

2023 Finance & Operations Report

Compiled from the 2023
Law Firm Statistical Survey

www.pwc.com/us/lfsurveys

Issued: June 2024





PwC Law Firm Surveys

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

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



Finance and Operations Report

AmLaw Second 100 - Firms (12 members)

Issued: June 2024

Group Report

Confidential

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

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Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2023 Law Firm Statistical Survey include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft® Excel worksheet functions.

Median Value

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

Remarks:

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

Quartile Values

Any of three points that divide an ordered distribution into four parts each containing one-quarter of the values. One-fourth of the data lies above the first quartile (hence three-quarters below it). Similarly, one-quarter of the data lies below the third quartile (hence three-quarters above it). The first and third quartiles are the medians of the lower half and upper half of the data.

Remarks:

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

Example

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

Firm Value:	Firm Rank:
\$1,000	1
900	2
875	3
850 ←	4
850	5
840 ←	6
800	7
750	8
700 ←	9
650	10
650	11

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

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

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

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

Comparison Group Information

AmLaw Second 100 - Firms

Number of Overall Members in the Group

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

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

Defined Size Range of Group Members (# of Attorneys)

- Maximum
- Minimum

Your Firm Size (# of Attorneys)

Average Size of Group Members (# of Attorneys)

Group Information	
41	
12	
29	
	No Maximum
	No Minimum
399	

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Key Statistics

	2023			2022		
	Your Firm		Group	Your Firm		Group
	Average	Rank / Of	Median	Average	Rank / Of	Median
Net Income per Partner		/ 11	\$619,708		/ 13	\$704,363
Net Income per Equity Partner		/ 11	\$935,995		/ 13	\$972,723
Gross Fees per Partner		/ 11	\$1,414,909		/ 13	\$1,502,346
Gross Fees per Lawyer		/ 11	\$738,564		/ 13	\$773,490
Operating Expenses per Lawyer¹		/ 11	\$256,904		/ 13	\$255,198
per Timekeeper²		/ 11	195,020		/ 13	189,729
Net Income per Lawyer³		/ 11	\$438,140		/ 13	\$511,512
Leverage						
Ratio of Non-Partner Lawyers⁴ to Partners		/ 11	0.75		/ 14	0.77
Ratio of Other Lawyers⁵ to Equity Partners		/ 40	2.27		/ 37	2.28
Realization %						
Accounts Receivable		/ 9	97.5		/ 11	97.6
Work in Process		/ 9	86.7		/ 11	89.0
Months Invested in Client Services		/ 10	3.2		/ 12	3.1

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

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

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

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

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

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

Estimated Impact of Performance Improvements for Select Key Statistics

	<i>Your Firm</i>	<i>Group</i>		
	<i>Value</i>	<i>Target Quartile</i>	<i>Variance</i>	<i>\$ Impact per Equity Partner</i>
Gross Fees per Lawyer				
Operating Expenses per Lawyer¹				
Net Realization %				
Months Invested in Client Services				

Legend:

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

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

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

\$ Impact per Equity Partner Calculations:

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

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

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

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

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Revenue Summary

Gross Fees per Equity Partner

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2023		/ 11	\$3,287,149	\$2,970,626	\$2,315,233
2022		/ 13	3,595,144	2,808,418	2,112,546
2021		/ 11	3,156,359	2,862,233	1,990,412
2020		/ 11	2,892,566	2,528,222	1,812,645
2019		/ 10	2,593,408	2,370,698	2,072,295

Gross Fees per Partner

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2023		/ 11	\$1,932,269	\$1,414,909	\$1,209,558
2022		/ 13	1,991,222	1,502,346	1,130,775
2021		/ 11	1,823,073	1,236,945	1,064,678
2020		/ 11	1,721,326	1,136,599	986,023
2019		/ 10	1,685,082	1,190,413	983,665

Gross Fees per Lawyer

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2023		/ 11	\$1,002,950	\$738,564	\$665,888
2022		/ 13	970,978	773,490	670,189
2021		/ 11	911,620	730,133	636,632
2020		/ 11	904,953	651,998	602,284
2019		/ 10	901,011	655,462	606,719

Gross Fees per Timekeeper¹

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2023		/ 11	\$818,714	\$609,865	\$534,431
2022		/ 13	849,061	692,344	565,866
2021		/ 11	798,230	584,962	520,857
2020		/ 11	754,788	561,003	485,890
2019		/ 10	735,758	567,660	480,774

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Profitability Summary

Net Income per Equity Partner

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2023		/ 11	\$1,206,315	\$935,995	\$780,051
2022		/ 13	1,205,473	972,723	824,289
2021		/ 11	1,305,426	912,121	749,247
2020		/ 11	1,139,765	844,753	633,134
2019		/ 10	933,952	779,888	602,554

Net Income per Partner

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2023		/ 11	\$970,575	\$619,708	\$551,558
2022		/ 13	1,016,550	704,363	539,989
2021		/ 11	890,852	605,912	547,593
2020		/ 11	864,948	568,646	486,019
2019		/ 10	764,292	539,429	456,641

Net Income per Lawyer¹

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2023		/ 11	\$623,282	\$438,140	\$410,497
2022		/ 13	598,371	511,512	413,287
2021		/ 11	586,579	450,081	406,680
2020		/ 11	554,121	407,650	360,842
2019		/ 10	520,219	383,874	349,004

