice	3%	6%	0%	4%	6%
Insurance (Defense)	4%	0%	17%	3%	1%
Corporate Practice (General)	3%	2%	9%	3%	4%
Municipal Law	2%	5%	0%	3%	1%
Litigation, Commercial Practice	4%	0%	3%	3%	4%
Environmental Law	3%	0%	15%	3%	<1%
Immigration/Naturalization Law	4%	0%	0%	2%	2%
Tort & Personal Injury (Defense)	0%	8%	0%	2%	1%
Bankruptcy, Insolvency, Reorganization	4%	0%	0%	2%	2%
Tax Law - Corporate/Business	2%	1%	4%	2%	1%
Appellate Practice	0%	5%	0%	2%	1%
Patents	2%	0%	0%	1%	<1%
Labor/Employment (Plaintiff)	0%	4%	0%	1%	2%
Tax Law - Personal	0%	4%	0%	1%	1%
Civil Rights (Plaintiff)	0%	4%	0%	1%	1%
Construction Law	1%	0%	0%	1%	<1%
Elder Law	1%	0%	0%	1%	1%
International Law	1%	0%	0%	1%	<1%
Product Liability Law (Defense)	1%	0%	0%	1%	<1%
Administrative/Regulatory Law	0%	2%	0%	0%	1%
Agriculture Law	1%	0%	0%	0%	<1%
Science/Engineering/Technology	1%	0%	0%	0%	<1%
Health Law	0%	0%	9%	0%	1%
Zoning and Land Development	0%	1%	0%	0%	<1%
Labor/Employment (Defense)	0%	0%	4%	0%	1%
Intellectual Property	0%	0%	0%	0%	2%
Arbitration/Mediation	0%	0%	0%	0%	1%
Debtor and Creditor	0%	0%	0%	0%	1%
Insurance (Plaintiff)	0%	0%	0%	0%	1%
Others (Each less than 1%)	0%	2%	0%	1%	5%

**Figure C7**  
**Average Attorney Billing Rates**  
**For Law Firm Equity and Non-Equity Partners by Size of Firm**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Equity Partners</b>	<b>Region</b>	Solo	27	\$120	<b>\$150</b>	\$200	\$250	\$150
		2 - 9	14	\$165	<b>\$193</b>	\$230	\$300	\$198
		10+	3	\$155	<b>\$195</b>	\$235	\$235	\$195
		Total	44	\$125	<b>\$165</b>	\$200	\$250	\$165
	<b>NY Totals</b>	Solo	449	\$175	<b>\$230</b>	\$275	\$350	\$233
		2 - 9	271	\$175	<b>\$250</b>	\$320	\$400	\$251
		10+	71	\$190	<b>\$300</b>	\$375	\$512	\$295
		Total	791	\$175	<b>\$240</b>	\$295	\$375	\$236
<b>Non-Equity Partners</b>	<b>Region</b>	Solo *	-	-	-	-	-	-
		2 - 9	7	\$115	<b>\$135</b>	\$175	\$250	\$153
		10+	3	\$115	<b>\$180</b>	\$194	\$194	\$163
		Total	10	\$115	<b>\$135</b>	\$175	\$250	\$155
	<b>NY Totals</b>	Solo *	-	-	-	-	-	-
		2 - 9	106	\$150	<b>\$175</b>	\$250	\$350	\$202
		10+	52	\$175	<b>\$250</b>	\$350	\$425	\$256
		Total	158	\$150	<b>\$200</b>	\$250	\$375	\$213

\* Not applicable.

**Figure C8**  
**Average Attorney Billing Rates**  
**For Non-Partner Attorneys by Size of Law Firm and Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	2 - 9	13	\$175	<b>\$200</b>	\$240	\$275	\$207
		10+	2	\$185	<b>\$198</b>	\$210	\$210	\$198
		Total	15	\$175	<b>\$200</b>	\$240	\$275	\$206
	<b>NY Totals</b>	2 - 9	186	\$175	<b>\$250</b>	\$300	\$350	\$241
		10+	64	\$185	<b>\$270</b>	\$330	\$395	\$263
		Total	250	\$175	<b>\$250</b>	\$300	\$375	\$244
<b>5 - 9 Years Experience</b>	<b>Region</b>	2 - 9	6	\$140	<b>\$163</b>	\$175	\$180	\$156
		10+	3	\$150	<b>\$150</b>	\$175	\$175	\$158
		Total	9	\$140	<b>\$150</b>	\$175	\$180	\$156
	<b>NY Totals</b>	2 - 9	120	\$150	<b>\$200</b>	\$250	\$300	\$201
		10+	69	\$150	<b>\$200</b>	\$270	\$295	\$208
		Total	189	\$150	<b>\$200</b>	\$250	\$300	\$203
<b>1 - 4 Years Experience</b>	<b>Region</b>	2 - 9	8	\$118	<b>\$125</b>	\$143	\$160	\$130
		10+	3	\$110	<b>\$140</b>	\$162	\$162	\$137
		Total	11	\$115	<b>\$125</b>	\$150	\$162	\$131
	<b>NY Totals</b>	2 - 9	128	\$125	<b>\$150</b>	\$190	\$250	\$163
		10+	73	\$135	<b>\$165</b>	\$200	\$230	\$167
		Total	201	\$125	<b>\$160</b>	\$200	\$250	\$164
<b>&lt; 1 Year Experience</b>	<b>Region</b>	2 - 9	2	\$85	<b>\$88</b>	\$90	\$90	\$88
		10+	3	\$90	<b>\$125</b>	\$150	\$150	\$122
		Total	5	\$85	<b>\$90</b>	\$125	\$150	\$102
	<b>NY Totals</b>	2 - 9	42	\$100	<b>\$130</b>	\$160	\$200	\$133
		10+	51	\$100	<b>\$130</b>	\$150	\$170	\$129
		Total	93	\$100	<b>\$130</b>	\$150	\$200	\$131

**Figure C9**  
**Average Paralegal Billing Rates by Size of Firm and Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	4	\$45	<b>\$78</b>	\$140	\$200	\$93
		2 - 9	6	\$75	<b>\$90</b>	\$100	\$125	\$91
		10+	3	\$75	<b>\$95</b>	\$105	\$105	\$92
		Total	13	\$75	<b>\$80</b>	\$100	\$200	\$92
	<b>NY Totals</b>	Solo	64	\$60	<b>\$100</b>	\$150	\$350	\$118
		2 - 9	76	\$75	<b>\$93</b>	\$125	\$165	\$97
		10+	54	\$75	<b>\$100</b>	\$150	\$218	\$116
		Total	194	\$65	<b>\$100</b>	\$125	\$250	\$112
	<b>5 - 9 Years Experience</b>	Region Solo	2	\$12	<b>\$31</b>	\$50	\$50	\$31
		2 - 9	5	\$60	<b>\$65</b>	\$80	\$90	\$69
		10+	3	\$75	<b>\$90</b>	\$100	\$100	\$88
		Total	10	\$50	<b>\$60</b>	\$80	\$100	\$62
<b>1 - 4 Years Experience</b>	<b>Region</b>	Solo	2	\$11	<b>\$38</b>	\$65	\$65	\$38
		2 - 9	5	\$50	<b>\$70</b>	\$75	\$80	\$65
		10+	3	\$75	<b>\$80</b>	\$90	\$90	\$82
		Total	10	\$50	<b>\$65</b>	\$75	\$90	\$60
	<b>NY Totals</b>	Solo	84	\$60	<b>\$75</b>	\$100	\$150	\$81
		2 - 9	89	\$60	<b>\$75</b>	\$100	\$150	\$80
		10+	61	\$65	<b>\$85</b>	\$125	\$185	\$99
		Total	234	\$60	<b>\$75</b>	\$100	\$150	\$82
	<b>&lt; 1 Year Experience</b>	Region Solo	1	\$8	<b>\$8</b>	\$8	\$8	\$8
		2 - 9	3	\$40	<b>\$40</b>	\$60	\$60	\$47
		10+	3	\$75	<b>\$75</b>	\$75	\$75	\$75
		Total	7	\$40	<b>\$40</b>	\$75	\$75	\$45
<b>&lt; 1 Year Experience</b>	<b>NY Totals</b>	Solo	37	\$45	<b>\$60</b>	\$75	\$125	\$63
		2 - 9	39	\$50	<b>\$65</b>	\$75	\$125	\$67
		10+	45	\$50	<b>\$75</b>	\$90	\$125	\$77
		Total	121	\$50	<b>\$65</b>	\$75	\$125	\$65



**Figure C10**  
**Most Recent Change in Standard Billing Rate by Size of Firm**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
Base	22	15	4	41	671
Less than 6 months ago	9%	13%	25%	11%	16%
At least 6, but < 12 months ago	18%	27%	50%	22%	27%
At least 12, but < 24 months ago	45%	40%	25%	43%	37%
24 or more months ago	27%	20%	0%	24%	20%
Total	100%	100%	100%	100%	100%

**Figure C11**  
**Changes in Billing Rate by Most Recent Change**

		Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Solo</b>	Less than 6 months ago	2	5%	15%	25%	25%	15%
	At least 6, but < 12 months ago	4	9%	14%	15%	15%	12%
	At least 12, but < 24 months ago	7	3%	15%	20%	25%	14%
	24 or more months ago	6	10%	20%	33%	50%	23%
	Total	19	5%	15%	25%	50%	16%
<b>2 - 9</b>	Less than 6 months ago	1	7%	7%	7%	7%	7%
	At least 6, but < 12 months ago	2	2%	11%	20%	20%	11%
	At least 12, but < 24 months ago	6	5%	8%	10%	10%	8%
	24 or more months ago	2	5%	11%	16%	16%	11%
	Total	11	5%	7%	10%	20%	9%
<b>10+</b>	Less than 6 months ago	.	.	.	.	.	.
	At least 6, but < 12 months ago	2	6%	11%	15%	15%	11%
	At least 12, but < 24 months ago	1	4%	4%	4%	4%	4%
	24 or more months ago	.	.	.	.	.	.
	Total	3	4%	6%	15%	15%	8%
<b>Region Total</b>	Less than 6 months ago	3	5%	7%	25%	25%	13%
	At least 6, but < 12 months ago	8	3%	14%	15%	20%	11%
	At least 12, but < 24 months ago	14	5%	10%	15%	25%	11%
	24 or more months ago	8	10%	16%	33%	50%	20%
	Total	33	5%	13%	20%	33%	14%
<b>NY Total</b>	Less than 6 months ago	85	10%	10%	20%	30%	15%
	At least 6, but < 12 months ago	176	5%	10%	20%	40%	15%
	At least 12, but < 24 months ago	209	10%	13%	20%	30%	15%
	24 or more months ago	112	10%	12%	20%	35%	16%
	Total	582	10%	12%	20%	33%	15%

**Figure C12**  
**Detailed Analysis of Total Hours Attorneys Work Per Week**

		Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Region</b>	Solo	31	40	43	50	75	46
	2 - 9	16	39	45	51	60	44
	10+	2	45	46	47	47	46
	Total	49	40	45	50	71	45
<b>NY Totals</b>	Solo	474	40	47	55	68	47
	2 - 9	283	41	48	53	70	49
	10+	68	40	46	50	60	47
	Total	825	40	48	55	68	48

**Figure C13**  
**Mean Hours Attorneys Allocate to Specific Activities Per Week**

	Size of Firm			Region	NY
	Solo	2 - 9	10+	Total	Total
Base	31	16	2	49	829
Chargeable Legal Work	26	33	31	28	31
Office Administration	8	4	4	7	7
Unbilled Pro Bono Legal Work	2	1	2	2	2
Unbilled Community/Public Service	2	2	2	2	2
Marketing/Business Development	2	1	4	2	2
Any Bar Association Activities	1	1	2	1	1
Other Work	6	2	1	5	3
Total Hours in Average Workweek	46	44	46	45	47

**Figure C14**  
**How Firms Bill Clients (Share of Hours)**

	Size of Firm			Region	NY
	Solo	2 - 9	10+	Total	Total
Base	31	16	2	49	808
Hourly Rate	44%	63%	84%	50%	49%
Flat Rate	33%	16%	10%	28%	33%
Contingency Work	7%	13%	5%	8%	13%
Court Appointed Rates	16%	8%	2%	14%	5%
Total	100%	100%	100%	100%	100%

**Figure C15**  
**Mean Allocation of Chargeable Hours by Attorneys Per Week**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
Base	31	16	2	49	808
Hourly Rate	12	23	26	16	15
Flat Rate	9	5	3	8	11
Contingency Work	2	5	2	3	5
Court Appointed Rates	6	2	1	5	2
Total Chargeable Hours (Mean)	30	35	31	31	33

**Figure C16**  
**Billable Hours Policies**

		Size of Firm				Region Total		NY Total	
		2 - 9		10+		%	N	%	N
		%	N	%	N				
<b>Does Firm Have a Billable Hours Policy?</b>	Yes	12%	2	100%	4	21%	6	16%	78
	No	88%	15	0%	0	79%	15	84%	305
Total		100%	17	100%	4	100%	21	100%	383
<b>Number of Billable Hours Required</b>	< 1000 Hours	0%	0	0%	0	0%	0	7%	3
	1,000 - 1,499 Hours	0%	0	0%	0	0%	0	7%	5
	1,500 - 1,749 Hours	100%	2	0%	0	51%	2	37%	28
	1,750 - 1,999 Hours	0%	0	75%	3	37%	3	28%	25
	2,000+ Hours	0%	0	25%	1	12%	1	20%	17
Total		100%	2	100%	4	100%	6	100%	78
<b>Change in Billable Hours Policy Past 24 Months</b>	Increased	6%	1	25%	1	8%	2	2%	9
	Stayed Same	94%	16	75%	3	92%	19	97%	372
	Decreased	0%	0	0%	0	0%	0	1%	2
Total		100%	17	100%	4	100%	21	100%	383
<b>Credit Pro Bono to Billable Hours</b>	Yes	20%	3	33%	1	21%	4	25%	87
	No	80%	12	67%	2	79%	14	75%	248
Total		100%	15	100%	3	100%	18	100%	335
<b>How Pro Bono Hours are Credited</b>	Hour For Hour Basis	100%	3	0%	0	100%	3	82%	55
	Percentage Basis	0%	0	0%	0	0%	0	13%	6
	Other	0%	0	0%	0	0%	0	5%	4
Total		100%	3	0%	0	100%	3	100%	65

**Figure C17**  
**Frequency Law Firms Charge Clients For Specific Expenses Incurred**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	Base	%	Base
		%	Base	%	Base	%	Base				
<b>Time Spent on Phone Calls</b>	Always	40%	12	29%	5	75%	3	38%	20	32%	267
	Usually	37%	11	47%	8	25%	1	39%	20	33%	322
	Sometimes	10%	3	24%	4	0%	0	14%	7	17%	136
	Rarely/Never	13%	4	0%	0	0%	0	9%	4	19%	134
	Total	100%	30	100%	17	100%	4	100%	51	100%	859
<b>Travel Costs</b>	Always	32%	10	25%	4	100%	4	33%	18	22%	212
	Usually	23%	7	38%	6	0%	0	26%	13	24%	216
	Sometimes	13%	4	31%	5	0%	0	18%	9	19%	173
	Rarely/Never	32%	10	6%	1	0%	0	24%	11	35%	254
	Total	100%	31	100%	16	100%	4	100%	51	100%	855
<b>Travel Time</b>	Always	16%	5	18%	3	50%	2	16%	10	19%	155
	Usually	32%	10	35%	6	25%	1	33%	17	30%	283
	Sometimes	35%	11	35%	6	25%	1	35%	18	23%	237
	Rarely/Never	16%	5	12%	2	0%	0	14%	7	29%	182
	Total	100%	31	100%	17	100%	4	100%	52	100%	857
<b>Computerized Legal Research Costs</b>	Always	17%	5	19%	3	0%	0	17%	8	17%	144
	Usually	10%	3	31%	5	75%	3	18%	11	13%	139
	Sometimes	13%	4	25%	4	25%	1	17%	9	14%	126
	Rarely/Never	60%	18	25%	4	0%	0	48%	22	57%	432
	Total	100%	30	100%	16	100%	4	100%	50	100%	841
<b>Duplicating/ Photocopying Expenses</b>	Always	3%	1	24%	4	50%	2	11%	7	15%	134
	Usually	16%	5	29%	5	0%	0	20%	10	18%	174
	Sometimes	29%	9	29%	5	50%	2	30%	16	25%	209
	Rarely/Never	52%	16	18%	3	0%	0	40%	19	42%	350
	Total	100%	31	100%	17	100%	4	100%	52	100%	867
<b>Postage</b>	Always	6%	2	24%	4	0%	0	11%	6	15%	129
	Usually	16%	5	24%	4	25%	1	19%	10	14%	133
	Sometimes	10%	3	29%	5	25%	1	16%	9	27%	210
	Rarely/Never	68%	21	24%	4	50%	2	54%	27	44%	389
	Total	100%	31	100%	17	100%	4	100%	52	100%	861
<b>Paralegal/ Assistant Time</b>	Always	0%	0	13%	2	75%	3	8%	5	14%	114
	Usually	10%	2	44%	7	0%	0	21%	9	16%	160
	Sometimes	5%	1	25%	4	25%	1	13%	6	15%	138
	Rarely/Never	86%	18	19%	3	0%	0	58%	21	56%	364
	Total	100%	21	100%	16	100%	4	100%	41	100%	776
<b>Secretarial Time or Services</b>	Always	0%	0	6%	1	0%	0	2%	1	2%	17
	Usually	0%	0	0%	0	0%	0	0%	0	5%	30
	Sometimes	12%	3	18%	3	0%	0	13%	6	9%	84
	Rarely/Never	88%	23	76%	13	100%	4	85%	40	83%	694
	Total	100%	26	100%	17	100%	4	100%	47	100%	825

**Figure C18**  
**Billing, Payment and Collection Practices**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Billing Methods Used</b>	Value Billing	44%	11	50%	7	50%	2	46%	20	36%	283
	Retainers	84%	21	79%	11	75%	3	82%	35	77%	564
	Per Diem rates	20%	5	21%	3	25%	1	21%	9	16%	105
	<b>Total</b>	100%	25	100%	14	100%	4	100%	43	100%	700
<b>Payment/ Collection Practice</b>	Accept credit cards	10%	3	29%	5	50%	2	17%	10	11%	135
	Use outside collection agencies	10%	3	24%	4	75%	3	16%	10	4%	62
	Offer prepaid legal service plans	3%	1	12%	2	25%	1	7%	4	7%	67
	<b>Total</b>	100%	30	100%	17	100%	4	100%	51	100%	864

**Figure C19**  
**Share of Chargeable Hours/Fees Written Off or Uncollected**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Chargeable Hours Written Off in 2002 or Last Fiscal Year</b>	<b>Region Total</b>	Solo	30	2%	10%	10%	33%	10%
		2 - 9	16	5%	10%	13%	20%	9%
		10+	3	7%	11%	15%	15%	11%
		<b>Total</b>	49	4%	10%	10%	25%	10%
	<b>NY Total</b>	Solo	427	1%	5%	10%	25%	9%
		2 - 9	265	4%	10%	13%	20%	9%
		10+	72	5%	9%	12%	20%	9%
		<b>Total</b>	764	1%	7%	10%	25%	9%
<b>Fees Billed That Were Uncollected in 2002 or Last Fiscal Year</b>	<b>Region Total</b>	Solo	30	1%	5%	10%	25%	8%
		2 - 9	17	2%	10%	10%	15%	7%
		10+	3	1%	3%	18%	18%	7%
		<b>Total</b>	50	1%	5%	10%	25%	8%
	<b>NY Total</b>	Solo	462	1%	5%	10%	25%	8%
		2 - 9	284	2%	5%	10%	25%	8%
		10+	74	4%	5%	10%	25%	8%
		<b>Total</b>	820	1%	5%	10%	25%	8%

**Figure C20**  
**Expenses Incurred by Firm Included in Chargeable Attorney Hours**  
**(Per Attorney Per Hour, Not Billed Directly)**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Salaries/ fringes of non-lawyer personnel</b>	<b>Region</b>	Solo	13	\$4	<b>\$15</b>	\$25	\$45	\$17
		2 - 9	6	\$20	<b>\$21</b>	\$24	\$25	\$22
		10+	1	\$33	<b>\$33</b>	\$33	\$33	\$33
		Total	20	\$10	<b>\$20</b>	\$25	\$45	\$19
	<b>NY Totals</b>	Solo	219	\$10	<b>\$17</b>	\$25	\$50	\$20
		2 - 9	116	\$20	<b>\$30</b>	\$45	\$130	\$38
		10+	39	\$25	<b>\$30</b>	\$45	\$87	\$38
		Total	374	\$10	<b>\$20</b>	\$27	\$67	\$23
<b>Rent, phone, utilities</b>	<b>Region</b>	Solo	17	\$5	<b>\$10</b>	\$25	\$50	\$15
		2 - 9	7	\$6	<b>\$10</b>	\$15	\$20	\$10
		10+	1	\$13	<b>\$13</b>	\$13	\$13	\$13
		Total	25	\$5	<b>\$10</b>	\$20	\$36	\$14
	<b>NY Totals</b>	Solo	232	\$9	<b>\$15</b>	\$25	\$60	\$21
		2 - 9	116	\$8	<b>\$14</b>	\$25	\$80	\$21
		10+	38	\$8	<b>\$16</b>	\$25	\$36	\$18
		Total	386	\$9	<b>\$15</b>	\$25	\$60	\$21
<b>Other (Insurance, advertising, taxes, etc.)</b>	<b>Region</b>	Solo	17	\$10	<b>\$11</b>	\$25	\$50	\$17
		2 - 9	7	\$3	<b>\$5</b>	\$6	\$80	\$15
		10+	1	\$29	<b>\$29</b>	\$29	\$29	\$29
		Total	25	\$5	<b>\$10</b>	\$25	\$50	\$17
	<b>NY Totals</b>	Solo	224	\$10	<b>\$15</b>	\$30	\$70	\$23
		2 - 9	116	\$10	<b>\$20</b>	\$39	\$75	\$27
		10+	38	\$15	<b>\$30</b>	\$48	\$95	\$35
		Total	378	\$10	<b>\$15</b>	\$30	\$70	\$24
<b>Total overhead expenses</b>	<b>Region</b>	Solo	17	\$20	<b>\$50</b>	\$60	\$90	\$45
		2 - 9	7	\$25	<b>\$36</b>	\$45	\$120	\$44
		10+	1	\$75	<b>\$75</b>	\$75	\$75	\$75
		Total	25	\$20	<b>\$38</b>	\$60	\$90	\$45
	<b>NY Totals</b>	Solo	243	\$30	<b>\$50</b>	\$80	\$150	\$61
		2 - 9	124	\$47	<b>\$70</b>	\$105	\$200	\$88
		10+	40	\$54	<b>\$85</b>	\$114	\$170	\$92
		Total	407	\$31	<b>\$50</b>	\$90	\$172	\$65

**Figure C21**  
**Level of Support Staff by Size of Firm**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	Base	%	Base
		%	Base	%	Base	%	Base				
<b>Ratio of Secretaries to Lawyers</b>	More than one secretary per lawyer	-	-	24%	4	0%	0	21%	4	13%	46
	One secretary to one lawyer	-	-	24%	4	0%	0	21%	4	18%	65
	One secretary to one-and-one-half lawyers	-	-	18%	3	0%	0	16%	3	17%	67
	One secretary to two lawyers	-	-	0%	0	75%	3	8%	3	30%	106
	One secretary to two-and-one-half lawyers	-	-	6%	1	25%	1	8%	2	7%	29
	One secretary to three lawyers	-	-	24%	4	0%	0	21%	4	10%	38
	One secretary to more than three lawyers	-	-	6%	1	0%	0	5%	1	6%	19
<b>Total</b>		-	-	100%	17	100%	4	100%	21	100%	370
<b>Full-Time Equivalent Legal Assistants/Paralegals</b>	None (0)	78%	21	41%	7	0%	0	63%	28	62%	411
	One (1)	19%	5	18%	3	0%	0	18%	8	24%	233
	Two (2)	4%	1	18%	3	0%	0	8%	4	9%	89
	Three (3)	0%	0	6%	1	0%	0	2%	1	3%	49
	Four to six (4 - 6)	0%	0	18%	3	0%	0	6%	3	2%	38
	Seven to ten (7 - 10)	0%	0	0%	0	75%	3	3%	3	0%	12
	Eleven or more (11+)	0%	0	0%	0	25%	1	1%	1	0%	16
<b>Total</b>		100%	27	100%	17	100%	4	100%	48	100%	848

**Figure C22**  
**Recent Changes in Attorney and Support Staff**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	Base	%	Base
		%	Base	%	Base	%	Base				
<b>Changes in Attorney Staffing</b>	Increased	0%	0	6%	1	75%	3	14%	4	24%	109
	Stayed Same	0%	0	88%	14	25%	1	81%	15	67%	236
	Decreased	0%	0	6%	1	0%	0	6%	1	9%	35
	<b>Total</b>	0%	0	100%	16	100%	4	100%	20	100%	380
<b>Changes in Support Staffing</b>	Increased	4%	1	19%	3	50%	2	11%	6	18%	196
	Stayed Same	92%	22	81%	13	50%	2	87%	37	77%	583
	Decreased	4%	1	0%	0	0%	0	3%	1	5%	53
	<b>Total</b>	100%	24	100%	16	100%	4	100%	44	100%	832