Net Income as a Percent of Gross Fees

	<i>Your Firm</i>		<i>Group</i>		
	<i>Percent</i>	<i>Rank / Of</i>	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
2023		/ 11	49.9	46.1	44.5
2022		/ 13	52.1	48.1	46.9
2021		/ 11	55.3	49.1	48.7
2020		/ 11	52.1	49.8	46.9
2019		/ 10	50.3	45.4	43.4

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

** omitted due to insufficient data

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2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Expense Summary

Operating Expenses per Lawyer¹

(excludes only non-Partner Attorney Compensation & Benefits)

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2023		/ 11	\$300,414	\$256,904	\$253,366
2022		/ 13	311,314	255,198	218,668
2021		/ 11	279,602	250,517	229,478
2020		/ 11	284,447	232,816	220,972
2019		/ 10	304,985	263,871	229,402

Operating Expenses per Lawyer²

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

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2023		/ 11	\$278,129	\$231,887	\$225,595
2022		/ 13	291,570	231,786	188,491
2021		/ 11	270,542	224,601	206,310
2020		/ 11	270,188	210,039	200,015
2019		/ 10	302,310	247,316	207,752

Operating Expenses as a Percent of Gross Fees

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2023		/ 11	52.6	49.9	46.9
2022		/ 13	49.7	48.4	44.5
2021		/ 11	48.3	46.5	43.1
2020		/ 11	50.6	47.2	44.0
2019		/ 10	53.4	51.0	48.9

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

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

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2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Professional Liability Insurance

2023 Coverage Amounts

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Agg. Coverage per Partner		/ 10	\$896,262	\$593,259	\$404,286
Agg. Coverage per Lawyer		/ 10	485,778	321,758	213,222
Agg. Coverage as a % of Revenue		/ 10	75.7	41.2	29.1
Max. Coverage per Claim		/ 10	106,250,000	50,000,000	50,000,000

2023 Deductible Amounts

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Agg. Deductible per Partner		/ 10	\$14,832	\$13,477	\$8,601
Agg. Deductible per Lawyer		/ 10	8,982	7,102	4,538
Deductible Amount per Claim		/ 10	1,375,000	1,000,000	1,000,000

Non-Attorney Timekeepers Compensation

Select Timekeepers Avg. Compensation - 2023

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Lobbyists		/ 7 ‡	\$353,156	\$233,050	\$211,750
Specialists		/ 5 ‡	217,857	201,000	198,889
Litigation Support		/ 7 ‡	131,526	112,589	101,186
Patent Agents		/ 4 ‡	185,521	153,514	113,844
Paralegals		/ 11	115,796	111,140	101,388
Case Clerks		/ 4 ‡	71,057	68,795	65,850
Law Clerks		/ 9	195,234	183,429	170,952

** omitted due to insufficient data
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2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Operations per Lawyer

	2023				
	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
<input checked="" type="checkbox"/> Gross Fees		/ 11	\$1,002,950	\$738,564	\$665,888
Operating Expenses					
Compensation					
Lobbyists		/ 7 ‡	12,439	2,233	1,280
Specialists		/ 6 ‡	7,793	3,416	799
Litigation Support		/ 7 ‡	1,989	1,632	1,358
Patent Agents		/ 4 ‡	1,244	835	714
Paralegals		/ 11	16,285	13,256	10,502
Case Clerks		/ 4 ‡	2,217	616	444
Law Clerks		/ 10	3,719	2,484	1,610
Administrative Management		/ 10	8,005	5,293	5,124
Practice Group Management		/ 4 ‡	2,667	2,150	1,762
Secretarial		/ 11	20,772	19,192	17,611
Word Processing		/ 7 ‡	1,608	1,176	944
Professional Staff Recruiting		/ 10	4,479	2,182	1,140
Human Resources/Personnel		/ 11	4,666	3,312	2,101
Professional Development		/ 4 ‡	2,037	1,190	785
Finance/Accounting		/ 11	11,736	9,756	7,723
Information Systems		/ 11	16,267	10,785	8,059
Knowledge Mgmt/Library Services		/ 10	2,110	1,838	1,149
Marketing		/ 11	6,663	5,634	4,683
Business Intake & Conflicts		/ 10	2,841	2,178	1,303
Other Staff		/ 11	10,141	7,697	5,962
Other Employee Costs¹		/ 10	33,347	30,075	24,431
Employee Costs¹		/ 11	138,951	124,897	105,510
<input checked="" type="checkbox"/> Occupancy		/ 11	63,676	43,615	38,210
<input checked="" type="checkbox"/> Office Operating Expense		/ 11	21,886	13,186	9,776
<input checked="" type="checkbox"/> Information Systems		/ 11	26,880	25,231	20,708
<input checked="" type="checkbox"/> Professional Activities		/ 11	8,032	6,081	5,495
<input checked="" type="checkbox"/> Marketing		/ 11	16,705	12,747	11,337
<input checked="" type="checkbox"/> Professional Recruiting		/ 11	6,451	5,934	4,120
<input checked="" type="checkbox"/> Professional Liability Insurance		/ 11	8,112	7,554	6,649
<input checked="" type="checkbox"/> Other Insurance & Taxes		/ 11	5,858	3,506	2,043
<input checked="" type="checkbox"/> Communications		/ 11	4,762	3,368	3,095
<input checked="" type="checkbox"/> Reference Materials		/ 11	13,317	11,513	7,640
<input checked="" type="checkbox"/> Professional Services		/ 11	5,957	3,623	2,875
<input checked="" type="checkbox"/> Client Disbursements Written-Off/Misc.		/ 11	2,422	1,340	1,104
Other Expenses		/ 11	182,883	152,446	134,000
Operating Expenses¹		/ 11	300,414	256,904	253,366
Operating Income		/ 11	648,476	456,966	422,067
<input checked="" type="checkbox"/> Payments to Former/Inactive Partners & Of Counsel		/ 10	27,597	17,786	10,879
<input checked="" type="checkbox"/> Other Non-Operating Charges/Credits		/ 11	6,530	2,276	840
Net Income Prior to Attorney Compensation		/ 11	\$623,282	\$438,140	\$410,497