**Figure C23**  
**Use of Part-time/Temporary Staff**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Part-time Attorneys</b>	Yes	27%	8	35%	6	75%	3	31%	17	42%	365
	No	73%	22	65%	11	25%	1	69%	34	58%	494
	Total	100%	30	100%	17	100%	4	100%	51	100%	859
<b>Part-time Support Staff</b>	Yes	60%	18	88%	14	100%	4	69%	36	72%	623
	No	40%	12	13%	2	0%	0	31%	14	28%	224
	Total	100%	30	100%	16	100%	4	100%	50	100%	847
<b>Temporary Attorneys</b>	Yes	30%	7	25%	4	25%	1	28%	12	38%	228
	No	70%	16	75%	12	75%	3	72%	31	62%	514
	Total	100%	23	100%	16	100%	4	100%	43	100%	742
<b>Temporary Support Staff</b>	Yes	0%	0	77%	10	100%	4	80%	14	55%	191
	No	0%	0	23%	3	0%	0	20%	3	45%	144
	Total	0%	0	100%	13	100%	4	100%	17	100%	335

**Figure C24**  
**Detailed Analysis of Equity and Non-Equity Partners' Annual Compensation**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Equity Partners</b>	<b>Region</b>	Solo	25	\$35,000	<b>\$50,000</b>	\$75,000	\$150,000	\$63,108
		2 - 9	12	\$81,500	<b>\$112,500</b>	\$155,000	\$300,000	\$133,167
		10+	3	\$150,000	<b>\$175,434</b>	\$235,000	\$235,000	\$186,811
		Total	40	\$40,000	<b>\$70,000</b>	\$120,000	\$235,000	\$85,920
	<b>NY Totals</b>	Solo	371	\$50,000	<b>\$85,000</b>	\$145,000	\$250,000	\$106,458
		2 - 9	247	\$100,000	<b>\$139,000</b>	\$220,000	\$350,000	\$173,643
		10+	69	\$195,000	<b>\$250,000</b>	\$350,000	\$694,500	\$293,567
		Total	687	\$54,000	<b>\$100,000</b>	\$150,000	\$300,000	\$120,964
<b>Non-Equity Partners</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	6	\$47,500	<b>\$62,000</b>	\$70,000	\$85,000	\$57,750
		10+	3	\$57,000	<b>\$93,924</b>	\$182,000	\$182,000	\$110,975
		Total	9	\$47,500	<b>\$64,000</b>	\$85,000	\$182,000	\$68,103
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	78	\$50,000	<b>\$65,000</b>	\$125,000	\$500,000	\$114,262
		10+	44	\$130,000	<b>\$150,000</b>	\$220,000	\$350,000	\$174,221
		Total	122	\$60,000	<b>\$80,000</b>	\$150,000	\$500,000	\$128,130



**Figure C25**  
**Detailed Analysis of Non-Partner Attorneys' Annual Salary**  
**by Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	2	\$20,000	<b>\$60,000</b>	\$100,000	\$100,000	\$60,000
		10+	1	\$113,700	<b>\$113,700</b>	\$113,700	\$113,700	\$113,700
		Total	3	\$20,000	<b>\$100,000</b>	\$100,000	\$113,700	\$70,445
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	76	\$65,000	<b>\$90,000</b>	\$120,000	\$200,000	\$101,742
		10+	58	\$90,000	<b>\$125,000</b>	\$160,000	\$200,000	\$128,379
		Total	134	\$75,000	<b>\$100,000</b>	\$130,000	\$200,000	\$109,084
	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	4	\$51,000	<b>\$55,000</b>	\$76,500	\$95,000	\$63,750
		10+	3	\$58,800	<b>\$71,000</b>	\$78,000	\$78,000	\$69,267
		Total	7	\$52,000	<b>\$58,000</b>	\$78,000	\$95,000	\$65,217
<b>5 - 9 Years Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	4	\$51,000	<b>\$55,000</b>	\$76,500	\$95,000	\$63,750
		10+	3	\$58,800	<b>\$71,000</b>	\$78,000	\$78,000	\$69,267
		Total	7	\$52,000	<b>\$58,000</b>	\$78,000	\$95,000	\$65,217
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	92	\$60,000	<b>\$70,000</b>	\$90,000	\$150,000	\$76,215
		10+	66	\$71,000	<b>\$95,000</b>	\$130,000	\$171,400	\$99,640
		Total	158	\$60,000	<b>\$75,000</b>	\$100,000	\$150,000	\$81,967
	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	5	\$48,000	<b>\$50,000</b>	\$57,000	\$60,000	\$49,679
		10+	3	\$55,800	<b>\$62,250</b>	\$63,100	\$63,100	\$60,383
		Total	8	\$48,000	<b>\$55,800</b>	\$60,000	\$63,100	\$52,084
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	112	\$43,000	<b>\$50,000</b>	\$60,000	\$80,000	\$54,906
		10+	70	\$55,000	<b>\$75,000</b>	\$100,000	\$127,500	\$76,064
		Total	182	\$45,000	<b>\$55,000</b>	\$65,000	\$105,000	\$59,780
<b>1 - 4 Years Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	3	\$23,400	<b>\$40,000</b>	\$47,000	\$47,000	\$36,800
		10+	4	\$51,500	<b>\$56,000</b>	\$60,000	\$60,000	\$55,750
		Total	7	\$40,000	<b>\$47,000</b>	\$52,000	\$60,000	\$44,223
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	42	\$35,000	<b>\$40,000</b>	\$50,000	\$55,000	\$41,831
		10+	51	\$45,000	<b>\$51,000</b>	\$67,500	\$100,000	\$58,090
		Total	93	\$35,000	<b>\$45,000</b>	\$50,000	\$85,000	\$47,790
<b>&lt; 1 Year Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	3	\$23,400	<b>\$40,000</b>	\$47,000	\$47,000	\$36,800
		10+	4	\$51,500	<b>\$56,000</b>	\$60,000	\$60,000	\$55,750
		Total	7	\$40,000	<b>\$47,000</b>	\$52,000	\$60,000	\$44,223
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	42	\$35,000	<b>\$40,000</b>	\$50,000	\$55,000	\$41,831
		10+	51	\$45,000	<b>\$51,000</b>	\$67,500	\$100,000	\$58,090
		Total	93	\$35,000	<b>\$45,000</b>	\$50,000	\$85,000	\$47,790

**Figure C26**  
**Detailed Analysis of Paralegal's Annual Salary by Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	3	\$25,000	<b>\$35,000</b>	\$38,000	\$38,000	\$32,667
		2 - 9	6	\$30,000	<b>\$35,000</b>	\$40,000	\$40,000	\$31,667
		10+	3	\$27,500	<b>\$41,500</b>	\$42,650	\$42,650	\$37,217
		Total	12	\$30,000	<b>\$35,000</b>	\$40,000	\$41,500	\$32,720
	<b>NY Totals</b>	Solo	47	\$32,000	<b>\$40,000</b>	\$47,000	\$65,000	\$40,650
		2 - 9	81	\$35,000	<b>\$41,600</b>	\$51,000	\$90,000	\$47,434
		10+	48	\$41,500	<b>\$47,000</b>	\$56,000	\$113,800	\$55,130
		Total	176	\$35,000	<b>\$40,000</b>	\$50,000	\$80,000	\$44,351
	<b>Region</b>	Solo	3	\$20,000	<b>\$23,000</b>	\$30,000	\$30,000	\$24,333
		2 - 9	7	\$30,000	<b>\$32,000</b>	\$38,500	\$40,000	\$32,929
		10+	3	\$26,000	<b>\$36,800</b>	\$41,500	\$41,500	\$34,767
		Total	13	\$28,000	<b>\$30,000</b>	\$32,000	\$40,000	\$30,504
<b>5 - 9 Years Experience</b>	<b>Region</b>	Solo	3	\$20,000	<b>\$23,000</b>	\$30,000	\$30,000	\$24,333
		2 - 9	7	\$30,000	<b>\$32,000</b>	\$38,500	\$40,000	\$32,929
		10+	3	\$26,000	<b>\$36,800</b>	\$41,500	\$41,500	\$34,767
		Total	13	\$28,000	<b>\$30,000</b>	\$32,000	\$40,000	\$30,504
	<b>NY Totals</b>	Solo	39	\$31,200	<b>\$35,000</b>	\$40,000	\$65,000	\$37,432
		2 - 9	68	\$30,000	<b>\$35,000</b>	\$40,000	\$50,000	\$35,703
		10+	52	\$38,000	<b>\$40,000</b>	\$48,000	\$99,000	\$46,998
		Total	159	\$31,300	<b>\$36,000</b>	\$40,000	\$65,000	\$37,929
	<b>Region</b>	Solo	2	\$18,000	<b>\$18,000</b>	\$18,000	\$18,000	\$18,000
		2 - 9	4	\$24,500	<b>\$28,060</b>	\$29,560	\$30,000	\$27,030
		10+	3	\$25,000	<b>\$35,000</b>	\$37,900	\$37,900	\$32,633
		Total	9	\$18,000	<b>\$25,000</b>	\$29,120	\$37,900	\$25,210
	<b>NY Totals</b>	Solo	59	\$22,000	<b>\$26,000</b>	\$33,000	\$50,000	\$28,384
		2 - 9	70	\$27,000	<b>\$30,000</b>	\$35,000	\$50,000	\$32,647
		10+	53	\$32,000	<b>\$37,000</b>	\$45,000	\$63,000	\$39,890
		Total	182	\$24,000	<b>\$30,000</b>	\$35,000	\$52,000	\$30,531
<b>&lt; 1 Year Experience</b>	<b>Region</b>	Solo	1	\$17,000	<b>\$17,000</b>	\$17,000	\$17,000	\$17,000
		2 - 9	4	\$20,440	<b>\$23,440</b>	\$27,000	\$30,000	\$23,720
		10+	4	\$27,750	<b>\$33,750</b>	\$36,875	\$39,750	\$32,313
		Total	9	\$18,000	<b>\$22,880</b>	\$30,000	\$39,750	\$24,861
	<b>NY Totals</b>	Solo	29	\$20,000	<b>\$20,000</b>	\$30,000	\$33,000	\$23,226
		2 - 9	33	\$22,000	<b>\$25,000</b>	\$28,000	\$35,000	\$25,593
		10+	39	\$27,000	<b>\$30,000</b>	\$35,000	\$65,000	\$31,963
		Total	101	\$20,000	<b>\$23,400</b>	\$30,000	\$35,000	\$24,583

**Figure C27**  
**Detailed Analysis of Secretaries' Annual Salary by Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	5	\$16,000	<b>\$22,000</b>	\$23,400	\$35,000	\$21,280
		2 - 9	9	\$25,000	<b>\$26,000</b>	\$31,200	\$35,000	\$27,800
		10+	3	\$25,000	<b>\$36,270</b>	\$37,900	\$37,900	\$33,057
		Total	17	\$22,000	<b>\$25,000</b>	\$32,000	\$36,270	\$25,815
	<b>NY Totals</b>	Solo	108	\$27,300	<b>\$35,700</b>	\$45,000	\$60,000	\$36,529
		2 - 9	122	\$28,000	<b>\$35,000</b>	\$45,000	\$65,000	\$37,673
		10+	63	\$40,000	<b>\$52,000</b>	\$55,000	\$62,000	\$48,287
		Total	293	\$28,000	<b>\$36,000</b>	\$45,000	\$60,000	\$37,503
<b>5 - 9 Years Experience</b>	<b>Region</b>	Solo	2	\$18,000	<b>\$21,500</b>	\$25,000	\$25,000	\$21,500
		2 - 9	6	\$22,000	<b>\$24,500</b>	\$26,000	\$32,000	\$24,833
		10+	3	\$24,000	<b>\$32,000</b>	\$33,200	\$33,200	\$29,733
		Total	11	\$22,000	<b>\$25,000</b>	\$26,000	\$32,000	\$24,709
	<b>NY Totals</b>	Solo	75	\$25,000	<b>\$29,000</b>	\$35,000	\$60,000	\$32,142
		2 - 9	94	\$25,000	<b>\$30,000</b>	\$37,500	\$50,000	\$32,226
		10+	67	\$35,000	<b>\$45,000</b>	\$50,000	\$58,000	\$42,066
		Total	236	\$25,000	<b>\$30,000</b>	\$37,500	\$52,151	\$32,957
<b>1 - 4 Years Experience</b>	<b>Region</b>	Solo	5	\$12,207	<b>\$16,000</b>	\$22,000	\$30,000	\$18,441
		2 - 9	6	\$18,000	<b>\$22,000</b>	\$24,000	\$25,000	\$21,167
		10+	3	\$23,000	<b>\$31,700</b>	\$34,800	\$34,800	\$29,833
		Total	14	\$16,000	<b>\$22,000</b>	\$24,000	\$31,700	\$20,839
	<b>NY Totals</b>	Solo	116	\$20,000	<b>\$24,000</b>	\$30,000	\$40,000	\$24,983
		2 - 9	115	\$21,500	<b>\$25,000</b>	\$30,000	\$40,000	\$26,484
		10+	65	\$30,000	<b>\$35,000</b>	\$42,500	\$50,000	\$36,099
		Total	296	\$20,000	<b>\$25,000</b>	\$30,000	\$42,500	\$25,987
<b>&lt; 1 Year Experience</b>	<b>Region</b>	Solo	4	\$12,500	<b>\$16,600</b>	\$20,100	\$22,000	\$16,300
		2 - 9	7	\$15,080	<b>\$19,000</b>	\$20,000	\$22,000	\$18,011
		10+	4	\$26,200	<b>\$31,450</b>	\$31,750	\$32,000	\$28,975
		Total	15	\$15,000	<b>\$19,000</b>	\$22,000	\$31,500	\$18,917
	<b>NY Totals</b>	Solo	72	\$15,000	<b>\$18,750</b>	\$24,960	\$35,000	\$20,625
		2 - 9	64	\$17,000	<b>\$20,000</b>	\$25,000	\$30,000	\$21,695
		10+	49	\$25,000	<b>\$30,000</b>	\$31,400	\$45,000	\$29,401
		Total	185	\$16,000	<b>\$20,000</b>	\$25,000	\$35,000	\$21,381

**Figure C28**  
**Perceptions of Number of Attorneys in Local Community**

	Size of Firm						Region Total		NY Total	
	Solo		2 - 9		10+		%	N	%	N
	%	N	%	N	%	N				
Too many	77%	24	75%	12	25%	1	75%	37	43%	391
About right	19%	6	19%	3	75%	3	21%	12	35%	316
Too few	0%	0	0%	0	0%	0	0%	0	1%	15
Don't know	3%	1	6%	1	0%	0	4%	2	21%	143
Total	100%	31	100%	16	100%	4	100%	51	100%	865

**Figure C29**  
**Perceptions of Firm's Financial Health**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
Perceptions of Firm's Economic Circumstances	Better in 2003 than 2002	26%	8	29%	5	50%	2	28%	15	36%	332
	Same	42%	13	35%	6	50%	2	40%	21	38%	340
	Worse in 2003 than 2002	32%	10	35%	6	0%	0	32%	16	26%	200
	Total	100%	31	100%	17	100%	4	100%	52	100%	872
Expectations of Firm's Economic Conditions	Will be better in 2004 than in 2003	29%	9	29%	5	50%	2	30%	16	41%	349
	Will be the same in 2004	52%	16	47%	8	25%	1	49%	25	46%	418
	Will be worse in 2004 than 2003	19%	6	24%	4	25%	1	21%	11	13%	106
	Total	100%	31	100%	17	100%	4	100%	52	100%	873

**Figure C30**  
**Office Space Per Attorney (Square Feet)**

		Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
Region	Solo	28	392	700	1,000	2,700	910
	2 - 9	15	680	1,000	1,425	2,000	1,081
	10+	3	692	720	724	724	712
	Total	46	500	800	1,125	2,000	955
NY Total	Solo	413	375	650	1,200	2,400	897
	2 - 9	284	500	733	1,000	1,667	805
	10+	69	615	721	857	1,154	736
	Total	766	400	686	1,100	2,400	879

**Figure C31**  
**Record Keeping and Tracking Practices**

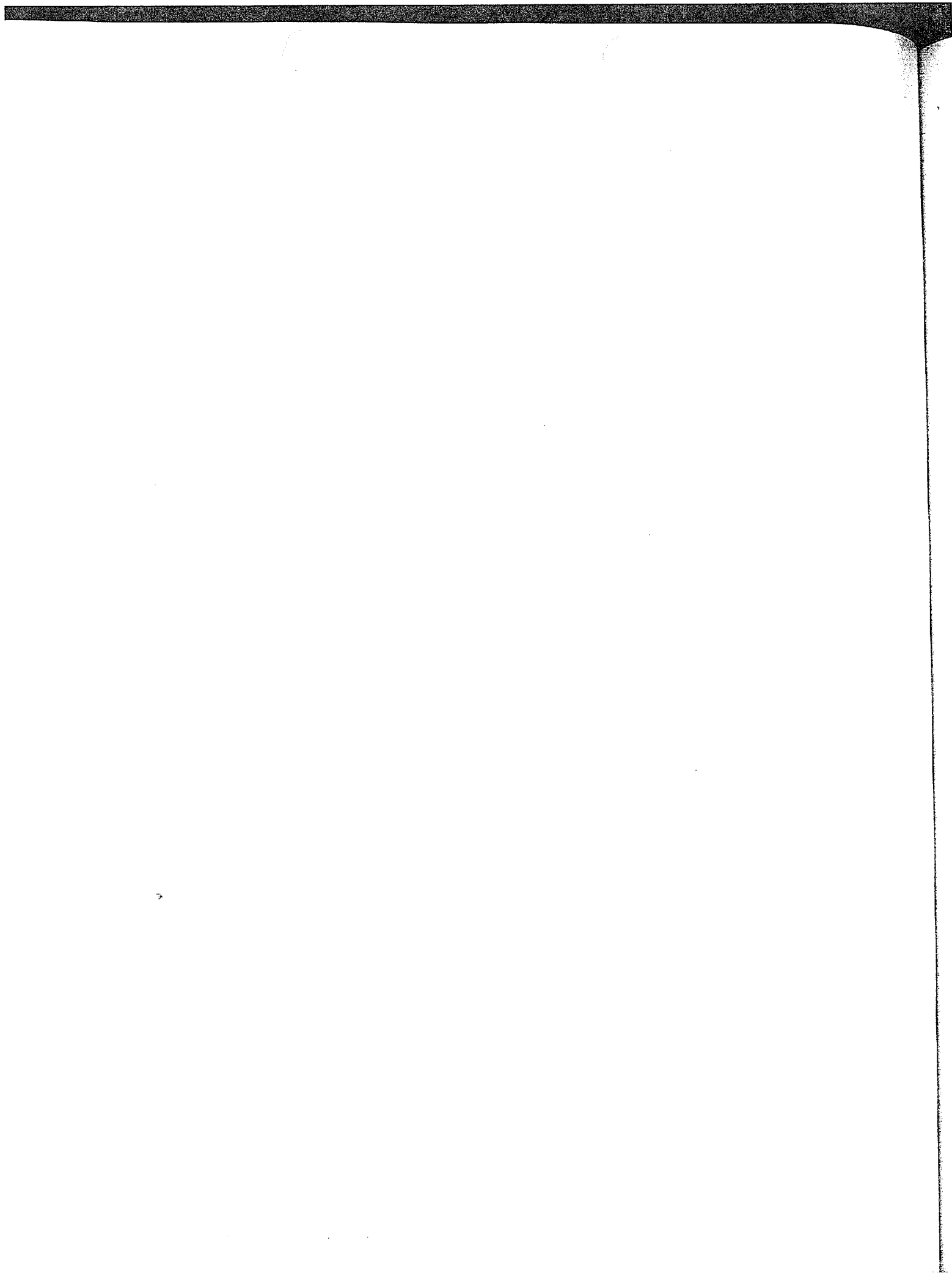
		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+					
		%	N	%	N	%	N				
<b>Keep Records of Work Performed For Clients</b>	Always	48%	15	59%	10	100%	4	53%	29	42%	388
	Always (except non-hourly cases)	29%	9	24%	4	0%	0	26%	13	26%	222
	Most of the time	3%	1	18%	3	0%	0	7%	4	14%	127
	Sometimes	19%	6	0%	0	0%	0	13%	6	14%	111
	Never	0%	0	0%	0	0%	0	0%	0	3%	23
<b>Total</b>		100%	31	100%	17	100%	4	100%	52	100%	871
<b>Tracking Increment</b>	6 Minutes	71%	22	82%	14	75%	3	74%	39	64%	570
	10 Minutes	13%	4	12%	2	0%	0	12%	6	7%	67
	15 Minutes	10%	3	6%	1	25%	1	9%	5	19%	144
	30 Minutes	0%	0	0%	0	0%	0	0%	0	2%	17
	60 Minutes	6%	2	0%	0	0%	0	4%	2	5%	27
	Daily rate	0%	0	0%	0	0%	0	0%	0	1%	4
	None	0%	0	0%	0	0%	0	0%	0	2%	15
<b>Total</b>		100%	31	100%	17	100%	4	100%	52	100%	844

**Figure C32**  
**Professional Liability Coverage**

		Size of Firm			Region Total	NY Total
		Solo	2 - 9	10+		
<b>Base</b>		31	17	4	52	873
<b>Professional Liability Coverage</b>	Yes	81%	94%	100%	85%	74%
	No	19%	6%	0%	15%	26%
	<b>Total</b>	100%	100%	100%	100%	100%
<b>Current Level of Coverage Per Claim</b>	Base	25	14	3	42	657
	Median	\$1,000,000	\$875,000	\$2,000,000	\$1,000,000	\$1,000,000
	Percentile 25	\$500,000	\$500,000	\$1,000,000	\$500,000	\$500,000
	Percentile 75	\$1,000,000	\$1,000,000	\$30,000,000	\$1,000,000	\$1,000,000
	Percentile 95	\$2,000,000	\$2,000,000	\$30,000,000	\$2,000,000	\$2,000,000
	Mean	\$802,000	\$778,571	\$11,000,000	\$1,111,295	\$872,549
<b>Deductible Per Claim</b>	Base	23	14	3	40	649
	Median	\$5,000	\$5,000	\$25,000	\$5,000	\$5,000
	Percentile 25	\$2,500	\$5,000	\$10,000	\$3,000	\$2,500
	Percentile 75	\$5,000	\$10,000	\$100,000	\$5,000	\$5,000
	Percentile 95	\$10,000	\$10,000	\$100,000	\$10,000	\$10,000
	Mean	\$4,326	\$6,286	\$45,000	\$6,280	\$5,951
<b>Annual Premium Per Attorney</b>	Base	22	13	3	38	629
	Median	\$1,475	\$2,250	\$2,045	\$1,800	\$2,333
	Percentile 25	\$990	\$2,000	\$450	\$1,200	\$1,700
	Percentile 75	\$2,200	\$2,700	\$4,000	\$2,480	\$3,500
	Percentile 95	\$3,500	\$4,000	\$4,000	\$4,000	\$5,500
	Mean	\$1,750	\$2,374	\$2,165	\$1,958	\$2,873

**Figure C33**  
**Marketing Activities to Generate Business**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Marketing Activities</b>	Listing in legal directory	67%	14	57%	8	100%	4	65%	26	57%	405
	Web site	10%	2	36%	5	100%	4	22%	11	37%	276
	Yellow page block display	52%	11	50%	7	50%	2	51%	20	32%	256
	Firm brochure & resume	5%	1	29%	4	100%	4	17%	9	22%	202
	Write articles	10%	2	7%	1	75%	3	12%	6	19%	162
	Hold seminars for clients	10%	2	7%	1	75%	3	12%	6	16%	146
	Client newsletters	10%	2	0%	0	25%	1	7%	3	13%	100
	Firm marketing plan	5%	1	0%	0	50%	2	5%	3	12%	79
	Newspaper advertising	10%	2	0%	0	0%	0	6%	2	10%	85
	Radio/television ads	0%	0	14%	2	0%	0	5%	2	4%	38
	Employment of PR firm	0%	0	0%	0	0%	0	0%	0	2%	19
	Other	29%	6	14%	2	0%	0	23%	8	31%	169
<b>Number of Marketing Activities Used</b>	None (0)	32%	10	18%	3	0%	0	27%	13	28%	195
	One (1)	23%	7	24%	4	0%	0	22%	11	22%	185
	Two (2)	26%	8	41%	7	0%	0	29%	15	22%	194
	Three (3)	13%	4	6%	1	0%	0	10%	5	12%	118
	Four (4)	6%	2	6%	1	50%	2	8%	5	6%	60
	Five (5)	0%	0	6%	1	0%	0	2%	1	5%	50
	Six or more (6+)	0%	0	0%	0	50%	2	2%	2	4%	73
	<b>Total</b>	100%	31	100%	17	100%	4	100%	52	100%	875



## **D. ALBANY COUNTY REGION**

### **A. Distribution of Law Firm Size**

Figure D1: Distribution of Law Firm Sizes

### **B. Primary Areas of Concentration**

Figure D2: Area of Law Generating Most Income

Figure D3: Areas of Law Generating Most Income (Percentage Ranked in Top Three)

Figure D4: Area of Law Generating Most Billable Hours

Figure D5: Areas of Law Generating Most Billable Hours (Percentage Ranked in Top Three)

Figure D6: Mean Percentage of Total Billable Hours Devoted to Specific Areas of Law

### **C. Billing Rates**

Figure D7: Equity & Non-Equity Partners' Billing Rates

Figure D8: Non-Partner Attorneys' Billings Rates by Experience

Figure D9: Paralegal/Legal Assistant Billing Rates by Experience

Figure D10: Most Recent Change in Billing Rates

Figure D11: Change in Billing Rates by Most Recent Change

### **D. Attorney Work Week (Hours and Activities)**

Figure D12: Detailed Analysis of Total Hours Attorneys Work Per Week

Figure D13: Mean Hours Attorneys Allocate to Specific Activities Per Week

### **E. Billable Hours, Chargeable Expenses and Billing, Payment & Collections Policies**

Figure D14: How Law Firms Bill Clients (Share of Hours)

Figure D15: Mean Allocation of Chargeable Hours by Attorneys Per Week

Figure D16: Billable Hours Policies

Figure D17: Frequency Law Firms Charge Clients for Specific Expenses Incurred

Figure D18: Billing, Payment and Collection Practices

Figure D19: Share of Chargeable Hours/Fees Written Off or Uncollected

Figure D20: Expenses Incurred by Firm Included in Chargeable Attorney Hours

### **F. Staffing**

Figure D21: Level of Support Staff

Figure D22: Recent Changes in Attorney and Support Staff

Figure D23: Use of Part-time/Temporary Staff

### **G. Compensation/Salaries**

Figure D24: Detailed Analysis of Equity and Non-Equity Partners' Annual Compensation

Figure D25: Detailed Analysis of Non-Partner Attorneys' Annual Salary by Experience



Figure D26: Detailed Analysis of Paralegal's Annual Salary by Experience  
Figure D27: Detailed Analysis of Secretaries' Annual Salary by Experience

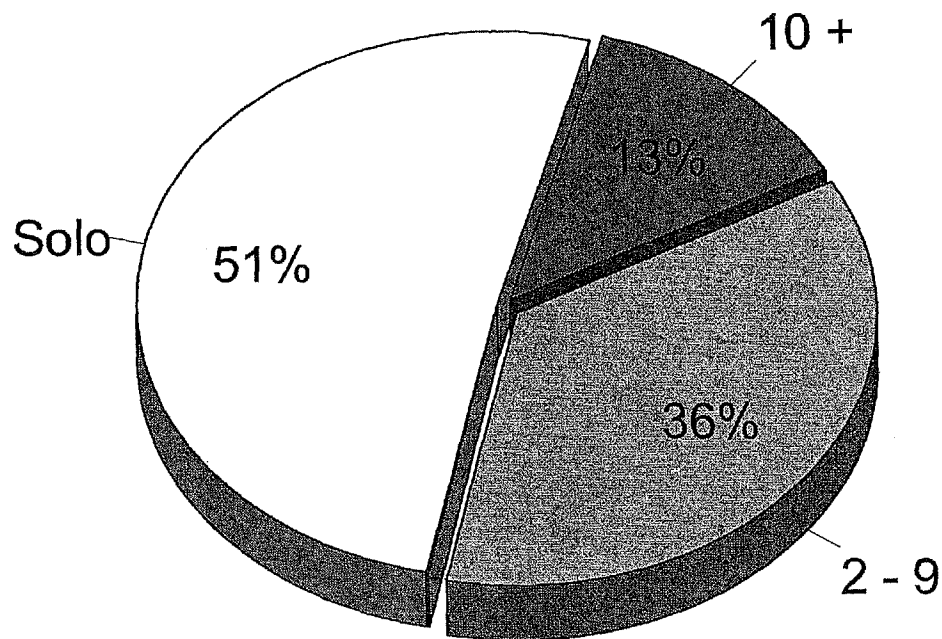
**H. Perceptions of Local Legal Business Climate**

Figure D28: Perceptions of Number of Attorneys in Local Community  
Figure D29: Perceptions of Firm's Financial Health

**I. Other Business Related Issues**

Figure D30: Office Space Per Attorney  
Figure D31: Record Keeping and Tracking Practices  
Figure D32: Professional Liability Coverage  
Figure D33: Marketing Activities Used to Generate Business

**Figure D1**  
**Distribution of Law Firm Sizes**  
(Base = 47)



**Figure D2**  
**Area of Law Generating Most Income in Region**

	Size of Firm			Region	NY
	Solo	2 - 9	10+	Total	Total
Base	24	17	6	47	870
Family Law	25%	0%	0%	17%	10%
General Practice	13%	6%	0%	10%	4%
Real Property Law	8%	12%	0%	9%	21%
Corporate Practice (General)	8%	12%	0%	9%	4%
Trusts and Estates Law	4%	12%	0%	6%	13%
Criminal Law (Private Defense)	8%	0%	0%	6%	3%
Bankruptcy, Insolvency, Reorganization	8%	0%	0%	6%	3%
Administrative/Regulatory Law	8%	0%	0%	6%	1%
Public Utility/Regulation Industry	0%	12%	17%	4%	<1%
Insurance (Defense)	0%	6%	33%	3%	1%
Tort & Personal Injury (Plaintiff)	0%	12%	0%	3%	7%
Workers' Compensation	0%	12%	0%	3%	1%
Labor/Employment (Plaintiff)	4%	0%	0%	3%	1%
Health Law	4%	0%	0%	3%	1%
Elder Law	4%	0%	0%	3%	<1%
Environmental Law	4%	0%	0%	3%	<1%
Litigation, General Civil Practice	0%	6%	0%	2%	6%
Criminal Law (Prosecution)	0%	6%	0%	2%	<1%
Trade and Professional Organizations	0%	6%	0%	2%	<1%
Litigation, Commercial Practice	0%	0%	17%	1%	5%
Intellectual Property	0%	0%	17%	1%	1%
Municipal Law	0%	0%	17%	1%	1%
Immigration/Naturalization Law	0%	0%	0%	0%	2%
Criminal Law (Public Defense)	0%	0%	0%	0%	1%
Civil Rights (Plaintiff)	0%	0%	0%	0%	1%
Tax Law - Personal	0%	0%	0%	0%	1%
Debtor and Creditor	0%	0%	0%	0%	1%
Tort & Personal Injury (Defense)	0%	0%	0%	0%	1%
Labor/Employment (Defense)	0%	0%	0%	0%	1%
Tax Law - Corporate/Business	0%	0%	0%	0%	1%
Appellate Practice	0%	0%	0%	0%	1%
Other	0%	0%	0%	0%	7%
Total	100%	100%	100%	100%	100%

**Figure D3**  
**Areas of Law (Top 3) Generating Most Income in Region**

	Size of Firm			Region	NY
	Solo	2 - 9	10+	Total	Total
Base	24	17	6	47	870
Real Property Law	46%	41%	17%	43%	57%
Trusts and Estates Law	33%	29%	0%	30%	33%
Family Law	42%	0%	0%	28%	19%
General Practice	29%	18%	0%	24%	24%
Corporate Practice (General)	17%	24%	17%	19%	15%
Criminal Law (Private Defense)	17%	6%	0%	13%	9%
Administrative/Regulatory Law	13%	12%	17%	13%	2%
Bankruptcy, Insolvency, Reorganization	13%	6%	17%	11%	6%
Tort & Personal Injury (Plaintiff)	4%	24%	0%	9%	13%
Environmental Law	8%	6%	0%	7%	1%
Insurance (Defense)	4%	6%	33%	6%	2%
Appellate Practice	4%	12%	0%	6%	2%
Litigation, Commercial Practice	0%	12%	50%	6%	11%
Criminal Law (Public Defense)	8%	0%	0%	6%	3%
Litigation, General Civil Practice	4%	6%	0%	4%	21%
Public Utility/Regulation Industry	0%	12%	17%	4%	<1%
Health Law	4%	0%	17%	4%	2%
Workers' Compensation	0%	12%	0%	3%	1%
Labor/Employment (Plaintiff)	4%	0%	0%	3%	4%
Debtor and Creditor	4%	0%	0%	3%	3%
Elder Law	4%	0%	0%	3%	3%
Tax Law - Corporate/Business	4%	0%	0%	3%	2%
Civil Rights (Plaintiff)	4%	0%	0%	3%	2%
Civil Rights (Defense)	4%	0%	0%	3%	<1%
Banking and Savings Institutions	0%	6%	17%	3%	1%
Tax Law - Personal	0%	6%	0%	2%	3%
Immigration/Naturalization Law	0%	6%	0%	2%	3%
Tort & Personal Injury (Defense)	0%	6%	0%	2%	2%
Product Liability Law (Plaintiff)	0%	6%	0%	2%	1%
Public Contract Law	0%	6%	0%	2%	1%
Criminal Law (Prosecution)	0%	6%	0%	2%	<1%
Trade and Professional Organizations	0%	6%	0%	2%	<1%
Intellectual Property	0%	0%	17%	1%	5%
Municipal Law	0%	0%	17%	1%	3%
Construction Law	0%	0%	17%	1%	2%
Insurance (Plaintiff)	0%	0%	17%	1%	2%
Patents	0%	0%	17%	1%	1%
Product Liability Law (Defense)	0%	0%	17%	1%	<1%
Arbitration/Mediation	0%	0%	0%	0%	2%
Zoning and Land Development	0%	0%	0%	0%	1%
Labor/Employment (Defense)	0%	0%	0%	0%	1%
Finance and Securities Law	0%	0%	0%	0%	1%
Entertainment & Sports Law	0%	0%	0%	0%	1%
Other	0%	12%	0%	3%	8%

**Figure D4**  
**Area of Law Generating Most Billable Hours in Region**

	Size of Firm			Region	NY
	Solo	2 - 9	10+	Total	Total
Base	24	16	6	46	837
Family Law	29%	0%	0%	20%	12%
Real Property Law	8%	13%	0%	9%	23%
Litigation, General Civil Practice	8%	6%	0%	7%	6%
Corporate Practice (General)	8%	6%	0%	7%	4%
Trusts and Estates Law	4%	13%	0%	6%	12%
Criminal Law (Private Defense)	8%	0%	0%	6%	3%
Bankruptcy, Insolvency, Reorganization	8%	0%	0%	6%	2%
Administrative/Regulatory Law	8%	0%	0%	6%	1%
General Practice	4%	6%	0%	5%	4%
Insurance (Defense)	0%	6%	33%	4%	1%
Workers' Compensation	0%	13%	0%	3%	1%
Labor/Employment (Plaintiff)	4%	0%	0%	3%	2%
Health Law	4%	0%	0%	3%	1%
Environmental Law	4%	0%	0%	3%	<1%
Litigation, Commercial Practice	0%	6%	17%	3%	5%
Public Utility/Regulation Industry	0%	6%	17%	3%	<1%
Tort & Personal Injury (Plaintiff)	0%	6%	0%	2%	5%
Tort & Personal Injury (Defense)	0%	6%	0%	2%	1%
Criminal Law (Prosecution)	0%	6%	0%	2%	<1%
Trade and Professional Organizations	0%	6%	0%	2%	<1%
Intellectual Property	0%	0%	17%	1%	2%
Municipal Law	0%	0%	17%	1%	1%
Immigration/Naturalization Law	0%	0%	0%	0%	2%
Criminal Law (Public Defense)	0%	0%	0%	0%	2%
Debtor and Creditor	0%	0%	0%	0%	1%
Tax Law - Personal	0%	0%	0%	0%	1%
Labor/Employment (Defense)	0%	0%	0%	0%	1%
Tax Law - Corporate/Business	0%	0%	0%	0%	1%
Civil Rights (Plaintiff)	0%	0%	0%	0%	1%
Appellate Practice	0%	0%	0%	0%	1%
Insurance (Plaintiff)	0%	0%	0%	0%	1%
Arbitration/Mediation	0%	0%	0%	0%	1%
Other	0%	0%	0%	0%	6%
Total	100%	100%	100%	100%	100%

**Figure D5**  
**Areas of Law (Top 3) Generating Most Billable Hours**  
**in Region**

Base	Size of Firm			Region Total	NY Total
	Solo 24	2 - 9 16	10+ 6		
Real Property Law	46%	38%	33%	43%	57%
Trusts and Estates Law	29%	31%	0%	28%	32%
Family Law	42%	0%	0%	28%	20%
General Practice	29%	19%	0%	25%	22%
Corporate Practice (General)	17%	19%	17%	17%	15%
Administrative/Regulatory Law	13%	13%	17%	13%	2%
Bankruptcy, Insolvency, Reorganization	13%	6%	17%	11%	5%
Litigation, General Civil Practice	13%	6%	0%	10%	21%
Criminal Law (Private Defense)	13%	6%	0%	10%	9%
Tort & Personal Injury (Plaintiff)	4%	25%	0%	10%	12%
Environmental Law	8%	6%	0%	7%	1%
Insurance (Defense)	4%	6%	33%	6%	2%
Appellate Practice	4%	13%	0%	6%	3%
Criminal Law (Public Defense)	8%	0%	0%	6%	3%
Civil Rights (Plaintiff)	8%	0%	0%	6%	2%
Litigation, Commercial Practice	0%	13%	33%	5%	11%
Health Law	4%	0%	17%	4%	2%
Workers' Compensation	0%	13%	0%	3%	1%
Labor/Employment (Plaintiff)	4%	0%	0%	3%	4%
Elder Law	4%	0%	0%	3%	3%
Debtor and Creditor	4%	0%	0%	3%	3%
Tax Law - Corporate/Business	4%	0%	0%	3%	<1%
Natural Resources Law	4%	0%	0%	3%	<1%
Civil Rights (Defense)	4%	0%	0%	3%	1%
Banking and Savings Institutions	0%	6%	17%	3%	<1%
Public Utility/Regulation Industry	0%	6%	17%	3%	<1%
Immigration/Naturalization Law	0%	6%	0%	2%	3%
Tax Law - Personal	0%	6%	0%	2%	3%
Tort & Personal Injury (Defense)	0%	6%	0%	2%	2%
Product Liability Law (Plaintiff)	0%	6%	0%	2%	1%
Public Contract Law	0%	6%	0%	2%	<1%
Trade and Professional Organizations	0%	6%	0%	2%	<1%
Criminal Law (Prosecution)	0%	6%	0%	2%	<1%
Intellectual Property	0%	0%	17%	1%	5%
Municipal Law	0%	0%	17%	1%	3%
Construction Law	0%	0%	17%	1%	2%
Insurance (Plaintiff)	0%	0%	17%	1%	2%
Patents	0%	0%	17%	1%	1%
Product Liability Law (Defense)	0%	0%	17%	1%	<1%
Arbitration/Mediation	0%	0%	0%	0%	2%
Zoning and Land Development	0%	0%	0%	0%	2%
Labor/Employment (Defense)	0%	0%	0%	0%	1%
Finance and Securities Law	0%	0%	0%	0%	1%
Entertainment & Sports Law	0%	0%	0%	0%	1%
Other	0%	13%	0%	3%	8%

**Figure D6**  
**Mean Percentage of Billable Hours Devoted to Specific Areas of Law**  
**in Region**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
Base	24	15	6	45	738
Real Property Law	15%	12%	5%	14%	21%
Family Law	17%	0%	0%	11%	10%
General Practice	11%	1%	0%	8%	6%
Trusts and Estates Law	5%	12%	0%	6%	11%
Corporate Practice (General)	5%	8%	2%	6%	4%
Administrative/Regulatory Law	7%	1%	3%	5%	1%
Bankruptcy, Insolvency, Reorganization	5%	3%	4%	4%	2%
Insurance (Defense)	1%	7%	15%	3%	1%
Health Law	4%	0%	3%	3%	1%
Litigation, General Civil Practice	3%	4%	0%	3%	6%
Criminal Law (Private Defense)	4%	0%	0%	3%	2%
Workers' Compensation	0%	10%	0%	3%	<1%
Environmental Law	3%	2%	0%	3%	<1%
Tort & Personal Injury (Plaintiff)	1%	7%	0%	2%	4%
Litigation, Commercial Practice	0%	5%	13%	2%	4%
Appellate Practice	2%	2%	0%	2%	1%
Labor/Employment (Plaintiff)	3%	0%	0%	2%	2%
Criminal Law (Public Defense)	2%	0%	0%	2%	1%
Public Utility/Regulation Industry	0%	5%	6%	2%	<1%
Trade and Professional Organizations	0%	4%	0%	1%	<1%
Criminal Law (Prosecution)	0%	3%	0%	1%	<1%
Elder Law	1%	0%	0%	1%	1%
Tort & Personal Injury (Defense)	0%	3%	0%	1%	1%
Public Contract Law	0%	3%	0%	1%	<1%
Civil Rights (Plaintiff)	1%	0%	0%	1%	1%
Banking and Savings Institutions	0%	1%	4%	1%	<1%
Tax Law - Corporate/Business	1%	0%	0%	1%	1%
Civil Rights (Defense)	1%	0%	0%	1%	<1%
Municipal Law	0%	0%	8%	0%	1%
Intellectual Property	0%	0%	7%	0%	2%
Patents	0%	0%	7%	0%	<1%
Product Liability Law (Defense)	0%	0%	7%	0%	<1%
Debtor and Creditor	0%	0%	0%	0%	1%
Insurance (Plaintiff)	0%	0%	4%	0%	1%
Tax Law - Personal	0%	1%	0%	0%	1%
Construction Law	0%	0%	3%	0%	<1%
Immigration/Naturalization Law	0%	0%	0%	0%	2%
Arbitration/Mediation	0%	0%	0%	0%	1%
Labor/Employment (Defense)	0%	0%	0%	0%	1%
Others (Each less than 1%)	0%	2%	0%	0%	4%

**Figure D7**  
**Average Attorney Billing Rates**  
**For Law Firm Equity and Non-Equity Partners by Size of Law Firm**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Equity Partners</b>	<b>Region</b>	Solo	22	\$150	<b>\$168</b>	\$185	\$200	\$162
		2 - 9	11	\$175	<b>\$195</b>	\$225	\$270	\$194
		10+	6	\$150	<b>\$253</b>	\$270	\$300	\$225
		Total	39	\$150	<b>\$175</b>	\$195	\$255	\$173
	<b>NY Totals</b>	Solo	449	\$175	<b>\$230</b>	\$275	\$350	\$233
		2 - 9	271	\$175	<b>\$250</b>	\$320	\$400	\$251
		10+	71	\$190	<b>\$300</b>	\$375	\$512	\$295
		Total	791	\$175	<b>\$240</b>	\$295	\$375	\$236
<b>Non-Equity Partners</b>	<b>Region</b>	Solo *	-	-	-	-	-	-
		2 - 9	2	\$125	<b>\$163</b>	\$200	\$200	\$163
		10+	4	\$168	<b>\$220</b>	\$250	\$275	\$209
		Total	6	\$125	<b>\$200</b>	\$225	\$275	\$186
	<b>NY Totals</b>	Solo *	-	-	-	-	-	-
		2 - 9	106	\$150	<b>\$175</b>	\$250	\$350	\$202
		10+	52	\$175	<b>\$250</b>	\$350	\$425	\$256
		Total	158	\$150	<b>\$200</b>	\$250	\$375	\$213

\* Not applicable.



**Figure D8**  
**Average Attorney Billing Rates**  
**For Non-Partner Attorneys by Size of Law Firm and Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	2 - 9	8	\$163	<b>\$175</b>	\$200	\$240	\$180
		10+	4	\$200	<b>\$213</b>	\$248	\$270	\$224
		Total	12	\$175	<b>\$175</b>	\$225	\$270	\$189
	<b>NY Totals</b>	2 - 9	186	\$175	<b>\$250</b>	\$300	\$350	\$241
		10+	64	\$185	<b>\$270</b>	\$330	\$395	\$263
		Total	250	\$175	<b>\$250</b>	\$300	\$375	\$244
	<b>Region</b>	2 - 9	8	\$128	<b>\$150</b>	\$175	\$175	\$151
		10+	6	\$150	<b>\$178</b>	\$195	\$200	\$168
		Total	14	\$130	<b>\$150</b>	\$175	\$195	\$156
<b>5 - 9 Years Experience</b>	<b>Region</b>	2 - 9	8	\$128	<b>\$150</b>	\$175	\$175	\$151
		10+	6	\$150	<b>\$178</b>	\$195	\$200	\$168
		Total	14	\$130	<b>\$150</b>	\$175	\$195	\$156
	<b>NY Totals</b>	2 - 9	120	\$150	<b>\$200</b>	\$250	\$300	\$201
		10+	69	\$150	<b>\$200</b>	\$270	\$295	\$208
		Total	189	\$150	<b>\$200</b>	\$250	\$300	\$203
	<b>Region</b>	2 - 9	9	\$120	<b>\$145</b>	\$150	\$175	\$137
		10+	6	\$120	<b>\$140</b>	\$150	\$150	\$135
		Total	15	\$120	<b>\$145</b>	\$150	\$175	\$137
<b>1 - 4 Years Experience</b>	<b>Region</b>	2 - 9	9	\$120	<b>\$145</b>	\$150	\$175	\$137
		10+	6	\$120	<b>\$140</b>	\$150	\$150	\$135
		Total	15	\$120	<b>\$145</b>	\$150	\$175	\$137
	<b>NY Totals</b>	2 - 9	128	\$125	<b>\$150</b>	\$190	\$250	\$163
		10+	73	\$135	<b>\$165</b>	\$200	\$230	\$167
		Total	201	\$125	<b>\$160</b>	\$200	\$250	\$164
	<b>Region</b>	2 - 9	5	\$75	<b>\$105</b>	\$125	\$175	\$111
		10+	3	\$100	<b>\$110</b>	\$130	\$130	\$113
		Total	8	\$75	<b>\$105</b>	\$125	\$175	\$112
<b>&lt; 1 Year Experience</b>	<b>NY Totals</b>	2 - 9	42	\$100	<b>\$130</b>	\$160	\$200	\$133
		10+	51	\$100	<b>\$130</b>	\$150	\$170	\$129
		Total	93	\$100	<b>\$130</b>	\$150	\$200	\$131

**Figure D9**  
**Average Paralegal Billing Rates by Size of Firm and Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	4	\$45	<b>\$88</b>	\$138	\$175	\$91
		2 - 9	4	\$58	<b>\$70</b>	\$95	\$115	\$76
		10+	4	\$75	<b>\$88</b>	\$95	\$95	\$85
		Total	12	\$65	<b>\$75</b>	\$100	\$175	\$85
	<b>NY Totals</b>	Solo	64	\$60	<b>\$100</b>	\$150	\$350	\$118
		2 - 9	76	\$75	<b>\$93</b>	\$125	\$165	\$97
		10+	54	\$75	<b>\$100</b>	\$150	\$218	\$116
		Total	194	\$65	<b>\$100</b>	\$125	\$250	\$112
	<b>5 - 9 Years Experience</b>	Solo	1	\$120	<b>\$120</b>	\$120	\$120	\$120
		2 - 9	5	\$50	<b>\$65</b>	\$80	\$95	\$68
		10+	6	\$70	<b>\$85</b>	\$95	\$105	\$83
		Total	12	\$60	<b>\$80</b>	\$95	\$120	\$82
<b>1 - 4 Years Experience</b>	<b>Region</b>	Solo	7	\$35	<b>\$75</b>	\$75	\$110	\$61
		2 - 9	6	\$50	<b>\$65</b>	\$75	\$80	\$62
		10+	6	\$65	<b>\$78</b>	\$80	\$85	\$74
		Total	19	\$45	<b>\$75</b>	\$75	\$110	\$63
	<b>NY Totals</b>	Solo	84	\$60	<b>\$75</b>	\$100	\$150	\$81
		2 - 9	89	\$60	<b>\$75</b>	\$100	\$150	\$80
		10+	61	\$65	<b>\$85</b>	\$125	\$185	\$99
		Total	234	\$60	<b>\$75</b>	\$100	\$150	\$82
	<b>&lt; 1 Year Experience</b>	Solo	3	\$8	<b>\$8</b>	\$75	\$75	\$30
		2 - 9	3	\$50	<b>\$50</b>	\$65	\$65	\$55
		10+	3	\$75	<b>\$75</b>	\$80	\$80	\$77
		Total	9	\$8	<b>\$50</b>	\$75	\$80	\$46
	<b>NY Totals</b>	Solo	37	\$45	<b>\$60</b>	\$75	\$125	\$63
		2 - 9	39	\$50	<b>\$65</b>	\$75	\$125	\$67
		10+	45	\$50	<b>\$75</b>	\$90	\$125	\$77
		Total	121	\$50	<b>\$65</b>	\$75	\$125	\$65

**Figure D10**  
**Most Recent Change in Standard Billing Rate by Size of Firm**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
Base	20	13	5	38	671
Less than 6 months ago	25%	0%	20%	18%	16%
At least 6, but < 12 months ago	25%	31%	80%	30%	27%
At least 12, but < 24 months ago	25%	54%	0%	31%	37%
24 or more months ago	25%	15%	0%	21%	20%
Total	100%	100%	100%	100%	100%