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

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

** omitted due to insufficient data

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2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Operations per Timekeeper

	2023				
	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Gross Fees		/ 11	\$818,714	\$609,865	\$534,431
Operating Expenses					
Compensation					
Administrative Management		/ 10	6,687	4,432	3,973
Practice Group Management		/ 4 ‡	2,293	1,714	1,346
Secretarial		/ 11	16,660	16,007	14,948
Word Processing		/ 7 ‡	1,365	1,036	826
Professional Staff Recruiting		/ 10	3,915	1,721	999
Human Resources/Personnel		/ 11	4,051	2,623	1,772
Professional Development		/ 4 ‡	1,814	1,079	693
Finance/Accounting		/ 11	10,077	8,244	6,675
Information Systems		/ 11	14,363	9,236	6,525
Knowledge Mgmt/Library Services		/ 10	1,791	1,384	980
Marketing		/ 11	5,814	4,665	4,003
Business Intake & Conflicts		/ 10	2,428	1,737	1,091
Other Staff		/ 11	8,452	6,504	4,848
Other Employee Costs¹		/ 10	23,115	20,901	15,518
Employee Costs¹		/ 11	92,675	78,721	65,275
Occupancy		/ 11	55,720	35,386	31,670
Office Operating Expense		/ 11	17,996	11,240	7,935
Information Systems		/ 11	22,472	20,671	18,436
Professional Activities		/ 11	6,731	5,431	4,340
Marketing		/ 11	14,843	10,693	8,679
Professional Recruiting		/ 11	5,527	4,301	3,500
Professional Liability Insurance		/ 11	7,188	6,269	5,405
Other Insurance & Taxes		/ 11	5,137	3,110	1,737
Communications		/ 11	4,060	2,802	2,682
Reference Materials		/ 11	11,278	9,462	6,573
Professional Services		/ 11	5,020	2,914	2,419
Client Disbursements Written-Off/Misc.		/ 11	1,934	1,133	929
Other Expenses		/ 11	163,518	126,221	106,039
Operating Expenses¹		/ 11	247,590	195,020	179,345
Operating Income		/ 11	563,398	414,845	362,641
Payments to Former/Inactive Partners & Of Counsel		/ 10	22,481	15,183	8,852
Other Non-Operating Charges/Credits		/ 11	5,769	2,020	644
Net Income Prior to Timekeeper Compensation		/ 11	\$543,434	\$391,753	\$352,715

Your firm total may not foot due to rounding.

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

** omitted due to insufficient data

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2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Leverage Ratios

	2023	2022	2021	2020	2019
Ratio of Other Lawyers¹ to Equity Partners					
Your Firm					
Group Median	2.27	2.28	2.33	2.27	2.27
Ratio of Non-Partner Lawyers² to Partners					
Your Firm					
Group Median	0.75	0.77	0.63	0.64	0.68
Ratio of Non-Partner Timekeepers³ to Partners					
Your Firm					
Group Median	1.08	1.04	0.96	0.95	1.02
Ratio of Paralegals to Lawyers					
Your Firm					
Group Median	0.12	0.11	0.12	0.11	0.11

^ Staffing Ratios

	2023	2022	2021	2020	2019
Ratio of Total Administrative Support Staff to Lawyers					
Your Firm					
Group Median	0.73	0.77	0.75	0.76	0.80
Ratio of Total Administrative Support Staff (excluding Secretaries and Word Processors) to Lawyers					
Your Firm					
Group Median	0.49	0.48	0.48	0.49	0.50
Ratio of Total Administrative Support Staff to Timekeepers					
Your Firm					
Group Median	0.60	0.63	0.61	0.65	0.66
Ratio of Total Administrative Support Staff (excluding Secretaries and Word Processors) to Timekeepers					
Your Firm					
Group Median	0.41	0.39	0.41	0.42	0.43
Ratio of Secretaries and Word Processors to Lawyers					
Your Firm					
Group Median	0.25	0.24	0.26	0.26	0.31

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

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

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

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (41 members)

^ Administrative Staffing Summary

Headcount per 100 Lawyers

2023

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 37	3.48	2.75	2.13
Practice Group Management		/ 23 ‡	1.98	1.23	0.75
Secretarial		/ 38	26.08	23.84	19.13
Word Processing		/ 26 ‡	3.49	1.82	1.36
Professional Staff Recruiting		/ 36	1.90	1.22	0.68
Human Resources/Personnel		/ 38	2.95	2.09	1.74
Professional Development		/ 27 ‡	1.70	1.05	0.48
Finance/Accounting		/ 38	11.48	10.17	8.11
Information Systems		/ 38	11.78	8.94	7.38
Knowledge Management/Library Services		/ 36	2.34	1.52	1.05
Marketing		/ 38	5.67	4.60	3.30
Business Intake & Conflicts		/ 37	3.33	2.52	1.50
Other Support Staff		/ 37	13.21	11.50	9.48
Total Administrative Support Staff		/ 38	80.80	73.24	63.77