**Figure D11**  
**Change in Billing Rate by Most Recent Change**

		Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Solo</b>	Less than 6 months ago	3	5%	10%	20%	20%	12%
	At least 6, but < 12 months ago	5	6%	10%	10%	25%	11%
	At least 12, but < 24 months ago	4	7%	12%	16%	17%	11%
	24 or more months ago	4	13%	18%	23%	25%	18%
	Total	16	7%	10%	19%	25%	13%
<b>2 - 9</b>	Less than 6 months ago	.	.	.	.	.	.
	At least 6, but < 12 months ago	4	7%	9%	10%	10%	8%
	At least 12, but < 24 months ago	5	5%	5%	8%	15%	8%
	24 or more months ago	2	10%	10%	10%	10%	10%
	Total	11	5%	8%	10%	15%	8%
<b>10+</b>	Less than 6 months ago	1	5%	5%	5%	5%	5%
	At least 6, but < 12 months ago	4	5%	5%	10%	15%	7%
	At least 12, but < 24 months ago	.	.	.	.	.	.
	24 or more months ago	.	.	.	.	.	.
	Total	5	5%	5%	5%	15%	7%
<b>Region Total</b>	Less than 6 months ago	4	5%	10%	20%	20%	11%
	At least 6, but < 12 months ago	13	6%	10%	10%	25%	10%
	At least 12, but < 24 months ago	9	5%	9%	15%	17%	10%
	24 or more months ago	6	10%	16%	20%	25%	16%
	Total	32	5%	10%	15%	25%	11%
<b>NY Total</b>	Less than 6 months ago	85	10%	10%	20%	30%	15%
	At least 6, but < 12 months ago	176	5%	10%	20%	40%	15%
	At least 12, but < 24 months ago	209	10%	13%	20%	30%	15%
	24 or more months ago	112	10%	12%	20%	35%	16%
	Total	582	10%	12%	20%	33%	15%

**Figure D12**  
**Detailed Analysis of Total Hours Attorneys Work Per Week**

		Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Region</b>	Solo	24	38	48	54	60	45
	2 - 9	16	43	48	52	125	54
	10+	5	40	49	50	57	47
	Total	45	40	48	53	67	48
<b>NY Totals</b>	Solo	474	40	47	55	68	47
	2 - 9	283	41	48	53	70	49
	10+	68	40	46	50	60	47
	Total	825	40	48	55	68	48

**Figure D13**  
**Mean Hours Attorneys Allocate to Specific Activities Per Week**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
Base	24	16	5	45	829
Chargeable Legal Work	28	36	39	31	31
Office Administration	7	5	2	6	7
Unbilled Pro Bono Legal Work	2	2	1	2	2
Unbilled Community/Public Service	3	2	1	2	2
Marketing/Business Development	2	2	3	2	2
Any Bar Association Activities	0	1	1	1	1
Other Work	4	7	1	5	3
Total Hours in Average Workweek	45	54	47	48	47

**Figure D14**  
**How Firms Bill Clients (Share of Hours)**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
Base	24	15	5	44	808
Hourly Rate	56%	50%	86%	56%	49%
Flat Rate	34%	28%	9%	31%	33%
Contingency Work	7%	21%	5%	11%	13%
Court Appointed Rates	3%	0%	0%	2%	5%
Total	100%	100%	100%	100%	100%

**Figure D15**  
**Mean Allocation of Chargeable Hours by Attorneys Per Week**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
Base	24	15	5	44	808
Hourly Rate	16	21	34	18	15
Flat Rate	10	9	3	10	11
Contingency Work	2	9	2	4	5
Court Appointed Rates	1	0	0	0	2
Total Chargeable Hours (Mean)	29	39	39	32	33

**Figure D16**  
**Billable Hours Policies**

		Size of Firm				Region Total		NY Total	
		2 - 9		10+		%	N	%	N
		%	N	%	N				
<b>Does Firm Have a Billable Hours Policy?</b>	Yes	18%	3	67%	4	25%	7	16%	78
	No	82%	14	33%	2	75%	16	84%	305
Total		100%	17	100%	6	100%	23	100%	383
<b>Number of Billable Hours Required</b>	< 1000 Hours	0%	0	0%	0	0%	0	7%	3
	1,000 - 1,499 Hours	0%	0	0%	0	0%	0	7%	5
	1,500 - 1,749 Hours	100%	3	25%	1	69%	4	37%	28
	1,750 - 1,999 Hours	0%	0	50%	2	21%	2	28%	25
	2,000+ Hours	0%	0	25%	1	10%	1	20%	17
Total		100%	3	100%	4	100%	7	100%	78
<b>Change in Billable Hours Policy Past 24 Months</b>	Increased	0%	0	17%	1	3%	1	2%	9
	Stayed Same	100%	17	83%	5	97%	22	97%	372
	Decreased	0%	0	0%	0	0%	0	1%	2
Total		100%	17	100%	6	100%	23	100%	383
<b>Credit Pro Bono to Billable Hours</b>	Yes	8%	1	17%	1	10%	2	25%	87
	No	92%	11	83%	5	90%	16	75%	248
Total		100%	12	100%	6	100%	18	100%	335
<b>How Pro Bono Hours are Credited</b>	Hour For Hour Basis	0%	0	100%	1	100%	1	82%	55
	Percentage Basis	0%	0	0%	0	0%	0	13%	6
	Other	0%	0	0%	0	0%	0	5%	4
Total		0%	0	100%	1	100%	1	100%	65

**Figure D17**  
**Frequency Law Firms Charge Clients For Specific Expenses Incurred**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	Base	%	Base
		%	Base	%	Base	%	Base				
<b>Time Spent on Phone Calls</b>	Always	33%	8	20%	3	33%	2	30%	13	32%	267
	Usually	46%	11	47%	7	67%	4	47%	22	33%	322
	Sometimes	4%	1	20%	3	0%	0	8%	4	17%	136
	Rarely/Never	17%	4	13%	2	0%	0	15%	6	19%	134
	Total	100%	24	100%	15	100%	6	100%	45	100%	859
<b>Travel Costs</b>	Always	17%	4	33%	5	50%	3	24%	12	22%	212
	Usually	26%	6	27%	4	50%	3	28%	13	24%	216
	Sometimes	13%	3	20%	3	0%	0	14%	6	19%	173
	Rarely/Never	43%	10	20%	3	0%	0	35%	13	35%	254
	Total	100%	23	100%	15	100%	6	100%	44	100%	855
<b>Travel Time</b>	Always	8%	2	8%	1	17%	1	9%	4	19%	155
	Usually	50%	12	23%	3	67%	4	45%	19	30%	283
	Sometimes	33%	8	38%	5	17%	1	34%	14	23%	237
	Rarely/Never	8%	2	31%	4	0%	0	13%	6	29%	182
	Total	100%	24	100%	13	100%	6	100%	43	100%	857
<b>Computerized Legal Research Costs</b>	Always	17%	4	29%	4	17%	1	20%	9	17%	144
	Usually	8%	2	29%	4	50%	3	16%	9	13%	139
	Sometimes	12%	3	7%	1	17%	1	11%	5	14%	126
	Rarely/Never	62%	15	36%	5	17%	1	53%	21	57%	432
	Total	100%	24	100%	14	100%	6	100%	44	100%	841
<b>Duplicating/ Photocopying Expenses</b>	Always	8%	2	20%	3	33%	2	13%	7	15%	134
	Usually	12%	3	27%	4	67%	4	19%	11	18%	174
	Sometimes	33%	8	47%	7	0%	0	35%	15	25%	209
	Rarely/Never	46%	11	7%	1	0%	0	33%	12	42%	350
	Total	100%	24	100%	15	100%	6	100%	45	100%	867
<b>Postage</b>	Always	8%	2	20%	3	50%	3	14%	8	15%	129
	Usually	17%	4	20%	3	33%	2	18%	9	14%	133
	Sometimes	29%	7	33%	5	0%	0	29%	12	27%	210
	Rarely/Never	46%	11	27%	4	17%	1	39%	16	44%	389
	Total	100%	24	100%	15	100%	6	100%	45	100%	861
<b>Paralegal/ Assistant Time</b>	Always	0%	0	14%	2	33%	2	6%	4	14%	114
	Usually	18%	4	14%	2	33%	2	18%	8	16%	160
	Sometimes	14%	3	21%	3	33%	2	17%	8	15%	138
	Rarely/Never	68%	15	50%	7	0%	0	59%	22	56%	364
	Total	100%	22	100%	14	100%	6	100%	42	100%	776
<b>Secretarial Time or Services</b>	Always	4%	1	0%	0	0%	0	3%	1	2%	17
	Usually	8%	2	0%	0	0%	0	6%	2	5%	30
	Sometimes	4%	1	13%	2	33%	2	8%	5	9%	84
	Rarely/Never	83%	20	87%	13	67%	4	83%	37	83%	694
	Total	100%	24	100%	15	100%	6	100%	45	100%	825

**Figure D18**  
**Billing, Payment and Collection Practices**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Billing Methods Used</b>	Retainers	89%	17	77%	10	83%	5	86%	32	77%	564
	Value Billing	32%	6	23%	3	67%	4	32%	13	36%	283
	Per Diem rates	0%	0	0%	0	17%	1	1%	1	16%	105
	<b>Total</b>	100%	19	100%	13	100%	6	100%	38	100%	700
<b>Payment/ Collection Practice</b>	Accept credit cards	12%	3	12%	2	33%	2	13%	7	11%	135
	Offer prepaid legal service plans	0%	0	6%	1	0%	0	2%	1	7%	67
	Use outside collection agencies	0%	0	0%	0	17%	1	1%	1	4%	62
	<b>Total</b>	100%	24	100%	17	100%	6	100%	47	100%	864

**Figure D19**  
**Share of Chargeable Hours/Fees Written Off or Uncollected**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Chargeable Hours Written Off in 2002 or Last Fiscal Year</b>	<b>Region Total</b>	Solo	21	1%	10%	15%	20%	9%
		2 - 9	11	1%	5%	5%	20%	5%
		10+	6	2%	4%	10%	10%	5%
		<b>Total</b>	38	1%	5%	15%	20%	8%
	<b>NY Total</b>	Solo	427	1%	5%	10%	25%	9%
		2 - 9	265	4%	10%	13%	20%	9%
		10+	72	5%	9%	12%	20%	9%
		<b>Total</b>	764	1%	7%	10%	25%	9%
<b>Fees Billed That Were Uncollected in 2002 or Last Fiscal Year</b>	<b>Region Total</b>	Solo	21	1%	5%	10%	15%	7%
		2 - 9	15	1%	5%	5%	10%	4%
		10+	6	5%	5%	5%	15%	6%
		<b>Total</b>	42	1%	5%	10%	15%	6%
	<b>NY Total</b>	Solo	462	1%	5%	10%	25%	8%
		2 - 9	284	2%	5%	10%	25%	8%
		10+	74	4%	5%	10%	25%	8%
		<b>Total</b>	820	1%	5%	10%	25%	8%

**Figure D20**  
**Expenses Incurred By Firm Included in Chargeable Attorney Hours**  
**(Per Attorney Per Hour, Not Billed Directly)**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
Salaries/ fringes of non-lawyer personnel	Region	Solo	9	\$10	\$14	\$18	\$40	\$15
		2 - 9	6	\$24	\$29	\$50	\$93	\$38
		10+	3	\$1	\$16	\$45	\$45	\$21
		Total	18	\$10	\$15	\$28	\$50	\$22
	NY Totals	Solo	219	\$10	\$17	\$25	\$50	\$20
		2 - 9	116	\$20	\$30	\$45	\$130	\$38
		10+	39	\$25	\$30	\$45	\$87	\$38
		Total	374	\$10	\$20	\$27	\$67	\$23
Rent, phone, utilities	Region	Solo	11	\$5	\$10	\$21	\$40	\$13
		2 - 9	6	\$5	\$12	\$20	\$30	\$14
		10+	2	\$8	\$12	\$15	\$15	\$12
		Total	19	\$5	\$10	\$20	\$40	\$13
	NY Totals	Solo	232	\$9	\$15	\$25	\$60	\$21
		2 - 9	116	\$8	\$14	\$25	\$80	\$21
		10+	38	\$8	\$16	\$25	\$36	\$18
		Total	386	\$9	\$15	\$25	\$60	\$21
Other (Insurance, advertising, taxes, etc.)	Region	Solo	10	\$8	\$13	\$35	\$50	\$19
		2 - 9	6	\$18	\$22	\$32	\$45	\$24
		10+	2	\$30	\$39	\$48	\$48	\$39
		Total	18	\$8	\$18	\$35	\$50	\$21
	NY Totals	Solo	224	\$10	\$15	\$30	\$70	\$23
		2 - 9	116	\$10	\$20	\$39	\$75	\$27
		10+	38	\$15	\$30	\$48	\$95	\$35
		Total	378	\$10	\$15	\$30	\$70	\$24
Total overhead expenses	Region	Solo	11	\$25	\$40	\$75	\$90	\$48
		2 - 9	5	\$49	\$66	\$125	\$134	\$77
		10+	2	\$72	\$81	\$90	\$90	\$81
		Total	18	\$29	\$56	\$75	\$125	\$55
	NY Totals	Solo	243	\$30	\$50	\$80	\$150	\$61
		2 - 9	124	\$47	\$70	\$105	\$200	\$88
		10+	40	\$54	\$85	\$114	\$170	\$92
		Total	407	\$31	\$50	\$90	\$172	\$65



**Figure D21**  
**Level of Support Staff by Size of Firm**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	Base	%	Base
		%	Base	%	Base	%	Base				
<b>Ratio of Secretaries to Lawyers</b>	More than one secretary per lawyer	-	-	0%	0	0%	0	0%	0	13%	46
	One secretary to one lawyer	-	-	18%	3	17%	1	17%	4	18%	65
	One secretary to one-and-one-half lawyers	-	-	41%	7	33%	2	40%	9	17%	67
	One secretary to two lawyers	-	-	18%	3	50%	3	23%	6	30%	106
	One secretary to two-and-one-half lawyers	-	-	0%	0	0%	0	0%	0	7%	29
	One secretary to three lawyers	-	-	18%	3	0%	0	15%	3	10%	38
	One secretary to more than three lawyers	-	-	6%	1	0%	0	5%	1	6%	19
	<b>Total</b>	-	-	100%	17	100%	6	100%	23	100%	370
<b>Full-Time Equivalent Legal Assistants/Paralegals</b>	None (0)	65%	15	24%	4	0%	0	49%	19	62%	411
	One (1)	22%	5	35%	6	0%	0	25%	11	24%	233
	Two (2)	13%	3	18%	3	33%	2	16%	8	9%	89
	Three (3)	0%	0	12%	2	33%	2	5%	4	3%	49
	Four to six (4 - 6)	0%	0	12%	2	17%	1	4%	3	2%	38
	Seven to ten (7 - 10)	0%	0	0%	0	0%	0	0%	0	0%	12
	Eleven or more (11+)	0%	0	0%	0	17%	1	1%	1	0%	16
	<b>Total</b>	100%	23	100%	17	100%	6	100%	46	100%	848

**Figure D22**  
**Recent Changes in Attorney and Support Staff**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	Base	%	Base
		%	Base	%	Base	%	Base				
<b>Changes in Attorney Staffing</b>	Increased	-	-	29%	5	67%	4	35%	9	24%	109
	Stayed Same	-	-	65%	11	17%	1	57%	12	67%	236
	Decreased	-	-	6%	1	17%	1	8%	2	9%	35
	<b>Total</b>	-	-	100%	17	100%	6	100%	23	100%	380
<b>Changes in Support Staffing</b>	Increased	25%	6	24%	4	67%	4	27%	14	18%	196
	Stayed Same	75%	18	71%	12	17%	1	71%	31	77%	583
	Decreased	0%	0	6%	1	17%	1	3%	2	5%	53
	<b>Total</b>	100%	24	100%	17	100%	6	100%	47	100%	832

**Figure D23**  
**Use of Part-time/Temporary Staff**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Part-time Attorneys</b>	Yes	46%	11	65%	11	50%	3	51%	25	42%	365
	No	54%	13	35%	6	50%	3	49%	22	58%	494
	Total	100%	24	100%	17	100%	6	100%	47	100%	859
<b>Part-time Support Staff</b>	Yes	78%	18	88%	15	83%	5	81%	38	72%	623
	No	22%	5	12%	2	17%	1	19%	8	28%	224
	Total	100%	23	100%	17	100%	6	100%	46	100%	847
<b>Temporary Attorneys</b>	Yes	33%	7	25%	4	33%	2	31%	13	38%	228
	No	67%	14	75%	12	67%	4	69%	30	62%	514
	Total	100%	21	100%	16	100%	6	100%	43	100%	742
<b>Temporary Support Staff</b>	Yes	0%	0	63%	10	83%	5	66%	15	55%	191
	No	0%	0	38%	6	17%	1	34%	7	45%	144
	Total	0%	0	100%	16	100%	6	100%	22	100%	335

**Figure D24**  
**Detailed Analysis of Equity and Non-Equity Partners' Annual Compensation**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Equity Partners</b>	<b>Region</b>	Solo	18	\$45,000	<b>\$70,000</b>	\$120,000	\$225,000	\$85,583
		2 - 9	13	\$115,000	<b>\$160,000</b>	\$200,000	\$1,000,000	\$222,108
		10+	5	\$195,000	<b>\$200,000</b>	\$275,000	\$350,000	\$236,000
		Total	36	\$60,000	<b>\$110,000</b>	\$160,000	\$300,000	\$133,844
	<b>NY Totals</b>	Solo	371	\$50,000	<b>\$85,000</b>	\$145,000	\$250,000	\$106,458
		2 - 9	247	\$100,000	<b>\$139,000</b>	\$220,000	\$350,000	\$173,643
		10+	69	\$195,000	<b>\$250,000</b>	\$350,000	\$694,500	\$293,567
		Total	687	\$54,000	<b>\$100,000</b>	\$150,000	\$300,000	\$120,964
<b>Non-Equity Partners</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	4	\$49,375	<b>\$65,000</b>	\$115,000	\$150,000	\$82,188
		10+	3	\$56,000	<b>\$165,000</b>	\$175,000	\$175,000	\$132,000
		Total	7	\$50,000	<b>\$80,000</b>	\$150,000	\$175,000	\$96,490
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	78	\$50,000	<b>\$65,000</b>	\$125,000	\$500,000	\$114,262
		10+	44	\$130,000	<b>\$150,000</b>	\$220,000	\$350,000	\$174,221
		Total	122	\$60,000	<b>\$80,000</b>	\$150,000	\$500,000	\$128,130

**Figure D25**  
**Detailed Analysis of Non-Partner Attorneys' Annual Salary**  
**by Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	9	\$55,000	<b>\$70,000</b>	\$95,000	\$100,000	\$71,444
		10+	4	\$92,500	<b>\$97,500</b>	\$150,000	\$200,000	\$121,250
		Total	13	\$55,000	<b>\$75,000</b>	\$100,000	\$100,000	\$81,042
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	76	\$65,000	<b>\$90,000</b>	\$120,000	\$200,000	\$101,742
		10+	58	\$90,000	<b>\$125,000</b>	\$160,000	\$200,000	\$128,379
		Total	134	\$75,000	<b>\$100,000</b>	\$130,000	\$200,000	\$109,084
	<b>5 - 9 Years Experience</b>	Solo	.	.	.	.	.	.
		2 - 9	8	\$50,000	<b>\$65,000</b>	\$72,500	\$80,000	\$62,500
		10+	6	\$65,000	<b>\$85,000</b>	\$90,000	\$140,000	\$87,500
		Total	14	\$50,000	<b>\$65,000</b>	\$80,000	\$90,000	\$69,678
<b>5 - 9 Years Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	8	\$50,000	<b>\$65,000</b>	\$72,500	\$80,000	\$62,500
		10+	6	\$65,000	<b>\$85,000</b>	\$90,000	\$140,000	\$87,500
		Total	14	\$50,000	<b>\$65,000</b>	\$80,000	\$90,000	\$69,678
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	92	\$60,000	<b>\$70,000</b>	\$90,000	\$150,000	\$76,215
		10+	66	\$71,000	<b>\$95,000</b>	\$130,000	\$171,400	\$99,640
		Total	158	\$60,000	<b>\$75,000</b>	\$100,000	\$150,000	\$81,967
<b>1 - 4 Years Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	10	\$38,000	<b>\$45,000</b>	\$50,000	\$55,000	\$43,900
		10+	6	\$50,000	<b>\$65,000</b>	\$80,000	\$110,000	\$68,333
		Total	16	\$40,000	<b>\$47,000</b>	\$50,000	\$80,000	\$49,854
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	112	\$43,000	<b>\$50,000</b>	\$60,000	\$80,000	\$54,906
		10+	70	\$55,000	<b>\$75,000</b>	\$100,000	\$127,500	\$76,064
		Total	182	\$45,000	<b>\$55,000</b>	\$65,000	\$105,000	\$59,780
<b>&lt; 1 Year Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	4	\$37,500	<b>\$40,000</b>	\$45,000	\$50,000	\$41,250
		10+	4	\$51,500	<b>\$67,500</b>	\$80,000	\$90,000	\$65,750
		Total	8	\$39,000	<b>\$40,000</b>	\$65,000	\$90,000	\$49,810
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	42	\$35,000	<b>\$40,000</b>	\$50,000	\$55,000	\$41,831
		10+	51	\$45,000	<b>\$51,000</b>	\$67,500	\$100,000	\$58,090
		Total	93	\$35,000	<b>\$45,000</b>	\$50,000	\$85,000	\$47,790

**Figure D26**  
**Detailed Analysis of Paralegal's Annual Salary I Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
10 + Years Experience	Region	Solo	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
		2 - 9	8	\$37,500	\$40,000	\$47,500	\$50,000	\$41,250
		10+	4	\$41,000	\$43,000	\$44,500	\$45,000	\$42,750
		Total	13	\$40,000	\$42,000	\$50,000	\$50,000	\$42,739
	NY Totals	Solo	47	\$32,000	\$40,000	\$47,000	\$65,000	\$40,650
		2 - 9	81	\$35,000	\$41,600	\$51,000	\$90,000	\$47,434
		10+	48	\$41,500	\$47,000	\$56,000	\$113,800	\$55,130
		Total	176	\$35,000	\$40,000	\$50,000	\$80,000	\$44,351
5 - 9 Years Experience	Region	Solo	1	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000
		2 - 9	5	\$30,000	\$33,600	\$35,000	\$50,000	\$35,720
		10+	4	\$39,000	\$40,000	\$41,000	\$42,000	\$40,000
		Total	10	\$33,600	\$34,000	\$40,000	\$50,000	\$36,446
	NY Totals	Solo	39	\$31,200	\$35,000	\$40,000	\$65,000	\$37,432
		2 - 9	68	\$30,000	\$35,000	\$40,000	\$50,000	\$35,703
		10+	52	\$38,000	\$40,000	\$48,000	\$99,000	\$46,998
		Total	159	\$31,300	\$36,000	\$40,000	\$65,000	\$37,929
1 - 4 Years Experience	Region	Solo	5	\$20,800	\$20,800	\$30,000	\$40,000	\$24,720
		2 - 9	4	\$26,480	\$28,000	\$29,000	\$30,000	\$27,740
		10+	5	\$35,000	\$35,000	\$40,000	\$45,000	\$36,800
		Total	14	\$20,800	\$28,000	\$35,000	\$40,000	\$27,714
	NY Totals	Solo	59	\$22,000	\$26,000	\$33,000	\$50,000	\$28,384
		2 - 9	70	\$27,000	\$30,000	\$35,000	\$50,000	\$32,647
		10+	53	\$32,000	\$37,000	\$45,000	\$63,000	\$39,890
		Total	182	\$24,000	\$30,000	\$35,000	\$52,000	\$30,531
< 1 Year Experience	Region	Solo	3	\$11,000	\$16,640	\$30,000	\$30,000	\$19,213
		2 - 9	4	\$22,900	\$25,000	\$26,000	\$27,000	\$24,450
		10+	3	\$32,000	\$35,000	\$35,000	\$35,000	\$34,000
		Total	10	\$16,640	\$25,000	\$30,000	\$35,000	\$23,469
	NY Totals	Solo	29	\$20,000	\$20,000	\$30,000	\$33,000	\$23,226
		2 - 9	33	\$22,000	\$25,000	\$28,000	\$35,000	\$25,593
		10+	39	\$27,000	\$30,000	\$35,000	\$65,000	\$31,963
		Total	101	\$20,000	\$23,400	\$30,000	\$35,000	\$24,583

**Figure D27**  
**Detailed Analysis of Secretaries' Annual Salary by Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	3	\$16,000	<b>\$32,000</b>	\$60,000	\$60,000	\$36,000
		2 - 9	9	\$30,000	<b>\$35,000</b>	\$38,000	\$45,000	\$34,278
		10+	5	\$38,000	<b>\$40,000</b>	\$40,000	\$40,000	\$38,600
		Total	17	\$30,000	<b>\$35,000</b>	\$40,000	\$60,000	\$35,487
	<b>NY Totals</b>	Solo	108	\$27,300	<b>\$35,700</b>	\$45,000	\$60,000	\$36,529
		2 - 9	122	\$28,000	<b>\$35,000</b>	\$45,000	\$65,000	\$37,673
		10+	63	\$40,000	<b>\$52,000</b>	\$55,000	\$62,000	\$48,287
		Total	293	\$28,000	<b>\$36,000</b>	\$45,000	\$60,000	\$37,503
	<b>5 - 9 Years Experience</b>	Solo	3	\$14,000	<b>\$22,000</b>	\$35,000	\$35,000	\$23,667
		2 - 9	10	\$28,000	<b>\$32,000</b>	\$35,000	\$40,000	\$32,000
		10+	6	\$34,000	<b>\$35,000</b>	\$38,000	\$45,000	\$36,667
		Total	19	\$27,000	<b>\$34,000</b>	\$35,000	\$40,000	\$30,573
<b>1 - 4 Years Experience</b>	<b>Region</b>	Solo	5	\$17,000	<b>\$20,800</b>	\$25,000	\$28,000	\$21,280
		2 - 9	9	\$24,000	<b>\$25,000</b>	\$30,000	\$36,000	\$27,044
		10+	6	\$30,000	<b>\$30,000</b>	\$32,000	\$35,000	\$31,167
		Total	20	\$22,000	<b>\$25,000</b>	\$30,000	\$35,000	\$25,384
	<b>NY Totals</b>	Solo	116	\$20,000	<b>\$24,000</b>	\$30,000	\$40,000	\$24,983
		2 - 9	115	\$21,500	<b>\$25,000</b>	\$30,000	\$40,000	\$26,484
		10+	65	\$30,000	<b>\$35,000</b>	\$42,500	\$50,000	\$36,099
		Total	296	\$20,000	<b>\$25,000</b>	\$30,000	\$42,500	\$25,987
	<b>&lt; 1 Year Experience</b>	Solo	2	\$16,640	<b>\$20,320</b>	\$24,000	\$24,000	\$20,320
		2 - 9	5	\$20,000	<b>\$23,000</b>	\$25,000	\$32,000	\$24,000
		10+	4	\$27,000	<b>\$27,500</b>	\$29,000	\$30,000	\$28,000
		Total	11	\$20,000	<b>\$24,000</b>	\$27,000	\$32,000	\$23,669
	<b>NY Totals</b>	Solo	72	\$15,000	<b>\$18,750</b>	\$24,960	\$35,000	\$20,625
		2 - 9	64	\$17,000	<b>\$20,000</b>	\$25,000	\$30,000	\$21,695
		10+	49	\$25,000	<b>\$30,000</b>	\$31,400	\$45,000	\$29,401
		Total	185	\$16,000	<b>\$20,000</b>	\$25,000	\$35,000	\$21,381