2022

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 35	4.50	2.97	1.86
Practice Group Management		/ 24 ‡	1.57	0.94	0.71
Secretarial		/ 37	27.00	23.12	19.33
Word Processing		/ 27 ‡	3.50	2.19	1.53
Professional Staff Recruiting		/ 36	1.93	1.14	0.70
Human Resources/Personnel		/ 37	2.84	2.03	1.63
Professional Development		/ 26 ‡	1.59	0.87	0.35
Finance/Accounting		/ 37	11.65	10.46	7.88
Information Systems		/ 37	11.36	9.24	7.12
Knowledge Management/Library Services		/ 35	2.36	1.72	1.04
Marketing		/ 37	5.29	4.11	3.27
Business Intake & Conflicts		/ 36	2.56	2.10	1.38
Other Support Staff		/ 36	14.32	12.19	7.44
Total Administrative Support Staff		/ 37	81.92	76.52	63.41

Admin Leader's Retention Rates

(at December 31, 2023)

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
C-Suite Leaders		/ 26 ‡	100.0	100.0	100.0
Directors		/ 27 ‡	100.0	95.0	89.5

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (41 members)

^ Administrative Staffing Summary

Headcount per 100 Timekeepers

	2023				
	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 39	3.25	2.33	1.81
Practice Group Management		/ 25 ‡	1.66	1.08	0.65
Secretarial		/ 40	22.19	20.29	16.11
Word Processing		/ 28 ‡	3.16	1.66	1.23
Professional Staff Recruiting		/ 38	1.77	1.07	0.61
Human Resources/Personnel		/ 40	2.65	1.76	1.44
Professional Development		/ 28 ‡	1.38	0.87	0.41
Finance/Accounting		/ 40	9.97	8.48	7.10
Information Systems		/ 40	10.44	7.67	6.03
Knowledge Management/Library Services		/ 37	1.98	1.32	0.93
Marketing		/ 40	4.95	3.97	3.07
Business Intake & Conflicts		/ 39	2.82	2.17	1.25
Other Support Staff		/ 39	11.35	9.56	7.83
Total Administrative Support Staff		/ 40	68.63	59.96	52.18

	2022				
	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 35	3.59	2.46	1.61
Practice Group Management		/ 24 ‡	1.44	0.80	0.58
Secretarial		/ 37	23.23	19.74	15.82
Word Processing		/ 27 ‡	3.17	1.93	1.33
Professional Staff Recruiting		/ 36	1.67	0.92	0.62
Human Resources/Personnel		/ 37	2.44	1.97	1.38
Professional Development		/ 26 ‡	1.33	0.74	0.29
Finance/Accounting		/ 37	10.13	8.94	6.99
Information Systems		/ 37	9.99	7.46	5.84
Knowledge Management/Library Services		/ 35	2.07	1.40	0.87
Marketing		/ 37	4.32	3.52	2.80
Business Intake & Conflicts		/ 36	2.23	1.76	1.12
Other Support Staff		/ 36	12.11	10.06	6.33
Total Administrative Support Staff		/ 37	71.10	62.90	53.30

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (41 members)

^ Administrative Compensation by Function
Compensation per Lawyer

	2023				
	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 37	8,255	5,892	4,447
Practice Group Management		/ 23 ‡	2,875	1,934	1,439
Secretarial		/ 38	22,482	19,675	16,210
Word Processing		/ 26 ‡	3,268	1,600	1,123
Professional Staff Recruiting		/ 36	2,376	1,478	791
Human Resources/Personnel		/ 38	4,331	3,044	2,176
Professional Development		/ 27 ‡	2,442	1,080	586
Finance/Accounting		/ 38	12,396	9,843	8,126
Information Systems		/ 38	15,384	11,075	8,180
Knowledge Management/Library Services		/ 36	2,271	1,736	1,031
Marketing		/ 38	7,004	5,513	3,549
Business Intake & Conflicts		/ 37	3,305	2,393	1,183
Other Support Staff		/ 37	10,645	8,617	6,287
Total Administrative Support Staff		/ 38	95,050	75,725	59,656

Average Compensation per Function

	2023				
	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 39	246,068	202,449	155,288
Practice Group Management		/ 25 ‡	185,417	154,225	133,684
Secretarial		/ 40	93,927	83,756	77,049
Word Processing		/ 28 ‡	91,722	83,399	71,536
Professional Staff Recruiting		/ 37	130,000	113,750	100,000
Human Resources/Personnel		/ 39	152,216	130,000	115,520
Professional Development		/ 28 ‡	147,460	127,833	102,344
Finance/Accounting		/ 40	124,243	97,936	89,635
Information Systems		/ 40	131,234	118,612	107,421
Knowledge Management/Library Services		/ 36	119,440	98,706	88,976
Marketing		/ 40	136,094	119,806	103,324
Business Intake & Conflicts		/ 39	112,986	92,333	72,624
Other Support Staff		/ 39	90,428	77,052	61,980
Total Administrative Support Staff		/ 40	121,682	101,422	87,663

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Months of Work Invested in Billed/Unbilled Fees

		2023				
		Your Firm		Group		
		Investment	Rank / Of	1 st Quartile	Median	3 rd Quartile
Months of Fees Receivable	Mid-Year		/ 10	2.1	1.8	1.7
	Year End		/ 10	1.7	1.5	1.4
Months of Unbilled Fees	Mid-Year		/ 10	2.2	2.0	1.6
	Year End		/ 10	1.6	1.6	1.3
Total Months Invested in Client Services	Mid-Year		/ 10	4.6	3.8	3.5
	Year End		/ 10	3.5	3.2	3.0
		2022				
Months of Fees Receivable	Mid-Year		/ 12	2.6	2.2	1.8
	Year End		/ 12	1.9	1.4	1.3
Months of Unbilled Fees	Mid-Year		/ 12	2.5	2.1	1.7
	Year End		/ 12	1.9	1.5	1.3
Total Months Invested in Client Services	Mid-Year		/ 12	4.8	4.2	3.7
	Year End		/ 12	3.6	3.1	2.7