**Figure D28**  
**Perceptions of Number of Attorneys in Local Community**

	Size of Firm						Region Total		NY Total	
	Solo		2 - 9		10+		%	N	%	N
	%	N	%	N	%	N				
Too many	50%	12	65%	11	50%	3	54%	26	43%	391
About right	37%	9	29%	5	33%	2	35%	16	35%	316
Too few	0%	0	0%	0	0%	0	0%	0	1%	15
Don't know	12%	3	6%	1	17%	1	11%	5	21%	143
Total	100%	24	100%	17	100%	6	100%	47	100%	865

**Figure D29**  
**Perceptions of Firm's Financial Health**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
Perceptions of Firm's Economic Circumstances	Better in 2003 than 2002	46%	11	47%	8	17%	1	45%	20	36%	332
	Same	37%	9	41%	7	83%	5	41%	21	38%	340
	Worse in 2003 than 2002	17%	4	12%	2	0%	0	14%	6	26%	200
Total		100%	24	100%	17	100%	6	100%	47	100%	872
Expectations of Firm's Economic Conditions	Will be better in 2004 than in 2003	37%	9	35%	6	50%	3	38%	18	41%	349
	Will be the same in 2004	58%	14	47%	8	50%	3	55%	25	46%	418
	Will be worse in 2004 than 2003	4%	1	18%	3	0%	0	8%	4	13%	106
Total		100%	24	100%	17	100%	6	100%	47	100%	873

**Figure D30**  
**Office Space Per Attorney (Square Feet)**

		Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
Region	Solo	23	600	900	1,000	1,700	866
	2 - 9	15	583	786	949	1,500	802
	10+	6	494	535	710	917	604
	Total	44	600	800	1,000	1,700	834
NY Total	Solo	413	375	650	1,200	2,400	897
	2 - 9	284	500	733	1,000	1,667	805
	10+	69	615	721	857	1,154	736
	Total	766	400	686	1,100	2,400	879

**Figure D31**  
**Record Keeping and Tracking Practices**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Keep Records of Work Performed For Clients</b>	Always	33%	8	47%	8	100%	6	41%	22	42%	388
	Always (except non-hourly cases)	46%	11	18%	3	0%	0	35%	14	26%	222
	Most of the time	12%	3	35%	6	0%	0	18%	9	14%	127
	Sometimes	8%	2	0%	0	0%	0	6%	2	14%	111
	Never	0%	0	0%	0	0%	0	0%	0	3%	23
Total		100%	24	100%	17	100%	6	100%	47	100%	871
<b>Tracking Increment</b>	6 Minutes	75%	18	65%	11	83%	5	73%	34	64%	570
	10 Minutes	8%	2	6%	1	17%	1	8%	4	7%	67
	15 Minutes	17%	4	18%	3	0%	0	16%	7	19%	144
	30 Minutes	0%	0	0%	0	0%	0	0%	0	2%	17
	60 Minutes	0%	0	6%	1	0%	0	2%	1	5%	27
	Daily rate	0%	0	0%	0	0%	0	0%	0	1%	4
	None	0%	0	6%	1	0%	0	2%	1	2%	15
Total		100%	24	100%	17	100%	6	100%	47	100%	844

**Figure D32**  
**Professional Liability Coverage**

		Size of Firm			Region Total	NY Total
		Solo	2 - 9	10+		
Base		24	17	6	47	873
<b>Professional Liability Coverage</b>	Yes	79%	94%	100%	85%	74%
	No	21%	6%	0%	15%	26%
	Total	100%	100%	100%	100%	100%
<b>Current Level of Coverage Per Claim</b>	Base	18	15	4	37	657
	Median	\$500,000	\$1,000,000	\$2,000,000	\$1,000,000	\$1,000,000
	Percentile 25	\$250,000	\$750,000	\$1,500,000	\$500,000	\$500,000
	Percentile 75	\$1,000,000	\$2,000,000	\$2,500,000	\$1,000,000	\$1,000,000
	Percentile 95	\$1,000,000	\$5,000,000	\$3,000,000	\$3,000,000	\$2,000,000
	Mean	\$591,667	\$1,516,667	\$2,000,000	\$954,275	\$872,549
<b>Deductible Per Claim</b>	Base	17	14	4	35	649
	Median	\$5,000	\$10,000	\$10,000	\$5,000	\$5,000
	Percentile 25	\$2,500	\$5,000	\$7,500	\$3,000	\$2,500
	Percentile 75	\$5,000	\$10,000	\$17,500	\$10,000	\$5,000
	Percentile 95	\$10,000	\$20,000	\$25,000	\$10,000	\$10,000
	Mean	\$4,485	\$8,214	\$12,500	\$6,064	\$5,951
<b>Annual Premium Per Attorney</b>	Base	17	15	4	36	629
	Median	\$1,700	\$1,600	\$2,173	\$1,700	\$2,333
	Percentile 25	\$1,497	\$1,200	\$1,716	\$1,250	\$1,700
	Percentile 75	\$2,000	\$2,200	\$3,250	\$2,200	\$3,500
	Percentile 95	\$9,000	\$4,000	\$4,000	\$4,500	\$5,500
	Mean	\$2,202	\$1,767	\$2,483	\$2,070	\$2,873

**Figure D33**  
**Marketing Activities to Generate Business**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Marketing Activities</b>	Listing in legal directory	31%	5	79%	11	100%	6	52%	22	57%	405
	Web site	19%	3	29%	4	100%	6	28%	13	37%	276
	Yellow page block display	44%	7	50%	7	17%	1	44%	15	32%	256
	Firm brochure & resume	12%	2	21%	3	83%	5	21%	10	22%	202
	Write articles	19%	3	29%	4	67%	4	25%	11	19%	162
	Hold seminars for clients	12%	2	29%	4	67%	4	22%	10	16%	146
	Client newsletters	0%	0	21%	3	33%	2	9%	5	13%	100
	Firm marketing plan	6%	1	0%	0	33%	2	6%	3	12%	79
	Newspaper advertising	25%	4	14%	2	50%	3	23%	9	10%	85
	Radio/television ads	6%	1	0%	0	17%	1	5%	2	4%	38
	Employment of PR firm	0%	0	0%	0	33%	2	2%	2	2%	19
	Other	44%	7	0%	0	33%	2	29%	9	31%	169
<b>Number of Marketing Activities Used</b>	None (0)	33%	8	18%	3	0%	0	27%	11	28%	195
	One (1)	21%	5	24%	4	0%	0	20%	9	22%	185
	Two (2)	33%	8	29%	5	0%	0	30%	13	22%	194
	Three (3)	8%	2	6%	1	0%	0	7%	3	12%	118
	Four (4)	0%	0	6%	1	0%	0	2%	1	6%	60
	Five (5)	0%	0	6%	1	33%	2	3%	3	5%	50
	Six or more (6+)	4%	1	12%	2	67%	4	10%	7	4%	73
	<b>Total</b>	100%	24	100%	17	100%	6	100%	47	100%	875



A.

B.

C.

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E.

F.

G.

## **E. WESTCHESTER COUNTY REGION**

### **A. Distribution of Law Firm Size**

Figure E1: Distribution of Law Firm Sizes

### **B. Primary Areas of Concentration**

Figure E2: Area of Law Generating Most Income

Figure E3: Areas of Law Generating Most Income (Percentage Ranked in Top Three)

Figure E4: Area of Law Generating Most Billable Hours

Figure E5: Areas of Law Generating Most Billable Hours (Percentage Ranked in Top Three)

Figure E6: Mean Percentage of Total Billable Hours Devoted to Specific Areas of Law

### **C. Billing Rates**

Figure E7: Equity & Non-Equity Partners' Billing Rates

Figure E8: Non-Partner Attorneys' Billings Rates by Experience

Figure E9: Paralegal/Legal Assistant Billing Rates by Experience

Figure E10: Most Recent Change in Billing Rates

Figure E11: Change in Billing Rates by Most Recent Change

### **D. Attorney Work Week (Hours and Activities)**

Figure E12: Detailed Analysis of Total Hours Attorneys Work Per Week

Figure E13: Mean Hours Attorneys Allocate to Specific Activities Per Week

### **E. Billable Hours, Chargeable Expenses and Billing, Payment & Collections Policies**

Figure E14: How Law Firms Bill Clients (Share of Hours)

Figure E15: Mean Allocation of Chargeable Hours by Attorneys Per Week

Figure E16: Billable Hours Policies

Figure E17: Frequency Law Firms Charge Clients for Specific Expenses Incurred

Figure E18: Billing, Payment and Collection Practices

Figure E19: Share of Chargeable Hours/Fees Written Off or Uncollected

Figure E20: Expenses Incurred by Firm Included in Chargeable Attorney Hours

### **F. Staffing**

Figure E21: Level of Support Staff

Figure E22: Recent Changes in Attorney and Support Staff

Figure E23: Use of Part-time/Temporary Staff

### **G. Compensation/Salaries**

Figure E24: Detailed Analysis of Equity and Non-Equity Partners' Annual Compensation

Figure E25: Detailed Analysis of Non-Partner Attorneys' Annual Salary by Experience

Figure E26: Detailed Analysis of Paralegal's Annual Salary by Experience

Figure E27: Detailed Analysis of Secretaries' Annual Salary by Experience

**H. Perceptions of Local Legal Business Climate**

Figure E28: Perceptions of Number of Attorneys in Local Community

Figure E29: Perceptions of Firm's Financial Health

**I. Other Business Related Issues**

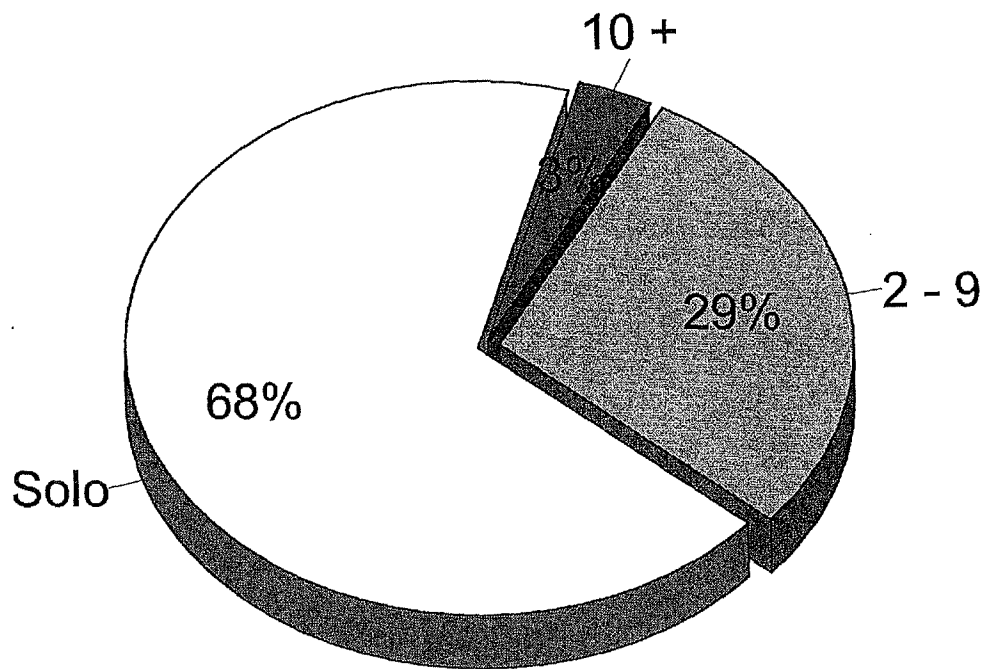
Figure E30: Office Space Per Attorney

Figure E31: Record Keeping and Tracking Practices

Figure E32: Professional Liability Coverage

Figure E33: Marketing Activities Used to Generate Business

**Figure E1**  
**Distribution of Law Firm Sizes**  
**(Base = 87)**



**Figure E2**  
**Area of Law Generating Most Income in Region**

	Size of Firm			Region	NY
	Solo	2 - 9	10+	Total	Total
Base	58	24	3	85	870
Real Property Law	19%	21%	33%	19%	21%
Family Law	17%	17%	0%	17%	10%
Trusts and Estates Law	12%	25%	33%	14%	13%
Tort & Personal Injury (Plaintiff)	5%	4%	0%	5%	7%
Criminal Law (Public Defense)	5%	0%	0%	4%	1%
Construction Law	3%	0%	33%	3%	<1%
Litigation, Commercial Practice	3%	0%	0%	3%	5%
Criminal Law (Private Defense)	3%	0%	0%	3%	3%
Debtor and Creditor	3%	0%	0%	3%	1%
Zoning and Land Development	3%	0%	0%	3%	<1%
Litigation, General Civil Practice	2%	8%	0%	3%	6%
Bankruptcy, Insolvency, Reorganization	2%	4%	0%	2%	3%
General Practice	2%	0%	0%	1%	4%
Insurance (Defense)	2%	0%	0%	1%	1%
Civil Rights (Plaintiff)	2%	0%	0%	1%	1%
Tax Law - Personal	2%	0%	0%	1%	1%
Labor/Employment (Defense)	2%	0%	0%	1%	1%
Arbitration/Mediation	2%	0%	0%	1%	<1%
Antitrust and Trade Law	2%	0%	0%	1%	<1%
Labor/Employment (Plaintiff)	0%	4%	0%	1%	1%
Intellectual Property	0%	4%	0%	1%	1%
Municipal Law	0%	4%	0%	1%	1%
Finance and Securities Law	0%	4%	0%	1%	<1%
Corporate Practice (General)	0%	0%	0%	0%	4%
Immigration/Naturalization Law	0%	0%	0%	0%	2%
Tort & Personal Injury (Defense)	0%	0%	0%	0%	1%
Administrative/Regulatory Law	0%	0%	0%	0%	1%
Tax Law - Corporate/Business	0%	0%	0%	0%	1%
Health Law	0%	0%	0%	0%	1%
Appellate Practice	0%	0%	0%	0%	1%
Workers' Compensation	0%	0%	0%	0%	1%
Other	9%	4%	0%	8%	6%
Total	100%	100%	100%	100%	100%

**Figure E3**  
**Areas of Law (top 3) Generating Most Income      Region**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
Base	58	24	3	85	870
Real Property Law	66%	75%	67%	67%	57%
Trusts and Estates Law	40%	46%	33%	40%	33%
General Practice	24%	13%	33%	23%	24%
Family Law	22%	17%	0%	21%	19%
Litigation, General Civil Practice	10%	21%	0%	12%	21%
Litigation, Commercial Practice	12%	4%	33%	11%	11%
Tort & Personal Injury (Plaintiff)	9%	21%	0%	10%	13%
Corporate Practice (General)	10%	8%	0%	10%	15%
Zoning and Land Development	7%	4%	33%	7%	1%
Criminal Law (Private Defense)	7%	4%	0%	6%	9%
Construction Law	7%	0%	33%	6%	2%
Criminal Law (Public Defense)	7%	0%	0%	6%	3%
Debtor and Creditor	5%	8%	0%	6%	3%
Bankruptcy, Insolvency, Reorganization	3%	4%	0%	4%	6%
Tax Law - Personal	3%	4%	0%	4%	3%
Insurance (Defense)	3%	0%	0%	3%	2%
Arbitration/Mediation	3%	0%	0%	3%	2%
Labor/Employment (Plaintiff)	2%	4%	0%	2%	4%
Municipal Law	2%	4%	0%	2%	3%
Appellate Practice	2%	4%	0%	2%	2%
Labor/Employment (Defense)	2%	4%	0%	2%	1%
Immigration/Naturalization Law	2%	0%	0%	1%	3%
Administrative/Regulatory Law	2%	0%	0%	1%	2%
Insurance (Plaintiff)	2%	0%	0%	1%	2%
Tax Law - Corporate/Business	2%	0%	0%	1%	2%
Civil Rights (Plaintiff)	2%	0%	0%	1%	2%
Health Law	2%	0%	0%	1%	2%
Workers' Compensation	2%	0%	0%	1%	1%
Product Liability Law (Plaintiff)	2%	0%	0%	1%	1%
Civil Rights (Defense)	2%	0%	0%	1%	<1%
Antitrust and Trade Law	2%	0%	0%	1%	<1%
International Law	2%	0%	0%	1%	<1%
Intellectual Property	0%	8%	0%	1%	5%
Elder Law	0%	4%	0%	1%	3%
Finance and Securities Law	0%	4%	0%	1%	1%
Patents	0%	4%	0%	1%	1%
Aviation and Space Technology	0%	4%	0%	1%	<1%
Public Contract Law	0%	0%	33%	0%	1%
Science/Engineering/Technology	0%	0%	33%	0%	<1%
Tort & Personal Injury (Defense)	0%	0%	0%	0%	2%
Environmental Law	0%	0%	0%	0%	1%
Entertainment & Sports Law	0%	0%	0%	0%	1%
Banking and Savings Institutions	0%	0%	0%	0%	1%
Other	16%	13%	0%	15%	8%

**Figure E4**  
**Area of Law Generating Most Billable Hours in Region**

	Size of Firm			Region	NY
	Solo	2 - 9	10+	Total	Total
Base	57	23	3	83	837
Real Property Law	21%	22%	33%	21%	23%
Family Law	21%	22%	0%	21%	12%
Trusts and Estates Law	11%	26%	33%	13%	12%
Tort & Personal Injury (Plaintiff)	5%	4%	0%	5%	5%
Litigation, Commercial Practice	4%	0%	0%	3%	5%
Criminal Law (Private Defense)	4%	0%	0%	3%	3%
Criminal Law (Public Defense)	4%	0%	0%	3%	2%
Debtor and Creditor	4%	0%	0%	3%	1%
Zoning and Land Development	4%	0%	0%	3%	<1%
Litigation, General Civil Practice	2%	9%	0%	3%	6%
Construction Law	2%	0%	33%	2%	<1%
General Practice	2%	0%	0%	2%	4%
Immigration/Naturalization Law	2%	0%	0%	2%	2%
Bankruptcy, Insolvency, Reorganization	2%	0%	0%	2%	2%
Insurance (Defense)	2%	0%	0%	2%	1%
Labor/Employment (Defense)	2%	0%	0%	2%	1%
Civil Rights (Plaintiff)	2%	0%	0%	2%	1%
Arbitration/Mediation	2%	0%	0%	2%	1%
Antitrust and Trade Law	2%	0%	0%	2%	<1%
Labor/Employment (Plaintiff)	0%	4%	0%	1%	2%
Intellectual Property	0%	4%	0%	1%	2%
Municipal Law	0%	4%	0%	1%	1%
Finance and Securities Law	0%	4%	0%	1%	<1%
Corporate Practice (General)	0%	0%	0%	0%	4%
Tort & Personal Injury (Defense)	0%	0%	0%	0%	1%
Tax Law - Personal	0%	0%	0%	0%	1%
Administrative/Regulatory Law	0%	0%	0%	0%	1%
Workers' Compensation	0%	0%	0%	0%	1%
Tax Law - Corporate/Business	0%	0%	0%	0%	1%
Health Law	0%	0%	0%	0%	1%
Appellate Practice	0%	0%	0%	0%	1%
Insurance (Plaintiff)	0%	0%	0%	0%	1%
Other	7%	0%	0%	6%	5%
Total	100%	100%	100%	100%	100%

**Figure E5**  
**Areas of Law (Top 3) Generating Most Billable Hours in Region**

	Size of Firm			Region	NY
	Solo	2 - 9	10+	Total	Total
Base	57	23	3	83	837
Real Property Law	65%	74%	67%	66%	57%
Trusts and Estates Law	39%	48%	33%	40%	32%
General Practice	25%	13%	33%	23%	22%
Family Law	23%	22%	0%	22%	20%
Litigation, Commercial Practice	12%	4%	33%	11%	11%
Litigation, General Civil Practice	9%	26%	0%	11%	21%
Corporate Practice (General)	11%	9%	0%	10%	15%
Tort & Personal Injury (Plaintiff)	9%	17%	0%	10%	12%
Criminal Law (Private Defense)	9%	4%	0%	8%	9%
Zoning and Land Development	7%	4%	33%	7%	2%
Construction Law	7%	0%	33%	6%	2%
Debtor and Creditor	5%	4%	0%	5%	3%
Bankruptcy, Insolvency, Reorganization	5%	0%	0%	5%	5%
Immigration/Naturalization Law	4%	0%	0%	3%	3%
Criminal Law (Public Defense)	4%	0%	0%	3%	3%
Arbitration/Mediation	4%	0%	0%	3%	2%
Insurance (Defense)	4%	0%	0%	3%	2%
Labor/Employment (Plaintiff)	2%	4%	0%	2%	4%
Tax Law - Personal	2%	4%	0%	2%	3%
Municipal Law	2%	4%	0%	2%	3%
Appellate Practice	2%	4%	0%	2%	3%
Labor/Employment (Defense)	2%	4%	0%	2%	1%
Tax Law - Corporate/Business	2%	0%	0%	2%	3%
Administrative/Regulatory Law	2%	0%	0%	2%	2%
Civil Rights (Plaintiff)	2%	0%	0%	2%	2%
Insurance (Plaintiff)	2%	0%	0%	2%	2%
Health Law	2%	0%	0%	2%	2%
Product Liability Law (Plaintiff)	2%	0%	0%	2%	1%
Civil Rights (Defense)	2%	0%	0%	2%	<1%
International Law	2%	0%	0%	2%	<1%
Antitrust and Trade Law	2%	0%	0%	2%	<1%
Intellectual Property	0%	9%	0%	1%	5%
Elder Law	0%	4%	0%	1%	3%
Finance and Securities Law	0%	4%	0%	1%	1%
Patents	0%	4%	0%	1%	1%
Aviation and Space Technology	0%	4%	0%	1%	<1%
Public Contract Law	0%	0%	33%	0%	<1%
Science/Engineering/Technology	0%	0%	33%	0%	<1%
Tort & Personal Injury (Defense)	0%	0%	0%	0%	2%
Environmental Law	0%	0%	0%	0%	1%
Workers' Compensation	0%	0%	0%	0%	1%
Entertainment & Sports Law	0%	0%	0%	0%	1%
Banking and Savings Institutions	0%	0%	0%	0%	1%
Other	14%	9%	0%	13%	9%



**Figure E6**  
**Mean Percentage of Billable Hours Devoted to Specific Areas of Law**  
**in Region**

	Size of Firm			Region	NY
	Solo	2 - 9	10+	Total	Total
Base	49	22	1	72	738
Real Property Law	20%	28%	40%	21%	21%
Trusts and Estates Law	13%	20%	0%	14%	11%
Family Law	13%	11%	0%	12%	10%
General Practice	6%	3%	0%	5%	6%
Litigation, Commercial Practice	5%	2%	30%	4%	4%
Litigation, General Civil Practice	4%	9%	0%	4%	6%
Tort & Personal Injury (Plaintiff)	4%	4%	0%	4%	4%
Criminal Law (Private Defense)	4%	1%	0%	4%	2%
Debtor and Creditor	4%	0%	0%	4%	1%
Zoning and Land Development	3%	1%	10%	3%	<1%
Corporate Practice (General)	2%	1%	0%	2%	4%
Construction Law	2%	0%	0%	2%	<1%
Insurance (Defense)	2%	0%	0%	1%	1%
Bankruptcy, Insolvency, Reorganization	2%	0%	0%	1%	2%
Labor/Employment (Plaintiff)	1%	3%	0%	1%	2%
Criminal Law (Public Defense)	1%	0%	0%	1%	1%
Civil Rights (Plaintiff)	1%	0%	0%	1%	1%
Antitrust and Trade Law	1%	0%	0%	1%	<1%
Labor/Employment (Defense)	1%	1%	0%	1%	1%
Finance and Securities Law	0%	4%	0%	1%	<1%
Immigration/Naturalization Law	1%	0%	0%	1%	2%
Patents	0%	3%	0%	0%	<1%
Health Law	1%	0%	0%	0%	1%
Arbitration/Mediation	0%	0%	0%	0%	1%
Tax Law - Personal	0%	1%	0%	0%	1%
Intellectual Property	0%	2%	0%	0%	2%
Tax Law - Corporate/Business	0%	0%	0%	0%	1%
Municipal Law	0%	0%	0%	0%	1%
Administrative/Regulatory Law	0%	0%	0%	0%	1%
Appellate Practice	0%	1%	0%	0%	1%
Aviation and Space Technology	0%	1%	0%	0%	<1%
Insurance (Plaintiff)	0%	0%	0%	0%	1%
Elder Law	0%	1%	0%	0%	1%
Tort & Personal Injury (Defense)	0%	0%	0%	0%	1%
Others (Each less than 1%)	5%	2%	0%	5%	4%

**Figure E7**  
**Average Attorney Billing Rates**  
**For Law Firm Equity and Non-Equity Partners by Size of Firm**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Equity Partners</b>	<b>Region</b>	Solo	51	\$200	<b>\$225</b>	\$250	\$350	\$231
		2 - 9	23	\$250	<b>\$250</b>	\$295	\$350	\$252
		10+	3	\$250	<b>\$295</b>	\$300	\$300	\$282
		Total	77	\$200	<b>\$225</b>	\$275	\$350	\$235
	<b>NY Totals</b>	Solo	449	\$175	<b>\$230</b>	\$275	\$350	\$233
		2 - 9	271	\$175	<b>\$250</b>	\$320	\$400	\$251
		10+	71	\$190	<b>\$300</b>	\$375	\$512	\$295
		Total	791	\$175	<b>\$240</b>	\$295	\$375	\$236
<b>Non-Equity Partners</b>	<b>Region</b>	Solo *	-	-	-	-	-	-
		2 - 9	5	\$200	<b>\$225</b>	\$250	\$250	\$215
		10+	3	\$230	<b>\$250</b>	\$250	\$250	\$243
		Total	8	\$200	<b>\$230</b>	\$250	\$250	\$221
	<b>NY Totals</b>	Solo *	-	-	-	-	-	-
		2 - 9	106	\$150	<b>\$175</b>	\$250	\$350	\$202
		10+	52	\$175	<b>\$250</b>	\$350	\$425	\$256
		Total	158	\$150	<b>\$200</b>	\$250	\$375	\$213

\* Not applicable.