Realization

		2023				
		Your Firm		Group		
		Percent	Rank / Of	1 st Quartile %	Median %	3 rd Quartile %
Accounts Receivable¹			/ 9	98.6	97.5	90.1
Work in Process²			/ 9	89.6	86.7	76.8
Net Realization³			/ 8 ‡	84.4	77.3	71.5
		2022				
Accounts Receivable¹			/ 11	98.5	97.6	95.6
Work in Process²			/ 11	92.6	89.0	80.4
Net Realization³			/ 10	88.3	84.3	76.0

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

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

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Aged Summary of Fees Receivable and Unbilled Fees

Accounts Receivable

2023

	<i>Your Firm</i>		<i>Group</i>		
	<i>Percent</i>	<i>Rank / Of</i>	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
1-60 Days		/ 11	56.6	51.9	47.2
61-90 Days		/ 11	9.9	8.4	7.0
91-120 Days		/ 11	6.7	5.9	5.3
121-180 Days		/ 10	7.1	6.9	6.4
> 180 Days		/ 10	30.8	26.6	21.6
Total			100.0	100.0	100.0
Reserve¹ as a Percent of Total			**	**	**

2022

1-60 Days		/ 13	55.3	48.8	46.0
61-90 Days		/ 13	10.1	9.1	8.2
91-120 Days		/ 13	7.1	5.4	4.9
121-180 Days		/ 12	9.1	7.1	6.2
> 180 Days		/ 11	29.9	26.2	23.2
Total			100.0	100.0	100.0
Reserve¹ as a Percent of Total		/ 4 ‡	17.3	12.8	8.7

Work in Process²

2023

	<i>Your Firm</i>		<i>Group</i>		
	<i>Percent</i>	<i>Rank / Of</i>	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
1-60 Days		/ 11	75.2	59.6	54.4
61-90 Days		/ 11	6.4	5.4	4.2
91-120 Days		/ 11	6.8	3.7	2.4
121-180 Days		/ 9	6.1	4.6	3.8
> 180 Days		/ 10	37.6	25.4	12.6
Total			100.0	100.0	100.0
Reserve¹ as a Percent of Total			**	**	**

2022

1-60 Days		/ 13	76.5	63.8	52.4
61-90 Days		/ 13	5.9	5.5	4.4
91-120 Days		/ 13	4.8	3.7	3.1
121-180 Days		/ 10	6.5	5.6	3.6
> 180 Days		/ 11	34.7	26.5	13.5
Total			100.0	100.0	100.0
Reserve¹ as a Percent of Total		/ 3 ‡	47.8	41.9	24.7

¹ Reserve for uncollectible amounts.

² Excludes contingency work.

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Aged Summary of Fees Receivable and Unbilled Fees per Lawyer

Accounts Receivable

2023

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
1-60 Days		/ 11	\$64,461	\$55,086	\$48,608
61-90 Days		/ 11	11,100	10,194	6,907
91-120 Days		/ 11	8,439	6,262	5,255
121-180 Days		/ 10	11,032	7,445	6,089
> 180 Days		/ 10	33,591	28,565	21,508
Total		/ 11	126,536	108,535	97,440
Reserve¹ as a Percent of Total			**	**	**

2022

1-60 Days		/ 13	\$55,557	\$47,574	\$43,280
61-90 Days		/ 13	11,464	8,779	7,161
91-120 Days		/ 13	6,787	5,552	4,575
121-180 Days		/ 12	14,326	8,658	5,471
> 180 Days		/ 11	31,885	25,422	18,551
Total		/ 13	120,200	95,703	89,526
Reserve¹ as a Percent of Total		/ 4 ‡	28,208	11,190	6,703

Work in Process²

2023

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
1-60 Days		/ 11	\$82,170	\$66,144	\$55,994
61-90 Days		/ 11	8,846	5,628	3,411
91-120 Days		/ 11	7,152	5,204	2,160
121-180 Days		/ 9	8,077	5,835	2,899
> 180 Days		/ 10	44,652	30,381	9,734
Total		/ 11	130,954	97,135	88,087
Reserve¹ as a Percent of Total			**	**	**

2022

1-60 Days		/ 13	\$81,951	\$68,113	\$52,764
61-90 Days		/ 13	9,171	5,237	4,445
91-120 Days		/ 13	6,474	4,891	3,103
121-180 Days		/ 10	8,627	6,921	4,304
> 180 Days		/ 11	49,406	23,570	13,628
Total		/ 13	156,532	101,160	85,511
Reserve¹ as a Percent of Total		/ 3 ‡	75,191	56,714	32,082

¹ Reserve for uncollectible amounts.

² Excludes contingency work.