**Figure E8**  
**Average Attorney Billing Rates**  
**For Non-Partner Attorneys by Size of Law Firm and Experiences**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	2 - 9	14	\$250	<b>\$250</b>	\$300	\$400	\$268
		10+	2	\$250	<b>\$263</b>	\$275	\$275	\$263
		Total	16	\$250	<b>\$250</b>	\$300	\$400	\$268
	<b>NY Totals</b>	2 - 9	186	\$175	<b>\$250</b>	\$300	\$350	\$241
		10+	64	\$185	<b>\$270</b>	\$330	\$395	\$263
		Total	250	\$175	<b>\$250</b>	\$300	\$375	\$244
	<b>Region</b>	2 - 9	5	\$200	<b>\$200</b>	\$225	\$300	\$225
		10+	2	\$195	<b>\$223</b>	\$250	\$250	\$223
		Total	7	\$200	<b>\$200</b>	\$225	\$300	\$225
<b>5 - 9 Years Experience</b>	<b>Region</b>	2 - 9	5	\$150	<b>\$175</b>	\$225	\$250	\$180
		10+	2	\$170	<b>\$185</b>	\$200	\$200	\$185
		Total	7	\$150	<b>\$175</b>	\$225	\$250	\$181
	<b>NY Totals</b>	2 - 9	128	\$125	<b>\$150</b>	\$190	\$250	\$163
		10+	73	\$135	<b>\$165</b>	\$200	\$230	\$167
		Total	201	\$125	<b>\$160</b>	\$200	\$250	\$164
	<b>Region</b>	2 - 9	.	.	.	.	.	.
		10+	2	\$100	<b>\$125</b>	\$150	\$150	\$125
		Total	2	\$100	<b>\$125</b>	\$150	\$150	\$125
<b>&lt; 1 Year Experience</b>	<b>Region</b>	2 - 9	42	\$100	<b>\$130</b>	\$160	\$200	\$133
		10+	51	\$100	<b>\$130</b>	\$150	\$170	\$129
		Total	93	\$100	<b>\$130</b>	\$150	\$200	\$131

**Figure E9**  
**Average Paralegal Billing Rates by Size of Firm and Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	5	\$60	<b>\$60</b>	\$150	\$175	\$99
		2 - 9	2	\$100	<b>\$140</b>	\$180	\$180	\$140
		10+	2	\$75	<b>\$110</b>	\$145	\$145	\$110
		Total	9	\$60	<b>\$75</b>	\$150	\$180	\$105
	<b>NY Totals</b>	Solo	64	\$60	<b>\$100</b>	\$150	\$350	\$118
		2 - 9	76	\$75	<b>\$93</b>	\$125	\$165	\$97
		10+	54	\$75	<b>\$100</b>	\$150	\$218	\$116
		Total	194	\$65	<b>\$100</b>	\$125	\$250	\$112
	<b>5 - 9 Years Experience</b>	Solo	5	\$85	<b>\$90</b>	\$150	\$200	\$113
		2 - 9	4	\$75	<b>\$108</b>	\$145	\$175	\$110
		10+	1	\$60	<b>\$60</b>	\$60	\$60	\$60
		Total	10	\$85	<b>\$90</b>	\$150	\$200	\$111
<b>5 - 9 Years Experience</b>	<b>Region</b>	Solo	53	\$50	<b>\$75</b>	\$100	\$200	\$93
		2 - 9	72	\$60	<b>\$75</b>	\$100	\$150	\$85
		10+	56	\$75	<b>\$100</b>	\$125	\$190	\$108
		Total	181	\$60	<b>\$80</b>	\$100	\$160	\$92
	<b>NY Totals</b>	Solo	84	\$60	<b>\$75</b>	\$100	\$150	\$81
		2 - 9	89	\$60	<b>\$75</b>	\$100	\$150	\$80
		10+	61	\$65	<b>\$85</b>	\$125	\$185	\$99
		Total	234	\$60	<b>\$75</b>	\$100	\$150	\$82
	<b>1 - 4 Years Experience</b>	Solo	4	\$30	<b>\$58</b>	\$88	\$100	\$59
		2 - 9	.	.	.	.	.	.
		10+	2	\$40	<b>\$80</b>	\$120	\$120	\$80
		Total	6	\$40	<b>\$58</b>	\$100	\$100	\$60
	<b>&lt; 1 Year Experience</b>	Solo	37	\$45	<b>\$60</b>	\$75	\$125	\$63
		2 - 9	39	\$50	<b>\$65</b>	\$75	\$125	\$67
		10+	45	\$50	<b>\$75</b>	\$90	\$125	\$77
		Total	121	\$50	<b>\$65</b>	\$75	\$125	\$65

**Figure E10**  
**Most Recent Change in Standard Billing Rate by Size of Firm**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
Base	38	19	3	60	671
Less than 6 months ago	18%	32%	33%	21%	16%
At least 6, but < 12 months ago	13%	26%	33%	15%	27%
At least 12, but < 24 months ago	50%	32%	0%	47%	37%
24 or more months ago	18%	11%	33%	17%	20%
Total	100%	100%	100%	100%	100%

**Figure E11**  
**Changes in Billing Rate by Most Recent Change**

		Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Solo</b>	Less than 6 months ago	7	10%	15%	30%	33%	19%
	At least 6, but < 12 months ago	5	10%	10%	20%	20%	14%
	At least 12, but < 24 months ago	16	10%	12%	20%	60%	18%
	24 or more months ago	4	10%	10%	11%	13%	11%
	Total	32	10%	12%	20%	40%	16%
<b>2 - 9</b>	Less than 6 months ago	4	10%	10%	18%	25%	14%
	At least 6, but < 12 months ago	4	12%	15%	20%	25%	16%
	At least 12, but < 24 months ago	4	8%	10%	15%	20%	12%
	24 or more months ago	2	15%	18%	20%	20%	18%
	Total	14	10%	12%	20%	25%	14%
<b>10+</b>	Less than 6 months ago	1	11%	11%	11%	11%	11%
	At least 6, but < 12 months ago	1	10%	10%	10%	10%	10%
	At least 12, but < 24 months ago	.	.	.	.	.	.
	24 or more months ago	.	.	.	.	.	.
	Total	2	10%	11%	11%	11%	11%
<b>Region Total</b>	Less than 6 months ago	12	10%	15%	25%	33%	18%
	At least 6, but < 12 months ago	10	10%	10%	20%	25%	14%
	At least 12, but < 24 months ago	20	10%	12%	20%	60%	17%
	24 or more months ago	6	10%	10%	13%	20%	12%
	Total	48	10%	12%	20%	40%	16%
<b>NY Total</b>	Less than 6 months ago	85	10%	10%	20%	30%	15%
	At least 6, but < 12 months ago	176	5%	10%	20%	40%	15%
	At least 12, but < 24 months ago	209	10%	13%	20%	30%	15%
	24 or more months ago	112	10%	12%	20%	35%	16%
	Total	582	10%	12%	20%	33%	15%

**Figure E12**  
**Detailed Analysis of Total Hours Attorneys Work Per Week**

		Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Region</b>	Solo	56	41	46	57	75	49
	2 - 9	23	40	48	53	65	49
	10+	2	48	51	53	53	51
	Total	81	40	46	55	75	49
<b>NY Totals</b>	Solo	474	40	47	55	68	47
	2 - 9	283	41	48	53	70	49
	10+	68	40	46	50	60	47
	Total	825	40	48	55	68	48

**Figure E13**  
**Mean Hours Attorneys Allocate to Specific Activities Per Week**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
Base	54	23	2	79	829
Chargeable Legal Work	32	31	35	32	31
Office Administration	7	6	4	7	7
Unbilled Pro Bono Legal Work	2	2	3	2	2
Unbilled Community/Public Service	2	3	3	2	2
Marketing/Business Development	2	2	4	2	2
Any Bar Association Activities	1	2	1	1	1
Other Work	4	2	2	4	3
Total Hours in Average Workweek	49	49	51	49	47

**Figure E14**  
**How Firms Bill Clients (Share of Hours)**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
Base	53	23	2	78	808
Hourly Rate	49%	55%	89%	50%	49%
Flat Rate	33%	34%	3%	33%	33%
Contingency Work	11%	7%	6%	10%	13%
Court Appointed Rates	8%	5%	2%	7%	5%
Total	100%	100%	100%	100%	100%

**Figure E15**  
**Mean Allocation of Chargeable Hours by Attorneys Per Week**

	Size of Firm			Region Total	NY Total
	Solo	2 - 9	10+		
	Base	53	23	2	78
Hourly Rate	16	18	31	16	15
Flat Rate	12	12	1	12	11
Contingency Work	3	2	2	3	5
Court Appointed Rates	3	1	1	3	2
Total Chargeable Hours (Mean)	34	33	35	34	33

**Figure E16**  
**Billable Hours Policies**

		Size of Firm				Region Total		NY Total	
		2 - 9		10+		%	N	%	N
		%	N	%	N				
<b>Does Firm Have a Billable Hours Policy?</b>	Yes	0%	0	0%	0	0%	0	16%	78
	No	100%	25	100%	3	100%	28	84%	305
Total		100%	25	100%	3	100%	28	100%	383
<b>Number of Billable Hours Required</b>	< 1000 Hours	0%	0	0%	0	0%	0	7%	3
	1,000 - 1,499 Hours	0%	0	0%	0	0%	0	7%	5
	1,500 - 1,749 Hours	0%	0	0%	0	0%	0	37%	28
	1,750 - 1,999 Hours	0%	0	0%	0	0%	0	28%	25
	2,000+ Hours	0%	0	0%	0	0%	0	20%	17
Total		0%	0	0%	0	0%	0	100%	78
<b>Change in Billable Hours Policy Past 24 Months</b>	Increased	0%	0	0%	0	0%	0	2%	9
	Stayed Same	100%	25	100%	3	100%	28	97%	372
	Decreased	0%	0	0%	0	0%	0	1%	2
Total		100%	25	100%	3	100%	28	100%	383
<b>Credit Pro Bono to Billable Hours</b>	Yes	36%	9	50%	1	36%	10	25%	87
	No	64%	16	50%	1	64%	17	75%	248
Total		100%	25	100%	2	100%	27	100%	335
<b>How Pro Bono Hours are Credited</b>	Hour For Hour Basis	83%	5	100%	1	84%	6	82%	55
	Percentage Basis	0%	0	0%	0	0%	0	13%	6
	Other	17%	1	0%	0	16%	1	5%	4
Total		100%	6	100%	1	100%	7	100%	65

**Figure E17**  
**Frequency Law Firms Charge Clients For Specific Expenses Incurred**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	Base	%	Base
		%	Base	%	Base	%	Base				
<b>Time Spent on Phone Calls</b>	Always	14%	8	21%	5	33%	1	15%	14	32%	267
	Usually	47%	28	46%	11	33%	1	47%	40	33%	322
	Sometimes	12%	7	29%	7	0%	0	14%	14	17%	136
	Rarely/Never	27%	16	4%	1	33%	1	24%	18	19%	134
	Total	100%	59	100%	24	100%	3	100%	86	100%	859
<b>Travel Costs</b>	Always	20%	12	22%	5	33%	1	21%	18	22%	212
	Usually	24%	14	39%	9	0%	0	26%	23	24%	216
	Sometimes	19%	11	17%	4	67%	2	19%	17	19%	173
	Rarely/Never	37%	22	22%	5	0%	0	35%	27	35%	254
	Total	100%	59	100%	23	100%	3	100%	85	100%	855
<b>Travel Time</b>	Always	12%	7	12%	3	0%	0	12%	10	19%	155
	Usually	36%	21	29%	7	33%	1	35%	29	30%	283
	Sometimes	20%	12	46%	11	67%	2	24%	25	23%	237
	Rarely/Never	32%	19	12%	3	0%	0	29%	22	29%	182
	Total	100%	59	100%	24	100%	3	100%	86	100%	857
<b>Computerized Legal Research Costs</b>	Always	16%	9	12%	3	33%	1	15%	13	17%	144
	Usually	14%	8	28%	7	67%	2	16%	17	13%	139
	Sometimes	19%	11	24%	6	0%	0	20%	17	14%	126
	Rarely/Never	52%	30	36%	9	0%	0	49%	39	57%	432
	Total	100%	58	100%	25	100%	3	100%	86	100%	841
<b>Duplicating/ Photocopying Expenses</b>	Always	12%	7	20%	5	33%	1	13%	13	15%	134
	Usually	17%	10	28%	7	0%	0	18%	17	18%	174
	Sometimes	17%	10	24%	6	33%	1	18%	17	25%	209
	Rarely/Never	54%	32	28%	7	33%	1	50%	40	42%	350
	Total	100%	59	100%	25	100%	3	100%	87	100%	867
<b>Postage</b>	Always	10%	6	16%	4	33%	1	11%	11	15%	129
	Usually	14%	8	20%	5	0%	0	14%	13	14%	133
	Sometimes	25%	15	24%	6	33%	1	25%	22	27%	210
	Rarely/Never	51%	30	40%	10	33%	1	49%	41	44%	389
	Total	100%	59	100%	25	100%	3	100%	87	100%	861
<b>Paralegal/ Assistant Time</b>	Always	2%	1	14%	3	0%	0	4%	4	14%	114
	Usually	21%	10	14%	3	0%	0	20%	13	16%	160
	Sometimes	17%	8	23%	5	50%	1	18%	14	15%	138
	Rarely/Never	60%	28	50%	11	50%	1	58%	40	56%	364
	Total	100%	47	100%	22	100%	2	100%	71	100%	776
<b>Secretarial Time or Services</b>	Always	2%	1	0%	0	0%	0	2%	1	2%	17
	Usually	0%	0	0%	0	0%	0	0%	0	5%	30
	Sometimes	9%	5	13%	3	0%	0	10%	8	9%	84
	Rarely/Never	89%	48	87%	20	100%	3	89%	71	83%	694
	Total	100%	54	100%	23	100%	3	100%	80	100%	825



**Figure E18**  
**Billing, Payment and Collection Practices**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Billing Methods Used</b>	Value Billing	27%	13	52%	11	100%	2	31%	26	36%	283
	Retainers	77%	37	76%	16	100%	2	77%	55	77%	564
	Per Diem rates	15%	7	19%	4	0%	0	15%	11	16%	105
	Total	100%	48	100%	21	100%	2	100%	71	100%	700
<b>Payment/ Collection Practice</b>	Accept credit cards	3%	2	8%	2	0%	0	4%	4	11%	135
	Use outside collection agencies	3%	2	4%	1	0%	0	4%	3	4%	62
	Offer prepaid legal service plans	9%	5	16%	4	0%	0	10%	9	7%	67
	Total	100%	58	100%	25	100%	3	100%	86	100%	864

**Figure E19**  
**Share of Chargeable Hours/Fees Written Off or Uncollected**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Chargeable Hours Written Off in 2002 or Last Fiscal Year</b>	<b>Region Total</b>	Solo	47	2%	7%	10%	15%	8%
		2 - 9	23	3%	10%	10%	20%	8%
		10+	2	5%	6%	6%	6%	6%
		Total	72	2%	7%	10%	15%	8%
	<b>NY Total</b>	Solo	427	1%	5%	10%	25%	9%
		2 - 9	265	4%	10%	13%	20%	9%
		10+	72	5%	9%	12%	20%	9%
		Total	764	1%	7%	10%	25%	9%
<b>Fees Billed That Were Uncollected in 2002 or Last Fiscal Year</b>	<b>Region Total</b>	Solo	54	1%	5%	10%	30%	8%
		2 - 9	24	2%	5%	10%	13%	6%
		10+	3	1%	4%	12%	12%	6%
		Total	81	1%	5%	10%	30%	8%
	<b>NY Total</b>	Solo	462	1%	5%	10%	25%	8%
		2 - 9	284	2%	5%	10%	25%	8%
		10+	74	4%	5%	10%	25%	8%
		Total	820	1%	5%	10%	25%	8%

**Figure E20**  
**Expenses Incurred By Firm Included in Chargeable Attorney Hours**  
**(Per Attorney Per Hour, Not Billed Directly)**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean	
Salaries/ fringes of non-lawyer personnel	Region	Solo	22	\$12	\$21	\$31	\$50	\$24	
		2 - 9	8	\$12	\$17	\$35	\$150	\$35	
		10+	2	\$14	\$18	\$22	\$22	\$18	
		Total	32	\$12	\$20	\$31	\$70	\$25	
	NY Totals	Solo	219	\$10	\$17	\$25	\$50	\$20	
		2 - 9	116	\$20	\$30	\$45	\$130	\$38	
		10+	39	\$25	\$30	\$45	\$87	\$38	
		Total	374	\$10	\$20	\$27	\$67	\$23	
	Rent, phone, utilities	Region	Solo	27	\$10	\$15	\$25	\$60	\$21
			2 - 9	9	\$7	\$10	\$15	\$75	\$18
10+			2	\$11	\$18	\$25	\$25	\$18	
Total			38	\$10	\$15	\$25	\$60	\$21	
NY Totals		Solo	232	\$9	\$15	\$25	\$60	\$21	
		2 - 9	116	\$8	\$14	\$25	\$80	\$21	
		10+	38	\$8	\$16	\$25	\$36	\$18	
		Total	386	\$9	\$15	\$25	\$60	\$21	
Other (Insurance, advertising, taxes, etc.)	Region	Solo	27	\$5	\$20	\$30	\$72	\$24	
		2 - 9	9	\$3	\$12	\$25	\$71	\$18	
		10+	2	\$10	\$21	\$31	\$31	\$21	
		Total	38	\$5	\$12	\$30	\$72	\$23	
	NY Totals	Solo	224	\$10	\$15	\$30	\$70	\$23	
		2 - 9	116	\$10	\$20	\$39	\$75	\$27	
		10+	38	\$15	\$30	\$48	\$95	\$35	
		Total	378	\$10	\$15	\$30	\$70	\$24	
Total overhead expenses	Region	Solo	29	\$33	\$63	\$90	\$175	\$68	
		2 - 9	9	\$26	\$42	\$125	\$250	\$84	
		10+	2	\$49	\$58	\$68	\$68	\$58	
		Total	40	\$33	\$63	\$92	\$175	\$69	
	NY Totals	Solo	243	\$30	\$50	\$80	\$150	\$61	
		2 - 9	124	\$47	\$70	\$105	\$200	\$88	
		10+	40	\$54	\$85	\$114	\$170	\$92	
		Total	407	\$31	\$50	\$90	\$172	\$65	

**Figure E21**  
**Level of Support by Size of Firm**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	Base	%	Base
		%	Base	%	Base	%	Base				
<b>Ratio of Secretaries to Lawyers</b>	More than one secretary per lawyer	-	-	10%	2	0%	0	9%	2	13%	46
	One secretary to one lawyer	-	-	15%	3	0%	0	14%	3	18%	65
	One secretary to one-and-one-half lawyers	-	-	25%	5	0%	0	23%	5	17%	67
	One secretary to two lawyers	-	-	20%	4	67%	2	23%	6	30%	106
	One secretary to two-and-one-half lawyers	-	-	10%	2	33%	1	11%	3	7%	29
	One secretary to three lawyers	-	-	10%	2	0%	0	9%	2	10%	38
	One secretary to more than three lawyers	-	-	10%	2	0%	0	9%	2	6%	19
	<b>Total</b>	-	-	100%	20	100%	3	100%	23	100%	370
<b>Full-Time Equivalent Legal Assistants/ Paralegals</b>	None (0)	73%	40	60%	15	33%	1	71%	56	62%	411
	One (1)	22%	12	24%	6	0%	0	22%	18	24%	233
	Two (2)	5%	3	8%	2	33%	1	6%	6	9%	89
	Three (3)	0%	0	0%	0	0%	0	0%	0	3%	49
	Four to six (4 - 6)	0%	0	8%	2	33%	1	1%	3	2%	38
	Seven to ten (7 - 10)	0%	0	0%	0	0%	0	0%	0	0%	12
	Eleven or more (11+)	0%	0	0%	0	0%	0	0%	0	0%	16
	<b>Total</b>	100%	55	100%	25	100%	3	100%	83	100%	848

**Figure E22**  
**Recent Changes in Attorney and Support Staff**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	Base	%	Base
		%	Base	%	Base	%	Base				
<b>Changes in Attorney Staffing</b>	Increased	-	-	8%	2	67%	2	11%	4	24%	109
	Stayed Same	-	-	84%	21	33%	1	82%	22	67%	236
	Decreased	-	-	8%	2	0%	0	8%	2	9%	35
	<b>Total</b>	-	-	100%	25	100%	3	100%	28	100%	380
<b>Changes in Support Staffing</b>	Increased	16%	8	12%	3	67%	2	16%	13	18%	196
	Stayed Same	82%	41	84%	21	33%	1	82%	63	77%	583
	Decreased	2%	1	4%	1	0%	0	2%	2	5%	53
	<b>Total</b>	100%	50	100%	25	100%	3	100%	78	100%	832

**Figure E23**  
**Use of Part-time/Temporary Staff**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Part-time Attorneys</b>	Yes	45%	26	56%	14	0%	0	46%	40	42%	365
	No	55%	32	44%	11	100%	3	54%	46	58%	494
Total		100%	58	100%	25	100%	3	100%	86	100%	859
<b>Part-time Support Staff</b>	Yes	59%	34	72%	18	67%	2	61%	54	72%	623
	No	41%	24	28%	7	33%	1	39%	32	28%	224
Total		100%	58	100%	25	100%	3	100%	86	100%	847
<b>Temporary Attorneys</b>	Yes	31%	16	36%	8	0%	0	32%	24	38%	228
	No	69%	35	64%	14	100%	3	68%	52	62%	514
Total		100%	51	100%	22	100%	3	100%	76	100%	742
<b>Temporary Support Staff</b>	Yes	40%	2	43%	9	0%	0	41%	11	55%	191
	No	60%	3	57%	12	100%	2	59%	17	45%	144
Total		100%	5	100%	21	100%	2	100%	28	100%	335

**Figure E24**  
**Detailed Analysis of Equity and Non-Equity Partners' Annual Compensation**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Equity Partners</b>	<b>Region</b>	Solo	43	\$55,000	<b>\$100,000</b>	\$150,000	\$200,000	\$111,284
		2 - 9	21	\$80,000	<b>\$100,000</b>	\$150,000	\$250,000	\$133,833
		10+	3	\$187,500	<b>\$235,000</b>	\$500,000	\$500,000	\$307,500
		Total	67	\$60,000	<b>\$100,000</b>	\$150,000	\$225,000	\$116,696
	<b>NY Totals</b>	Solo	371	\$50,000	<b>\$85,000</b>	\$145,000	\$250,000	\$106,458
		2 - 9	247	\$100,000	<b>\$139,000</b>	\$220,000	\$350,000	\$173,643
		10+	69	\$195,000	<b>\$250,000</b>	\$350,000	\$694,500	\$293,567
		Total	687	\$54,000	<b>\$100,000</b>	\$150,000	\$300,000	\$120,964
<b>Non-Equity Partners</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	2	\$35,000	<b>\$47,500</b>	\$60,000	\$60,000	\$47,500
		10+	1	\$200,000	<b>\$200,000</b>	\$200,000	\$200,000	\$200,000
		Total	3	\$35,000	<b>\$60,000</b>	\$60,000	\$200,000	\$74,400
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	78	\$50,000	<b>\$65,000</b>	\$125,000	\$500,000	\$114,262
		10+	44	\$130,000	<b>\$150,000</b>	\$220,000	\$350,000	\$174,221
		Total	122	\$60,000	<b>\$80,000</b>	\$150,000	\$500,000	\$128,130