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Permanent Capital and Debt per Partner¹

	2023				
	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Permanent Capital		/ 11	\$197,991	\$162,173	\$54,546
Short Term Debt					
Minimum Level		/ 9	11,841	0	0
Maximum Level		/ 9	36,667	6,828	0
Long Term Debt					
Minimum Level		/ 9	17,641	0	0
Maximum Level		/ 9	127,000	29,919	0
Total Debt					
Minimum Level		/ 9	26,000	0	0
Maximum Level		/ 9	215,232	80,566	0
Capital and Total Maximum Debt		/ 7 ‡	549,390	252,779	131,089

	2022				
	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Permanent Capital		/ 13	\$237,527	\$190,386	\$58,505
Short Term Debt					
Minimum Level		/ 9	9,551	0	0
Maximum Level		/ 9	79,954	11,549	237
Long Term Debt					
Minimum Level		/ 10	15,522	0	0
Maximum Level		/ 10	88,525	52,291	2,823
Total Debt					
Minimum Level		/ 11	41,434	0	0
Maximum Level		/ 11	107,018	79,954	5,764
Capital and Total Maximum Debt		/ 9	397,568	341,645	218,799

Number of members paying interest on capital	3
Median interest rate paid	8.5

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

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

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Permanent Capital and Debt as a Percent of Gross Fees ¹

2023

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
Permanent Capital		/ 11	8.7	6.3	3.0
Short Term Debt					
Minimum Level		/ 9	0.4	0.0	0.0
Maximum Level		/ 9	0.9	0.2	0.0
Long Term Debt					
Minimum Level		/ 9	0.6	0.0	0.0
Maximum Level		/ 9	3.9	1.0	0.0
Total Debt					
Minimum Level		/ 9	0.8	0.0	0.0
Maximum Level		/ 9	5.8	3.1	0.0
Capital and Total Maximum Debt		/ 7 ‡	14.2	10.2	4.8

2022

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
Permanent Capital		/ 13	8.6	6.3	4.5
Short Term Debt					
Minimum Level		/ 9	0.3	0.0	0.0
Maximum Level		/ 9	3.0	0.4	0.0
Long Term Debt					
Minimum Level		/ 10	0.6	0.0	0.0
Maximum Level		/ 10	3.0	1.6	0.0
Total Debt					
Minimum Level		/ 11	1.4	0.0	0.0
Maximum Level		/ 11	3.9	3.1	0.1
Capital and Total Maximum Debt		/ 9	13.8	9.8	4.7

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Expense Recovery

Your Firm	# of Members Responding	Group			
		1 st Quartile	Median	3 rd Quartile	
<u>Copying / Printing / Scanning</u>					
Unit charge per page (black/white)	‡	5	\$0.20	\$0.12	\$0.10
Unit charge per page (color)	‡	5	\$1.00	\$1.00	\$0.40
Recovery Percentage	‡	5	49.0	47.7	0.0
<u>Long Distance Telephone</u>					
Percent mark-up	‡	4	0.0	0.0	0.0
Recovery Percentage	‡	5	72.8	1.0	0.0
<u>Overnight Mail</u>					
Percent mark-up	‡	5	0.0	0.0	0.0
Recovery Percentage	‡	6	77.3	53.5	9.9
<u>Automated Legal Research</u>					
Percent mark-up	‡	5	0.0	0.0	0.0
Recovery Percentage	‡	7	63.9	10.6	2.6
Messenger - Percent mark-up	‡	4	0.0	0.0	0.0
Client Meals & Entertainment - Recovery Percentage			**	**	**
Secretarial / Administrative Staff Overtime - Recovery Percentage	‡	3	23.3	5.5	5.3

Client Disbursements

Your Firm	# of Members Responding	Group			
		1 st Quartile	Median	3 rd Quartile	
Annual Client Disbursements as a % of Gross Fees	‡	6	11.1	9.5	7.7
Unrecovered Client Disbursements at Year End as a % of Billed and Unbilled Fees at Yr. End	‡	5	7.0	3.7	1.3
Write Off Less Recovery as % of Annual Client Disbursements	‡	5	1.5	1.4	1.2

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

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Client Concentration

	Your Firm	Rank / Of	Group		
			1 st Quartile	Median	3 rd Quartile
Percent of revenue generated by clients with collections:					
Greater than \$10m		/ 10	0.0	0.0	0.0
Between \$5m - \$10m		/ 10	11.7	9.5	2.8
Between \$1m - \$5m		/ 10	33.5	29.3	20.8
Between \$501k - \$1m		/ 10	15.3	13.1	12.2
Between \$100k - \$500k		/ 10	30.6	27.6	23.0
Less than \$100k		/ 10	25.3	21.0	13.0
Percentage of clients with revenue:					
Greater than \$10m		/ 10	0.0	0.0	0.0
Between \$5m - \$10m		/ 10	0.2	0.1	0.0
Between \$1m - \$5m		/ 10	2.2	1.0	0.7
Between \$501k - \$1m		/ 10	2.1	1.7	1.0
Between \$100k - \$500k		/ 10	11.8	9.4	6.9
Less than \$100k		/ 10	91.4	87.7	84.4

Bank Borrowings/Line of Credit

	Your Firm	Group		
		1 st Quartile	Median	3 rd Quartile
With how many banks or financial institutions does your firm carry a line of credit?		1	1	1
What is the aggregate dollar amount of credit available? (000s)		\$36,250	\$24,000	\$20,000
What is the aggregate amount available to draw? (000s)		\$33,652	\$20,000	\$17,731
What is the remaining term of your (largest) line of credit? (months)		12	6	6
What is the interest rate of your (largest) line of credit?	‡	7.9	7.0	6.5
What is the average annual spread of your variable interest rates?	‡	2.4	0.6	0.0
What is the outstanding obligation of all property/equipment lease agreements? (000s)	‡	\$613	\$0	\$0

	Your Firm	Group		
		# of Members Responding	% Fixed	% Floating
Is the interest rate of your (largest) line fixed or floating?		10	0.0	100.0