**Figure E25**  
**Detailed Analysis of Non-Partner Attorneys' Annual Salary**  
**by Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	5	\$90,000	<b>\$90,000</b>	\$120,000	\$125,000	\$102,000
		10+	3	\$85,000	<b>\$120,000</b>	\$120,000	\$120,000	\$108,333
		Total	8	\$90,000	<b>\$90,000</b>	\$120,000	\$125,000	\$103,295
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	76	\$65,000	<b>\$90,000</b>	\$120,000	\$200,000	\$101,742
		10+	58	\$90,000	<b>\$125,000</b>	\$160,000	\$200,000	\$128,379
		Total	134	\$75,000	<b>\$100,000</b>	\$130,000	\$200,000	\$109,084
	<b>5 - 9 Years Experience</b>	Solo	.	.	.	.	.	.
		2 - 9	4	\$55,000	<b>\$60,000</b>	\$67,500	\$75,000	\$61,250
		10+	2	\$95,000	<b>\$97,500</b>	\$100,000	\$100,000	\$97,500
		Total	6	\$60,000	<b>\$60,000</b>	\$75,000	\$100,000	\$67,644
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	92	\$60,000	<b>\$70,000</b>	\$90,000	\$150,000	\$76,215
		10+	66	\$71,000	<b>\$95,000</b>	\$130,000	\$171,400	\$99,640
		Total	158	\$60,000	<b>\$75,000</b>	\$100,000	\$150,000	\$81,967
<b>1 - 4 Years Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	6	\$35,000	<b>\$55,000</b>	\$80,000	\$80,000	\$55,833
		10+	2	\$75,000	<b>\$75,000</b>	\$75,000	\$75,000	\$75,000
		Total	8	\$35,000	<b>\$60,000</b>	\$80,000	\$80,000	\$58,228
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	112	\$43,000	<b>\$50,000</b>	\$60,000	\$80,000	\$54,906
		10+	70	\$55,000	<b>\$75,000</b>	\$100,000	\$127,500	\$76,064
		Total	182	\$45,000	<b>\$55,000</b>	\$65,000	\$105,000	\$59,780
<b>&lt; 1 Year Experience</b>	<b>Region</b>	Solo	.	.	.	.	.	.
		2 - 9	1	\$40,000	<b>\$40,000</b>	\$40,000	\$40,000	\$40,000
		10+	2	\$50,000	<b>\$50,000</b>	\$50,000	\$50,000	\$50,000
		Total	3	\$40,000	<b>\$40,000</b>	\$50,000	\$50,000	\$44,614
	<b>NY Totals</b>	Solo	.	.	.	.	.	.
		2 - 9	42	\$35,000	<b>\$40,000</b>	\$50,000	\$55,000	\$41,831
		10+	51	\$45,000	<b>\$51,000</b>	\$67,500	\$100,000	\$58,090
		Total	93	\$35,000	<b>\$45,000</b>	\$50,000	\$85,000	\$47,790

**Figure E26**  
**Detailed Analysis of Paralegal's Annual Salary by Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
10 + Years Experience	Region	Solo	3	\$40,000	\$50,000	\$70,000	\$70,000	\$53,333
		2 - 9	3	\$40,000	\$47,000	\$50,000	\$50,000	\$45,667
		10+	2	\$50,000	\$52,500	\$55,000	\$55,000	\$52,500
		Total	8	\$40,000	\$50,000	\$55,000	\$70,000	\$51,299
	NY Totals	Solo	47	\$32,000	\$40,000	\$47,000	\$65,000	\$40,650
		2 - 9	81	\$35,000	\$41,600	\$51,000	\$90,000	\$47,434
		10+	48	\$41,500	\$47,000	\$56,000	\$113,800	\$55,130
		Total	176	\$35,000	\$40,000	\$50,000	\$80,000	\$44,351
5 - 9 Years Experience	Region	Solo	7	\$32,000	\$37,000	\$50,000	\$65,000	\$41,000
		2 - 9	4	\$33,000	\$42,000	\$49,000	\$50,000	\$41,000
		10+	1	\$47,000	\$47,000	\$47,000	\$47,000	\$47,000
		Total	12	\$32,000	\$37,000	\$50,000	\$65,000	\$41,114
	NY Totals	Solo	39	\$31,200	\$35,000	\$40,000	\$65,000	\$37,432
		2 - 9	68	\$30,000	\$35,000	\$40,000	\$50,000	\$35,703
		10+	52	\$38,000	\$40,000	\$48,000	\$99,000	\$46,998
		Total	159	\$31,300	\$36,000	\$40,000	\$65,000	\$37,929
1 - 4 Years Experience	Region	Solo	7	\$23,000	\$30,000	\$41,100	\$46,000	\$30,871
		2 - 9	4	\$32,500	\$35,000	\$40,000	\$45,000	\$36,250
		10+	1	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
		Total	12	\$24,000	\$30,000	\$41,100	\$46,000	\$31,995
	NY Totals	Solo	59	\$22,000	\$26,000	\$33,000	\$50,000	\$28,384
		2 - 9	70	\$27,000	\$30,000	\$35,000	\$50,000	\$32,647
		10+	53	\$32,000	\$37,000	\$45,000	\$63,000	\$39,890
		Total	182	\$24,000	\$30,000	\$35,000	\$52,000	\$30,531
< 1 Year Experience	Region	Solo	2	\$20,000	\$30,000	\$40,000	\$40,000	\$30,000
		2 - 9	.	.	.	.	.	.
		10+	1	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
		Total	3	\$20,000	\$35,000	\$40,000	\$40,000	\$30,381
	NY Totals	Solo	29	\$20,000	\$20,000	\$30,000	\$33,000	\$23,226
		2 - 9	33	\$22,000	\$25,000	\$28,000	\$35,000	\$25,593
		10+	39	\$27,000	\$30,000	\$35,000	\$65,000	\$31,963
		Total	101	\$20,000	\$23,400	\$30,000	\$35,000	\$24,583

**Figure E27**  
**Detailed Analysis of Secretaries' Annual Salary by Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	11	\$34,100	<b>\$40,000</b>	\$50,000	\$60,000	\$41,491
		2 - 9	8	\$37,000	<b>\$40,000</b>	\$45,500	\$59,000	\$41,750
		10+	3	\$44,000	<b>\$45,000</b>	\$45,000	\$45,000	\$44,667
		Total	22	\$35,000	<b>\$40,000</b>	\$46,000	\$60,000	\$41,653
	<b>NY Totals</b>	Solo	108	\$27,300	<b>\$35,700</b>	\$45,000	\$60,000	\$36,529
		2 - 9	122	\$28,000	<b>\$35,000</b>	\$45,000	\$65,000	\$37,673
		10+	63	\$40,000	<b>\$52,000</b>	\$55,000	\$62,000	\$48,287
		Total	293	\$28,000	<b>\$36,000</b>	\$45,000	\$60,000	\$37,503
<b>5 - 9 Years Experience</b>	<b>Region</b>	Solo	9	\$35,000	<b>\$40,000</b>	\$40,000	\$50,000	\$39,444
		2 - 9	1	\$30,000	<b>\$30,000</b>	\$30,000	\$30,000	\$30,000
		10+	2	\$40,000	<b>\$41,000</b>	\$42,000	\$42,000	\$41,000
		Total	12	\$35,000	<b>\$40,000</b>	\$40,000	\$50,000	\$39,123
	<b>NY Totals</b>	Solo	75	\$25,000	<b>\$29,000</b>	\$35,000	\$60,000	\$32,142
		2 - 9	94	\$25,000	<b>\$30,000</b>	\$37,500	\$50,000	\$32,226
		10+	67	\$35,000	<b>\$45,000</b>	\$50,000	\$58,000	\$42,066
		Total	236	\$25,000	<b>\$30,000</b>	\$37,500	\$52,151	\$32,957
<b>1 - 4 Years Experience</b>	<b>Region</b>	Solo	12	\$21,500	<b>\$29,250</b>	\$35,000	\$45,000	\$27,400
		2 - 9	5	\$25,000	<b>\$32,000</b>	\$35,000	\$35,000	\$28,400
		10+	2	\$35,000	<b>\$35,500</b>	\$36,000	\$36,000	\$35,500
		Total	19	\$23,000	<b>\$31,500</b>	\$35,000	\$45,000	\$27,722
	<b>NY Totals</b>	Solo	116	\$20,000	<b>\$24,000</b>	\$30,000	\$40,000	\$24,983
		2 - 9	115	\$21,500	<b>\$25,000</b>	\$30,000	\$40,000	\$26,484
		10+	65	\$30,000	<b>\$35,000</b>	\$42,500	\$50,000	\$36,099
		Total	296	\$20,000	<b>\$25,000</b>	\$30,000	\$42,500	\$25,987
<b>&lt; 1 Year Experience</b>	<b>Region</b>	Solo	6	\$20,000	<b>\$22,500</b>	\$30,000	\$40,000	\$24,500
		2 - 9	5	\$23,000	<b>\$25,000</b>	\$27,000	\$30,000	\$23,400
		10+	2	\$25,000	<b>\$27,500</b>	\$30,000	\$30,000	\$27,500
		Total	13	\$20,000	<b>\$25,000</b>	\$30,000	\$40,000	\$24,363
	<b>NY Totals</b>	Solo	72	\$15,000	<b>\$18,750</b>	\$24,960	\$35,000	\$20,625
		2 - 9	64	\$17,000	<b>\$20,000</b>	\$25,000	\$30,000	\$21,695
		10+	49	\$25,000	<b>\$30,000</b>	\$31,400	\$45,000	\$29,401
		Total	185	\$16,000	<b>\$20,000</b>	\$25,000	\$35,000	\$21,381

**Figure E28**  
**Perceptions of Number of Attorneys in Local Community**

	Size of Firm						Region Total		NY Total	
	Solo		2 - 9		10+		%	N	%	N
	%	N	%	N	%	N				
Too many	37%	22	40%	10	67%	2	38%	34	43%	391
About right	32%	19	40%	10	33%	1	33%	30	35%	316
Too few	0%	0	0%	0	0%	0	0%	0	1%	15
Don't know	31%	18	20%	5	0%	0	29%	23	21%	143
Total	100%	59	100%	25	100%	3	100%	87	100%	865

**Figure E29**  
**Perceptions of Firm's Financial Health**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
Perceptions of Firm's Economic Circumstances	Better in 2003 than 2002	39%	23	44%	11	33%	1	40%	35	36%	332
	Same	34%	20	24%	6	33%	1	33%	27	38%	340
	Worse in 2003 than 2002	27%	16	32%	8	33%	1	28%	25	26%	200
	Total	100%	59	100%	25	100%	3	100%	87	100%	872
Expectations of Firm's Economic Conditions	Will be better in 2004 than in 2003	27%	16	44%	11	33%	1	30%	28	41%	349
	Will be the same in 2004	61%	36	40%	10	67%	2	58%	48	46%	418
	Will be worse in 2004 than 2003	12%	7	16%	4	0%	0	12%	11	13%	106
	Total	100%	59	100%	25	100%	3	100%	87	100%	873

**Figure E30**  
**Office Space Per Attorney (Square Feet)**

		Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
Region	Solo	43	400	800	1,350	2,100	940
	2 - 9	25	475	500	750	1,250	618
	10+	3	486	538	1,000	1,000	675
	Total	71	433	700	1,000	2,100	879
NY Total	Solo	413	375	650	1,200	2,400	897
	2 - 9	284	500	733	1,000	1,667	805
	10+	69	615	721	857	1,154	736
	Total	766	400	686	1,100	2,400	879



**Figure E31  
Record Keeping and Tracking Practices**

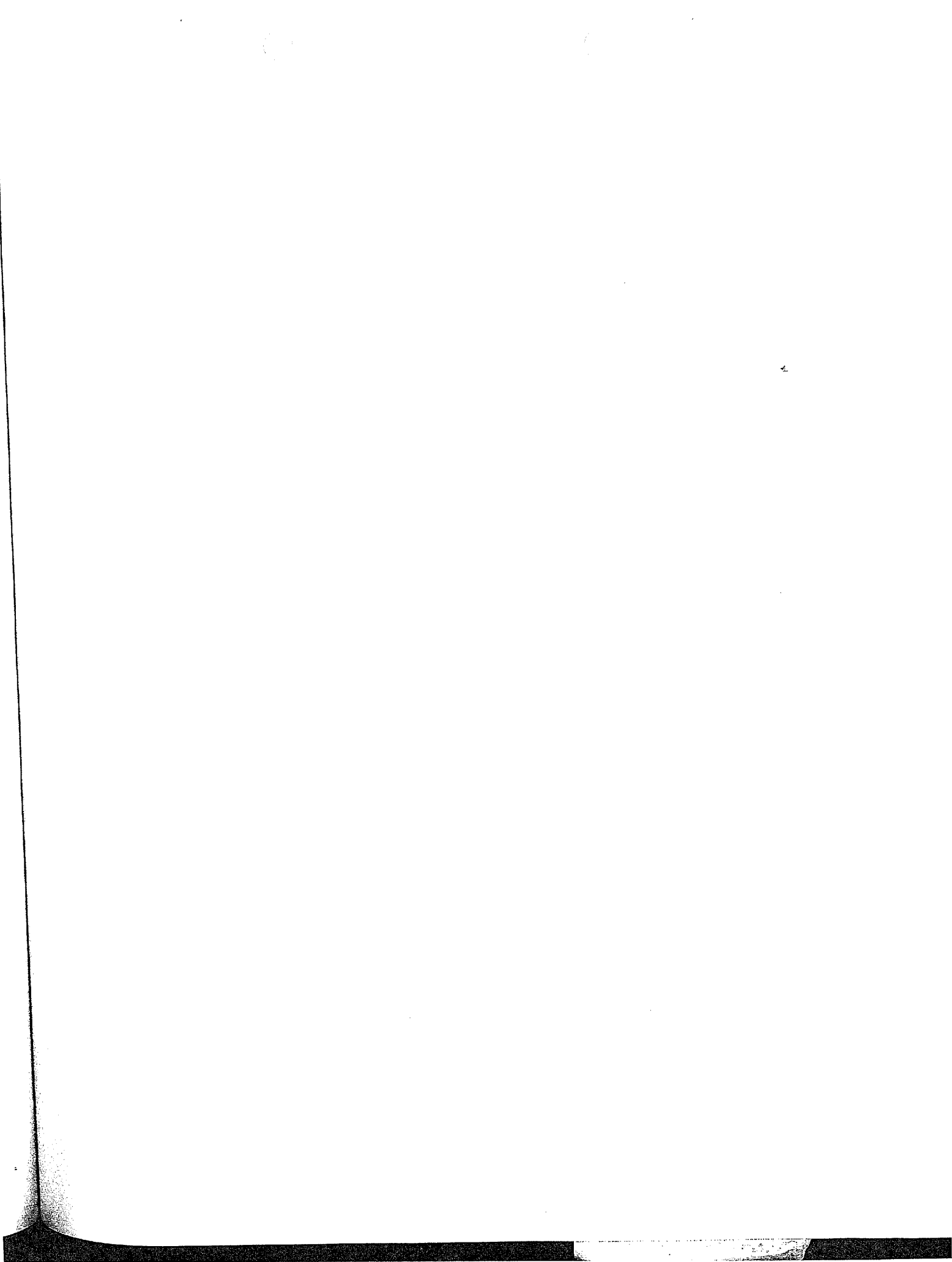
		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Keep Records of Work Performed For Clients</b>	Always	36%	21	44%	11	67%	2	37%	34	42%	388
	Always (except non-hourly cases)	31%	18	24%	6	33%	1	30%	25	26%	222
	Most of the time	15%	9	16%	4	0%	0	15%	13	14%	127
	Sometimes	14%	8	16%	4	0%	0	14%	12	14%	111
	Never	5%	3	0%	0	0%	0	4%	3	3%	23
<b>Total</b>		100%	59	100%	25	100%	3	100%	87	100%	871
<b>Tracking Increment</b>	6 Minutes	54%	30	72%	18	100%	3	57%	51	64%	570
	10 Minutes	7%	4	8%	2	0%	0	7%	6	7%	67
	15 Minutes	23%	13	8%	2	0%	0	21%	15	19%	144
	30 Minutes	4%	2	4%	1	0%	0	4%	3	2%	17
	60 Minutes	5%	3	8%	2	0%	0	6%	5	5%	27
	Daily rate	4%	2	0%	0	0%	0	3%	2	1%	4
	None	4%	2	0%	0	0%	0	3%	2	2%	15
<b>Total</b>		100%	56	100%	25	100%	3	100%	84	100%	844

**Figure E32  
Professional Liability Coverage**

		Size of Firm			Region Total	NY Total
		Solo	2 - 9	10+		
<b>Base</b>		59	25	3	87	873
<b>Professional Liability Coverage</b>	Yes	69%	92%	100%	73%	74%
	No	31%	8%	0%	27%	26%
	<b>Total</b>	100%	100%	100%	100%	100%
<b>Current Level of Coverage Per Claim</b>	Base	37	19	3	59	657
	Median	\$1,000,000	\$1,000,000	\$2,000,000	\$1,000,000	\$1,000,000
	Percentile 25	\$500,000	\$500,000	\$1,000,000	\$500,000	\$500,000
	Percentile 75	\$1,000,000	\$1,000,000	\$2,000,000	\$1,000,000	\$1,000,000
	Percentile 95	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
	Mean	\$813,514	\$894,737	\$1,666,667	\$836,175	\$872,549
<b>Deductible Per Claim</b>	Base	37	20	3	60	649
	Median	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
	Percentile 25	\$2,500	\$5,000	\$5,000	\$2,500	\$2,500
	Percentile 75	\$5,000	\$10,000	\$10,000	\$5,000	\$5,000
	Percentile 95	\$10,000	\$22,500	\$10,000	\$10,000	\$10,000
	Mean	\$4,324	\$8,150	\$6,667	\$5,001	\$5,951
<b>Annual Premium Per Attorney</b>	Base	35	17	3	55	629
	Median	\$1,876	\$2,369	\$1,850	\$2,000	\$2,333
	Percentile 25	\$1,125	\$1,650	\$1,500	\$1,200	\$1,700
	Percentile 75	\$2,595	\$2,600	\$2,023	\$2,595	\$3,500
	Percentile 95	\$3,865	\$7,500	\$2,023	\$4,500	\$5,500
	Mean	\$2,058	\$2,695	\$1,791	\$2,154	\$2,873

**Figure E33**  
**Marketing Activities to Generate Business**

		Size of Firm						Region Total		NY Total	
		Solo		2 - 9		10+		%	N	%	N
		%	N	%	N	%	N				
<b>Marketing Activities</b>	Listing in legal directory	48%	20	74%	17	67%	2	52%	39	57%	405
	Web site	33%	14	48%	11	67%	2	36%	27	37%	276
	Yellow page block display	36%	15	48%	11	0%	0	37%	26	32%	256
	Firm brochure & resume	14%	6	22%	5	67%	2	16%	13	22%	202
	Write articles	17%	7	30%	7	33%	1	19%	15	19%	162
	Hold seminars for clients	5%	2	39%	9	33%	1	11%	12	16%	146
	Client newsletters	10%	4	30%	7	33%	1	13%	12	13%	100
	Firm marketing plan	5%	2	9%	2	0%	0	5%	4	12%	79
	Newspaper advertising	7%	3	9%	2	0%	0	7%	5	10%	85
	Radio/television ads	2%	1	4%	1	0%	0	3%	2	4%	38
	Employment of PR firm	0%	0	0%	0	0%	0	0%	0	2%	19
	Other	31%	13	17%	4	33%	1	29%	18	31%	169
<b>Number of Marketing Activities Used</b>	None (0)	29%	17	8%	2	0%	0	26%	19	28%	195
	One (1)	31%	18	24%	6	33%	1	30%	25	22%	185
	Two (2)	17%	10	24%	6	0%	0	18%	16	22%	194
	Three (3)	15%	9	8%	2	0%	0	14%	11	12%	118
	Four (4)	5%	3	8%	2	33%	1	6%	6	6%	60
	Five (5)	3%	2	4%	1	33%	1	4%	4	5%	50
	Six or more (6+)	0%	0	24%	6	0%	0	3%	6	4%	73
<b>Total</b>		100%	59	100%	25	100%	3	100%	87	100%	875



## **F. NEW YORK CITY REGION**

### **A. Distribution of Law Firm Size**

Figure F1: Distribution of Law Firm Sizes

### **B. Primary Areas of Concentration**

Figure F2: Area of Law Generating Most Income

Figure F3: Areas of Law Generating Most Income (Percentage Ranked in Top Three)

Figure F4: Area of Law Generating Most Billable Hours

Figure F5: Areas of Law Generating Most Billable Hours (Percentage Ranked in Top Three)

Figure F6: Mean Percentage of Total Billable Hours Devoted to Specific Areas of Law

### **C. Billing Rates**

Figure F7: Equity & Non-Equity Partners' Billing Rates

Figure F8: Non-Partner Attorneys' Billings Rates by Experience

Figure F9: Paralegal/Legal Assistant Billing Rates by Experience

Figure F10: Most Recent Change in Billing Rates

Figure F11: Change in Billing Rates by Most Recent Change

### **D. Attorney Work Week (Hours and Activities)**

Figure F12: Detailed Analysis of Total Hours Attorneys Work Per Week

Figure F13: Mean Hours Attorneys Allocate to Specific Activities Per Week

### **E. Billable Hours, Chargeable Expenses and Billing, Payment & Collections Policies**

Figure F14: How Law Firms Bill Clients (Share of Hours)

Figure F15: Mean Allocation of Chargeable Hours by Attorneys Per Week

Figure F16: Billable Hours Policies

Figure F17: Frequency Law Firms Charge Clients for Specific Expenses Incurred

Figure F18: Billing, Payment and Collection Practices

Figure F19: Share of Chargeable Hours/Fees Written Off or Uncollected

Figure F20: Expenses Incurred by Firm Included in Chargeable Attorney Hours

### **F. Staffing**

Figure F21: Level of Support Staff

Figure F22: Recent Changes in Attorney and Support Staff

Figure F23: Use of Part-time/Temporary Staff

### **G. Compensation/Salaries**

Figure F24: Detailed Analysis of Equity and Non-Equity Partners' Annual Compensation

Figure F25: Detailed Analysis of Non-Partner Attorneys' Annual Salary by Experience

Figure F26: Detailed Analysis of Paralegal's Annual Salary by Experience

Figure F27: Detailed Analysis of Secretaries' Annual Salary by Experience

**H. Perceptions of Local Legal Business Climate**

Figure F28: Perceptions of Number of Attorneys in Local Community

Figure F29: Perceptions of Firm's Financial Health

**I. Other Business Related Issues**

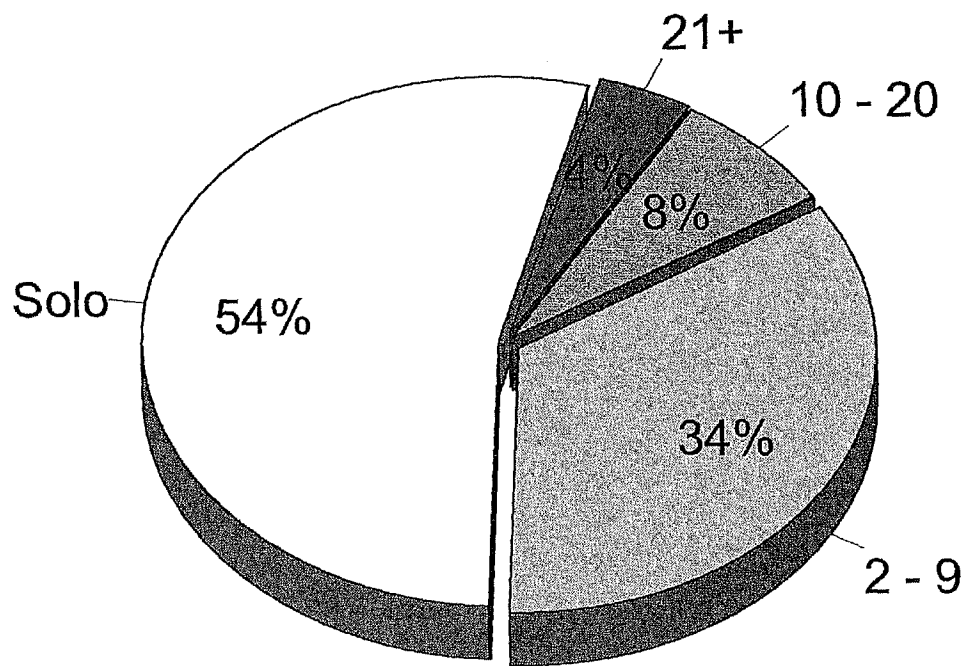
Figure F30: Office Space Per Attorney

Figure F31: Record Keeping and Tracking Practices

Figure F32: Professional Liability Coverage

Figure F33: Marketing Activities Used to Generate Business

**Figure F1**  
**Distribution of Law Firm Sizes**  
(Base = 209)



**Figure F2**  
**Area of Law Generating Most Income in Region**

	Size of Firm				Region	NY
	Solo	2 - 9	10 - 34	35+	Total	Total
Base	112	72	16	8	208	870
Real Property Law	21%	18%	6%	0%	21%	21%
Litigation, General Civil Practice	12%	4%	6%	0%	11%	6%
Trusts and Estates Law	10%	14%	6%	0%	10%	13%
Litigation, Commercial Practice	8%	6%	19%	25%	8%	5%
Tort & Personal Injury (Plaintiff)	8%	3%	0%	0%	7%	7%
Family Law	6%	8%	0%	0%	6%	10%
Corporate Practice (General)	5%	3%	13%	25%	5%	4%
General Practice	5%	0%	0%	0%	5%	4%
Immigration/Naturalization Law	3%	3%	0%	13%	3%	2%
Bankruptcy, Insolvency, Reorganization	3%	1%	6%	0%	3%	3%
Labor/Employment (Plaintiff)	2%	3%	0%	0%	2%	1%
Criminal Law (Private Defense)	2%	1%	0%	13%	2%	3%
Civil Rights (Plaintiff)	2%	1%	0%	0%	2%	1%
Intellectual Property	2%	0%	6%	0%	2%	1%
Tax Law - Personal	2%	0%	0%	0%	2%	1%
Tax Law - Corporate/Business	1%	1%	0%	0%	1%	1%
Appellate Practice	1%	1%	0%	0%	1%	1%
Entertainment & Sports Law	1%	1%	0%	0%	1%	<1%
Criminal Law (Public Defense)	1%	0%	0%	0%	1%	1%
Debtor and Creditor	1%	0%	0%	0%	1%	1%
Administrative/Regulatory Law	1%	0%	0%	0%	1%	1%
Health Law	1%	0%	0%	0%	1%	1%
Arbitration/Mediation	1%	0%	0%	0%	1%	<1%
Public Contract Law	1%	0%	0%	0%	1%	<1%
Tort & Personal Injury (Defense)	0%	4%	13%	0%	1%	1%
Insurance (Defense)	0%	3%	6%	0%	0%	1%
Labor/Employment (Defense)	0%	3%	6%	0%	0%	1%
Finance and Securities Law	0%	3%	0%	13%	0%	<1%
Banking and Savings Institutions	0%	3%	0%	13%	0%	<1%
Elder Law	0%	3%	0%	0%	0%	<1%
Maritime Law	0%	1%	6%	0%	0%	<1%
Insurance (Plaintiff)	0%	1%	0%	0%	0%	<1%
Franchise Law	0%	1%	0%	0%	0%	<1%
Patents	0%	1%	0%	0%	0%	<1%
Antitrust and Trade Law	0%	1%	0%	0%	0%	<1%
Aviation and Space Technology	0%	1%	0%	0%	0%	<1%
Municipal Law	0%	0%	0%	0%	0%	1%
Workers' Compensation	0%	0%	0%	0%	0%	1%
Other	2%	4%	6%	0%	2%	4%
Total	100%	100%	100%	100%	100%	100%

**Figure F3**  
**Areas of Law (Top 3) Generating Most Income in Region**

	Size of Firm				Region Total	NY Total
	Solo	2 - 9	10 - 34	35+		
Base	112	72	16	8	208	870
Real Property Law	53%	43%	38%	50%	51%	57%
Litigation, General Civil Practice	30%	33%	13%	13%	30%	21%
Trusts and Estates Law	22%	31%	31%	25%	23%	33%
General Practice	24%	14%	6%	0%	23%	24%
Corporate Practice (General)	21%	22%	31%	50%	21%	15%
Litigation, Commercial Practice	16%	19%	44%	63%	17%	11%
Family Law	13%	17%	0%	0%	14%	19%
Tort & Personal Injury (Plaintiff)	13%	8%	6%	0%	12%	13%
Intellectual Property	10%	1%	6%	0%	9%	5%
Bankruptcy, Insolvency, Reorganization	7%	4%	13%	0%	7%	6%
Labor/Employment (Plaintiff)	6%	4%	0%	0%	6%	4%
Immigration/Naturalization Law	4%	4%	0%	13%	4%	3%
Appellate Practice	4%	1%	0%	0%	3%	2%
Tax Law - Personal	3%	4%	0%	0%	3%	3%
Criminal Law (Private Defense)	3%	3%	0%	13%	3%	9%
Administrative/Regulatory Law	3%	1%	0%	0%	2%	2%
Civil Rights (Plaintiff)	3%	1%	0%	0%	2%	2%
Health Law	3%	1%	0%	0%	2%	2%
Arbitration/Mediation	3%	0%	0%	0%	2%	2%
Tax Law - Corporate/Business	2%	6%	0%	0%	2%	2%
Insurance (Plaintiff)	2%	4%	6%	0%	2%	2%
Construction Law	2%	3%	0%	0%	2%	2%
Debtor and Creditor	2%	1%	0%	0%	2%	3%
Entertainment & Sports Law	2%	1%	0%	0%	2%	1%
Finance and Securities Law	1%	3%	0%	25%	1%	1%
Elder Law	1%	4%	0%	0%	1%	3%
Patents	1%	1%	6%	0%	1%	1%
Product Liability Law (Plaintiff)	1%	1%	0%	0%	1%	1%
Insurance (Defense)	0%	6%	19%	0%	1%	2%
Zoning and Land Development	1%	0%	0%	13%	1%	1%
Tort & Personal Injury (Defense)	0%	6%	13%	0%	1%	2%
Criminal Law (Public Defense)	1%	0%	0%	0%	1%	3%
Environmental Law	1%	0%	0%	0%	1%	1%
Public Contract Law	1%	0%	0%	0%	1%	1%
Transportation Law	1%	0%	0%	0%	1%	<1%
Labor/Employment (Defense)	0%	4%	6%	0%	1%	1%
Banking and Savings Institutions	0%	4%	0%	13%	1%	1%
Maritime Law	0%	3%	6%	0%	0%	<1%
Antitrust and Trade Law	0%	3%	0%	0%	0%	<1%
Employee Benefits	0%	1%	6%	0%	0%	3%
Municipal Law	0%	1%	0%	0%	0%	<1%
Franchise Law	0%	1%	0%	0%	0%	<1%
International Law	0%	1%	0%	0%	0%	<1%
Aviation and Space Technology	0%	1%	0%	0%	0%	<1%
Workers' Compensation	0%	0%	6%	0%	0%	1%
Product Liability Law (Defense)	0%	0%	6%	0%	0%	<1%
Communications Law	0%	0%	6%	0%	0%	<1%
Other	4%	6%	6%	0%	5%	7%



**Figure F4**  
**Area of Law Generating Most Billable Hours in Region**

	Size of Firm				Region	NY
	Solo	2 - 9	10 - 34	35+	Total	Total
Base	107	68	16	8	199	837
Real Property Law	22%	24%	0%	0%	22%	23%
Litigation, General Civil Practice	11%	4%	6%	0%	10%	6%
Trusts and Estates Law	10%	7%	13%	0%	10%	12%
Litigation, Commercial Practice	7%	6%	19%	25%	8%	5%
Family Law	7%	10%	0%	0%	7%	12%
Tort & Personal Injury (Plaintiff)	7%	1%	0%	0%	6%	5%
Corporate Practice (General)	6%	3%	13%	38%	6%	4%
General Practice	5%	1%	0%	0%	4%	4%
Immigration/Naturalization Law	4%	3%	0%	13%	4%	2%
Labor/Employment (Plaintiff)	3%	3%	0%	0%	3%	2%
Intellectual Property	3%	0%	6%	0%	3%	2%
Criminal Law (Private Defense)	2%	0%	0%	13%	2%	3%
Tax Law - Personal	2%	0%	0%	0%	2%	1%
Bankruptcy, Insolvency, Reorganization	1%	1%	6%	0%	1%	2%
Tax Law - Corporate/Business	1%	1%	0%	0%	1%	1%
Civil Rights (Plaintiff)	1%	1%	0%	0%	1%	1%
Appellate Practice	1%	1%	0%	0%	1%	1%
Entertainment & Sports Law	1%	1%	0%	0%	1%	<1%
Criminal Law (Public Defense)	1%	0%	0%	0%	1%	2%
Debtor and Creditor	1%	0%	0%	0%	1%	1%
Administrative/Regulatory Law	1%	0%	0%	0%	1%	1%
Health Law	1%	0%	0%	0%	1%	1%
Arbitration/Mediation	1%	0%	0%	0%	1%	1%
Public Contract Law	1%	0%	0%	0%	1%	<1%
Tort & Personal Injury (Defense)	0%	4%	13%	0%	1%	1%
Insurance (Defense)	0%	3%	6%	0%	0%	1%
Labor/Employment (Defense)	0%	3%	6%	0%	0%	1%
Banking and Savings Institutions	0%	3%	0%	13%	0%	<1%
Finance and Securities Law	0%	3%	0%	0%	0%	<1%
Elder Law	0%	3%	0%	0%	0%	<1%
Maritime Law	0%	1%	6%	0%	0%	<1%
Insurance (Plaintiff)	0%	1%	0%	0%	0%	1%
Franchise Law	0%	1%	0%	0%	0%	<1%
Patents	0%	1%	0%	0%	0%	<1%
Antitrust and Trade Law	0%	1%	0%	0%	0%	<1%
Municipal Law	0%	0%	0%	0%	0%	1%
Workers' Compensation	0%	0%	0%	0%	0%	1%
Other	2%	3%	6%	0%	2%	4%
Total	100%	100%	100%	100%	100%	100%

**Figure F5**  
**Areas of Law (Top 3) Generating Most Billable Hours in Region**

	Size of Firm				Region	NY
	Solo	2 - 9	10 - 34	35+	Total	Total
Base	107	68	16	8	199	837
Real Property Law	53%	40%	38%	38%	51%	57%
Litigation, General Civil Practice	30%	37%	13%	13%	30%	21%
Trusts and Estates Law	22%	29%	31%	25%	23%	32%
General Practice	22%	13%	6%	0%	21%	22%
Corporate Practice (General)	20%	21%	31%	50%	20%	15%
Litigation, Commercial Practice	16%	19%	44%	75%	17%	11%
Family Law	14%	18%	0%	0%	14%	20%
Tort & Personal Injury (Plaintiff)	12%	9%	6%	0%	12%	12%
Intellectual Property	10%	1%	6%	0%	9%	5%
Labor/Employment (Plaintiff)	6%	4%	0%	0%	5%	4%
Bankruptcy, Insolvency, Reorganization	5%	4%	13%	0%	5%	5%
Immigration/Naturalization Law	5%	4%	0%	13%	5%	3%
Appellate Practice	4%	1%	0%	0%	3%	3%
Tax Law - Corporate/Business	3%	6%	0%	0%	3%	3%
Criminal Law (Private Defense)	3%	3%	0%	13%	3%	9%
Tax Law - Personal	3%	3%	0%	0%	3%	3%
Administrative/Regulatory Law	3%	1%	0%	0%	3%	2%
Civil Rights (Plaintiff)	3%	1%	0%	0%	3%	2%
Arbitration/Mediation	3%	0%	0%	0%	2%	2%
Elder Law	2%	4%	0%	0%	2%	3%
Debtor and Creditor	2%	1%	0%	0%	2%	3%
Construction Law	2%	1%	0%	0%	2%	2%
Health Law	2%	1%	0%	0%	2%	2%
Entertainment & Sports Law	2%	1%	0%	0%	2%	1%
Insurance (Plaintiff)	1%	4%	6%	0%	1%	2%
Finance and Securities Law	1%	3%	0%	25%	1%	1%
Patents	1%	1%	6%	0%	1%	1%
Insurance (Defense)	0%	6%	19%	0%	1%	2%
Zoning and Land Development	1%	0%	0%	13%	1%	2%
Tort & Personal Injury (Defense)	0%	6%	13%	0%	1%	2%
Criminal Law (Public Defense)	1%	0%	0%	0%	1%	3%
Environmental Law	1%	0%	0%	0%	1%	1%
Product Liability Law (Plaintiff)	1%	0%	0%	0%	1%	1%
Public Contract Law	1%	0%	0%	0%	1%	<1%
Transportation Law	1%	0%	0%	0%	1%	<1%
Labor/Employment (Defense)	0%	4%	6%	0%	1%	1%
Banking and Savings Institutions	0%	4%	0%	13%	1%	1%
Maritime Law	0%	3%	6%	0%	0%	<1%
Antitrust and Trade Law	0%	3%	0%	0%	0%	<1%
Employee Benefits	0%	1%	6%	0%	0%	<1%
Franchise Law	0%	1%	0%	0%	0%	<1%
International Law	0%	1%	0%	0%	0%	<1%
Workers' Compensation	0%	0%	6%	0%	0%	1%
Product Liability Law (Defense)	0%	0%	6%	0%	0%	<1%
Communications Law	0%	0%	6%	0%	0%	<1%
Municipal Law	0%	0%	0%	0%	0%	3%
Other	5%	4%	6%	0%	5%	7%

**Figure F6**  
**Mean Percentage of Billable Hours Devoted to Specific Areas of Law**  
**in Region**

	Size of Firm				Region	NY
	Solo	2 - 9	10 - 34	35+	Total	Total
Base	101	58	14	6	179	738
Real Property Law	22%	19%	9%	6%	21%	21%
Litigation, General Civil Practice	10%	8%	2%	0%	10%	6%
Trusts and Estates Law	8%	10%	9%	4%	8%	11%
Family Law	7%	10%	0%	0%	7%	10%
General Practice	7%	2%	0%	0%	6%	6%
Litigation, Commercial Practice	6%	7%	13%	23%	6%	4%
Corporate Practice (General)	6%	5%	10%	19%	6%	4%
Tort & Personal Injury (Plaintiff)	6%	2%	0%	0%	5%	4%
Immigration/Naturalization Law	3%	2%	0%	17%	3%	2%
Intellectual Property	3%	0%	4%	0%	3%	2%
Labor/Employment (Plaintiff)	3%	2%	0%	0%	3%	2%
Bankruptcy, Insolvency, Reorganization	2%	2%	9%	0%	2%	2%
Tax Law - Corporate/Business	1%	3%	0%	0%	1%	1%
Arbitration/Mediation	2%	0%	0%	0%	1%	1%
Tax Law - Personal	1%	1%	0%	0%	1%	1%
Civil Rights (Plaintiff)	1%	1%	0%	0%	1%	1%
Health Law	1%	0%	0%	0%	1%	1%
Entertainment & Sports Law	1%	0%	0%	0%	1%	<1%
Appellate Practice	1%	1%	0%	0%	1%	1%
Administrative/Regulatory Law	1%	0%	0%	0%	1%	1%
Finance and Securities Law	0%	0%	0%	8%	0%	<1%
Criminal Law (Private Defense)	0%	1%	0%	0%	0%	2%
Insurance (Defense)	0%	3%	8%	0%	0%	1%
Tort & Personal Injury (Defense)	0%	3%	12%	0%	0%	1%
Elder Law	0%	2%	0%	0%	0%	1%
Banking and Savings Institutions	0%	3%	0%	5%	0%	<1%
Patents	0%	1%	3%	0%	0%	<1%
Labor/Employment (Defense)	0%	3%	3%	0%	0%	1%
Maritime Law	0%	1%	6%	0%	0%	<1%
Debtor and Creditor	0%	1%	0%	0%	0%	1%
Insurance (Plaintiff)	0%	1%	0%	0%	0%	1%
Franchise Law	0%	1%	0%	0%	0%	<1%
Communications Law	0%	0%	3%	0%	0%	<1%
Product Liability Law (Defense)	0%	0%	1%	0%	0%	<1%
Criminal Law (Public Defense)	0%	0%	0%	0%	0%	1%
Municipal Law	0%	0%	0%	0%	0%	1%
Others (Each less than 1%)	4%	2%	5%	0%	4%	5%

**Figure F7**  
**Average Attorney Billing Rates**  
**For Law Firm Equity and Non-Equity Partners by Size of Law Firm**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Equity Partners</b>	<b>Region</b>	Solo	104	\$210	<b>\$250</b>	\$300	\$375	\$261
		2 - 9	64	\$250	<b>\$300</b>	\$350	\$450	\$307
		10 - 34	14	\$280	<b>\$343</b>	\$395	\$550	\$331
		35+	8	\$338	<b>\$436</b>	\$487	\$512	\$405
		Total	190	\$225	<b>\$250</b>	\$300	\$400	\$268
	<b>NY Totals</b>	Solo	449	\$175	<b>\$230</b>	\$275	\$350	\$233
		2 - 9	271	\$175	<b>\$250</b>	\$320	\$400	\$251
		10 - 34	56	\$175	<b>\$270</b>	\$335	\$400	\$268
		35+	15	\$300	<b>\$385</b>	\$473	\$512	\$370
		Total	791	\$175	<b>\$240</b>	\$295	\$375	\$236
<b>Non-Equity Partners</b>	<b>Region</b>	Solo	-	-	-	-	-	-
		2 - 9	21	\$175	<b>\$250</b>	\$275	\$475	\$246
		10 - 34	12	\$191	<b>\$275</b>	\$363	\$395	\$271
		35+	6	\$300	<b>\$375</b>	\$425	\$460	\$352
		Total	39	\$180	<b>\$250</b>	\$330	\$475	\$262
	<b>NY Totals</b>	Solo	-	-	-	-	-	-
		2 - 9	106	\$150	<b>\$175</b>	\$250	\$350	\$202
		10 - 34	41	\$150	<b>\$220</b>	\$300	\$375	\$231
		35+	11	\$250	<b>\$374</b>	\$425	\$460	\$334
		Total	158	\$150	<b>\$200</b>	\$250	\$375	\$213

**Figure F8**  
**Average Attorney Billing Rates**  
**For Non-Partner Attorneys by Size of Law Firm and Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
10 + Years Experience	Region	2 - 9	40	\$250	\$300	\$325	\$395	\$290
		10 - 34	15	\$225	\$325	\$360	\$400	\$295
		35+	8	\$243	\$300	\$380	\$395	\$298
		Total	63	\$250	\$300	\$350	\$395	\$292
	NY Totals	2 - 9	186	\$175	\$250	\$300	\$350	\$241
		10 - 34	49	\$175	\$250	\$325	\$395	\$257
		35+	15	\$225	\$300	\$373	\$395	\$278
		Total	250	\$175	\$250	\$300	\$375	\$244
5 - 9 Years Experience	Region	2 - 9	36	\$175	\$245	\$250	\$315	\$228
		10 - 34	13	\$185	\$250	\$275	\$290	\$230
		35+	9	\$225	\$250	\$285	\$309	\$244
		Total	58	\$175	\$250	\$270	\$309	\$230
	NY Totals	2 - 9	120	\$150	\$200	\$250	\$300	\$201
		10 - 34	53	\$150	\$185	\$250	\$285	\$198
		35+	16	\$175	\$245	\$285	\$309	\$231
		Total	189	\$150	\$200	\$250	\$300	\$203
1 - 4 Years Experience	Region	2 - 9	30	\$160	\$175	\$200	\$250	\$182
		10 - 34	15	\$165	\$190	\$225	\$230	\$186
		35+	9	\$165	\$196	\$215	\$236	\$192
		Total	54	\$160	\$175	\$200	\$250	\$184
	NY Totals	2 - 9	128	\$125	\$150	\$190	\$250	\$163
		10 - 34	57	\$125	\$160	\$195	\$230	\$161
		35+	16	\$160	\$194	\$215	\$236	\$183
		Total	201	\$125	\$160	\$200	\$250	\$164
< 1 Year Experience	Region	2 - 9	9	\$125	\$130	\$175	\$200	\$142
		10 - 34	8	\$125	\$135	\$160	\$215	\$143
		35+	5	\$145	\$145	\$160	\$165	\$151
		Total	22	\$125	\$140	\$170	\$200	\$144
	NY Totals	2 - 9	42	\$100	\$130	\$160	\$200	\$133
		10 - 34	40	\$100	\$125	\$135	\$215	\$125
		35+	11	\$140	\$145	\$160	\$165	\$140
		Total	93	\$100	\$130	\$150	\$200	\$131

**Figure F9**  
**Average Paralegal Billing Rates by Size of Firm and Experience**

			Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>10 + Years Experience</b>	<b>Region</b>	Solo	6	\$80	\$125	\$195	\$350	\$150
		2 - 9	14	\$85	\$100	\$125	\$165	\$101
		10 - 34	8	\$85	\$110	\$155	\$220	\$124
		35+	8	\$125	\$159	\$188	\$218	\$151
		Total	36	\$80	\$125	\$165	\$350	\$134
	<b>NY Totals</b>	Solo	64	\$60	\$100	\$150	\$350	\$118
		2 - 9	76	\$75	\$93	\$125	\$165	\$97
		10 - 34	39	\$70	\$95	\$120	\$220	\$102
		35+	15	\$125	\$148	\$175	\$218	\$141
		Total	194	\$65	\$100	\$125	\$250	\$112
<b>5 - 9 Years Experience</b>	<b>Region</b>	Solo	11	\$50	\$95	\$125	\$300	\$104
		2 - 9	15	\$60	\$100	\$125	\$150	\$93
		10 - 34	9	\$85	\$100	\$125	\$190	\$113
		35+	8	\$93	\$149	\$157	\$290	\$142
		Total	43	\$70	\$95	\$125	\$300	\$104
	<b>NY Totals</b>	Solo	53	\$50	\$75	\$100	\$200	\$93
		2 - 9	72	\$60	\$75	\$100	\$150	\$85
		10 - 34	41	\$70	\$90	\$110	\$175	\$97
		35+	15	\$85	\$148	\$155	\$290	\$132
		Total	181	\$60	\$80	\$100	\$160	\$92
<b>1 - 4 Years Experience</b>	<b>Region</b>	Solo	17	\$65	\$75	\$100	\$200	\$89
		2 - 9	29	\$75	\$85	\$100	\$150	\$87
		10 - 34	11	\$85	\$100	\$140	\$160	\$110
		35+	9	\$85	\$125	\$138	\$240	\$128
		Total	66	\$65	\$80	\$120	\$175	\$91
	<b>NY Totals</b>	Solo	84	\$60	\$75	\$100	\$150	\$81
		2 - 9	89	\$60	\$75	\$100	\$150	\$80
		10 - 34	46	\$65	\$85	\$100	\$150	\$90
		35+	15	\$75	\$116	\$138	\$240	\$119
		Total	234	\$60	\$75	\$100	\$150	\$82
<b>&lt; 1 Year Experience</b>	<b>Region</b>	Solo	12	\$45	\$60	\$75	\$125	\$64
		2 - 9	9	\$50	\$65	\$75	\$75	\$61
		10 - 34	7	\$70	\$85	\$120	\$160	\$98
		35+	4	\$50	\$50	\$73	\$95	\$61
		Total	32	\$50	\$60	\$75	\$125	\$65
	<b>NY Totals</b>	Solo	37	\$45	\$60	\$75	\$125	\$63
		2 - 9	39	\$50	\$65	\$75	\$125	\$67
		10 - 34	34	\$65	\$75	\$90	\$160	\$81
		35+	11	\$50	\$50	\$95	\$110	\$67
		Total	121	\$50	\$65	\$75	\$125	\$65

**Figure F10**  
**Most Recent Change in Standard Billing Rate by Size of Firm**

	Size of Firm				Region Total	NY Total
	Solo	2 - 9	10 - 34	35+		
Base	80	55	14	9	158	671
Less than 6 months ago	19%	18%	14%	33%	19%	16%
At least 6, but < 12 months ago	29%	33%	64%	33%	30%	27%
At least 12, but < 24 months ago	35%	40%	14%	11%	35%	37%
24 or more months ago	17%	9%	7%	22%	16%	20%
Total	100%	100%	100%	100%	100%	100%

**Figure F11**  
**Change in Billing Rate by Most Recent Change**

		Base	Percentile 25	Median	Percentile 75	Percentile 95	Mean
<b>Solo</b>	Less than 6 months ago	14	10%	11%	20%	35%	16%
	At least 6, but < 12 months ago	22	7%	13%	25%	50%	18%
	At least 12, but < 24 months ago	26	10%	19%	20%	25%	16%
	24 or more months ago	13	7%	10%	25%	35%	16%
	Total	75	10%	14%	20%	35%	17%
<b>2 - 9</b>	Less than 6 months ago	9	8%	10%	16%	25%	12%
	At least 6, but < 12 months ago	14	10%	11%	14%	20%	11%
	At least 12, but < 24 months ago	19	5%	8%	15%	35%	11%
	24 or more months ago	4	13%	18%	20%	20%	16%
	Total	46	5%	10%	16%	25%	12%
<b>10 - 34</b>	Less than 6 months ago	1	10%	10%	10%	10%	10%
	At least 6, but < 12 months ago	7	5%	5%	5%	6%	5%
	At least 12, but < 24 months ago	2	10%	11%	12%	12%	11%
	24 or more months ago	.	.	.	.	.	.
	Total	10	5%	5%	10%	12%	7%
<b>35+</b>	Less than 6 months ago	3	6%	10%	10%	10%	9%
	At least 6, but < 12 months ago	3	4%	5%	7%	7%	5%
	At least 12, but < 24 months ago	1	5%	5%	5%	5%	5%
	24 or more months ago	2	10%	13%	15%	15%	13%
	Total	9	5%	7%	10%	15%	8%
<b>Region Total</b>	Less than 6 months ago	27	10%	10%	20%	35%	15%
	At least 6, but < 12 months ago	46	6%	12%	20%	50%	17%
	At least 12, but < 24 months ago	48	10%	17%	20%	25%	16%
	24 or more months ago	19	7%	10%	25%	35%	16%
	Total	140	10%	13%	20%	35%	16%
<b>NY Total</b>	Less than 6 months ago	85	10%	10%	20%	30%	15%
	At least 6, but < 12 months ago	176	5%	10%	20%	40%	15%
	At least 12, but < 24 months ago	209	10%	13%	20%	30%	15%
	24 or more months ago	112	10%	12%	20%	35%	16%
	Total	582	10%	12%	20%	33%	15%