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

Operations Summaries

Functional Cost Structure

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

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

Administrative Management

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

Practice Group Management

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

Professional Staff Recruiting

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

Human Resources/Personnel*

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

Professional Development

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

Finance/Accounting*

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

Information Systems (IS)*

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

Library/Information Services

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

Marketing

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

Business Intake & Conflicts

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

Office Operations (Other Support Staff)*

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

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

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Operations per Lawyer

Functional Cost Structure

2023

	Your Firm		Group			
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile	Average
Gross Fees		/ 11	\$1,002,950	\$738,564	\$665,888	\$819,399
Direct Practice Support Expenses						
Non-Atty Timekeeper Compensation						
Lobbyists		/ 7 ‡	12,439	2,233	1,280	6,947
Specialists		/ 6 ‡	7,793	3,416	799	5,167
Litigation Support		/ 7 ‡	1,989	1,632	1,358	1,789
Patent Agents		/ 4 ‡	1,244	835	714	1,123
Paralegals		/ 11	16,285	13,256	10,502	14,219
Case Clerks		/ 4 ‡	2,217	616	444	2,045
Law Clerks		/ 10	3,719	2,484	1,610	2,684
Secretarial & Word Processing Comp		/ 11	21,048	19,666	18,608	19,614
Direct Practice Support Employee						
Benefits & Taxes ¹		/ 11	10,899	10,538	9,124	9,706
Total Direct Practice Support Expenses¹		/ 11	57,808	54,928	49,337	55,509
Direct Margin¹		/ 11	942,904	665,383	609,008	763,890
Indirect Expenses						
Administrative Management		/ 10	8,005	5,293	5,124	6,053
Practice Group Management		/ 4 ‡	2,667	2,150	1,762	2,278
Professional Staff Recruiting		/ 11	10,093	6,983	6,018	7,725
Human Resources/Personnel		/ 11	4,666	3,312	2,101	3,244
Professional Development		/ 4 ‡	2,037	1,190	785	1,632
Finance/Accounting		/ 11	11,736	9,756	7,723	9,943
Information Systems		/ 11	45,564	40,316	32,784	40,838
Knowledge Mgmt/Library Services		/ 11	15,673	13,145	9,782	12,996
Marketing		/ 11	23,815	21,028	15,305	21,022
Business Intake & Conflicts		/ 10	2,841	2,178	1,303	2,023
Office Operations		/ 11	114,465	66,757	63,299	84,106
Insurance & Taxes		/ 11	12,355	11,204	10,576	11,757
Professional Activities		/ 11	8,032	6,081	5,495	6,377
Professional Services		/ 11	5,957	3,623	2,875	4,885
Client Disb Written-Off/Misc.		/ 11	2,422	1,340	1,104	1,718
Indirect Employee Benefits & Taxes/						
Other Employee Costs		/ 10	23,819	20,549	13,655	19,895
Total Indirect Expenses		/ 11	252,168	209,750	199,248	226,488
Total Operating Expenses¹		/ 11	300,414	256,904	253,366	281,998
Payments to Former Partners		/ 10	27,597	17,786	10,879	21,449
Other Non-Operating Charges/Credits		/ 11	6,530	2,276	840	3,628
Net Income Prior to Attorney Compensation		/ 11	\$623,282	\$438,140	\$410,497	\$514,275

Your firm total may not foot due to rounding.

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Operations as a Percent of Gross Fees
Functional Cost Structure

	2023					
	Your Firm		Group %			
	Percent	Rank / Of	1 st Quartile	Median	3 rd Quartile	Average
Gross Fees	100.0		100.0	100.0	100.0	100.0
Direct Practice Support Expenses						
Non-Partner Timekeeper Compensation						
Associates, Sr., Staff & eDiscovery Attys		/ 11	13.8	12.4	11.6	12.8
Lobbyists		/ 7 ‡	1.4	0.3	0.2	0.8
Specialists		/ 6 ‡	1.1	0.4	0.1	0.6
Litigation Support		/ 7 ‡	0.2	0.2	0.2	0.2
Patent Agents		/ 4 ‡	0.2	0.1	0.1	0.1
Paralegals		/ 11	2.4	1.7	1.3	1.8
Case Clerks		/ 4 ‡	0.3	0.1	0.1	0.3
Law Clerks		/ 10	0.4	0.3	0.2	0.3
Secretarial & Word Processing Comp		/ 11	3.1	2.9	1.9	2.6
Direct Practice Support Employee						
Benefits & Taxes		/ 11	3.8	2.9	2.0	3.2
Total Direct Practice Support Expenses		/ 11	24.2	21.3	20.5	21.9
Direct Margin		/ 11	79.5	78.7	75.8	78.1
Indirect Expenses						
Administrative Management		/ 10	1.0	0.8	0.5	0.8
Practice Group Management		/ 4 ‡	0.4	0.3	0.2	0.3
Professional Staff Recruiting		/ 11	1.1	1.0	0.8	0.9
Human Resources/Personnel		/ 11	0.5	0.4	0.3	0.4
Professional Development		/ 4 ‡	0.2	0.1	0.1	0.2
Finance/Accounting		/ 11	1.4	1.2	1.1	1.2
Information Systems		/ 11	5.9	4.7	4.5	5.1
Knowledge Mgmt/Library Services		/ 11	1.9	1.5	1.3	1.5
Marketing		/ 11	2.9	2.3	2.1	2.5
Business Intake & Conflicts		/ 10	0.3	0.3	0.2	0.2
Office Operations		/ 11	11.3	9.7	9.0	9.9
Insurance & Taxes		/ 11	1.7	1.5	1.2	1.5
Professional Activities		/ 11	1.1	0.8	0.7	0.8
Professional Services		/ 11	0.6	0.5	0.4	0.6
Client Disb Written-Off/Misc.		/ 11	0.3	0.2	0.2	0.2
Indirect Employee Benefits & Taxes/						
Other Employee Costs		/ 10	2.9	2.3	2.0	2.5
Total Indirect Expenses		/ 11	30.2	29.2	27.8	27.7
Total Operating Expenses		/ 11	52.6	49.9	46.9	49.6
Payments to Former Partners		/ 10	2.8	1.8	1.3	2.8
Other Non-Operating Charges/Credits		/ 11	0.6	0.3	0.1	0.4
Net Income		/ 11	49.9	46.1	44.5	47.6

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Operations per Timekeeper
Functional Cost Structure

2023

	<i>Your Firm</i>		<i>Group</i>			
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Gross Fees		/ 11	\$818,714	\$609,865	\$534,431	\$690,607
Direct Practice Support Expenses						
Secretarial & Word Processing Comp		/ 11	17,386	16,342	15,525	16,521
Direct Practice Support Employee Benefits & Taxes ¹		/ 11	5,238	3,786	2,590	3,740
Total Direct Practice Support Expenses¹		/ 11	22,473	19,724	18,526	20,261
Direct Margin¹		/ 11	803,099	590,140	514,939	670,346
Indirect Expenses						
Administrative Management		/ 10	6,687	4,432	3,973	5,088
Practice Group Management		/ 4 ‡	2,293	1,714	1,346	1,925
Professional Staff Recruiting		/ 11	7,856	5,768	5,260	6,470
Human Resources/Personnel		/ 11	4,051	2,623	1,772	2,703
Professional Development		/ 4 ‡	1,814	1,079	693	1,428
Finance/Accounting		/ 11	10,077	8,244	6,675	8,335
Information Systems		/ 11	40,167	33,380	28,015	34,196
Knowledge Mgmt/Library Services		/ 11	13,337	11,101	8,262	10,905
Marketing		/ 11	19,287	18,333	11,831	17,781
Business Intake & Conflicts		/ 10	2,428	1,737	1,091	1,702
Office Operations		/ 11	99,898	54,645	50,788	70,891
Insurance & Taxes		/ 11	11,174	9,595	8,474	9,963
Professional Activities		/ 11	6,731	5,431	4,340	5,377
Professional Services		/ 11	5,020	2,914	2,419	4,169
Client Disb Written-Off/Misc.		/ 11	1,934	1,133	929	1,423
Indirect Employee Benefits & Taxes/ Other Employee Costs		/ 10	20,135	16,362	11,572	16,464
Total Indirect Expenses		/ 11	224,465	175,297	159,854	190,015
Total Operating Expenses¹		/ 11	247,590	195,020	179,345	210,276
Payments to Former Partners		/ 10	22,481	15,183	8,852	18,011
Other Non-Operating Charges/Credits		/ 11	5,769	2,020	644	3,019
Net Income Prior to Timekeeper Compensation		/ 11	\$543,434	\$391,753	\$352,715	\$460,938

Your firm total may not foot due to rounding.

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Administrative Management Staffing Summary

	Your Firm FTEs		
	2023	2022	% Change
Total Administrative Management			
Total Legal Staff			
Total Timekeepers			

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

^ 2023	/ 39	8.0	5.8	3.9	6.1
^ 2022	/ 35	9.6	6.1	3.9	6.9

Administrative Management Headcount per 100 Lawyers

^ 2023	/ 37	3.48	2.75	2.13	2.99
^ 2022	/ 35	4.50	2.97	1.86	3.26

Administrative Management Headcount per 100 Timekeepers

^ 2023	/ 39	3.25	2.33	1.81	2.81
^ 2022	/ 35	3.59	2.46	1.61	2.78

Expense Summary

	Your Firm (000's)		
	2023	2022	% Change
Total Administrative Management Revenue			
Total Indirect Expense			

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

2023	/ 10	\$8,005	\$5,293	\$5,124	\$6,053
2022	/ 11	\$9,214	\$5,869	\$4,961	\$6,759

Administrative Management Costs per Timekeeper

2023	/ 10	\$6,687	\$4,432	\$3,973	\$5,088
2022	/ 11	\$7,593	\$5,084	\$4,199	\$5,710

Administrative Management Costs as a Percent of Revenue

2023	/ 10	1.0	0.8	0.5	0.8
2022	/ 11	1.1	0.9	0.6	0.9

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

** omitted due to insufficient data

‡ less than 75% population response

Practice Group Management Staffing Summary

	<i>Your Firm FTEs</i>		<i>% Change</i>
	<i>2023</i>	<i>2022</i>	
Total Practice Group Management			
Total Legal Staff			
Total Timekeepers			

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

Practice Group Management Headcount as a Percent of Total Indirect Support Headcount

[^] 2023	/ 25 ‡	3.6	2.2	1.5	2.8
[^] 2022	/ 24 ‡	3.1	2.2	1.4	2.7

Practice Group Management Headcount per 100 Lawyers

[^] 2023	/ 23 ‡	1.98	1.23	0.75	1.34
[^] 2022	/ 24 ‡	1.57	0.94	0.71	1.38

Practice Group Management Headcount per 100 Timekeepers

[^] 2023	/ 25 ‡	1.66	1.08	0.65	1.82
[^] 2022	/ 24 ‡	1.44	0.80	0.58	1.17

Expense Summary

	<i>Your Firm (000's)</i>		<i>% Change</i>
	<i>2023</i>	<i>2022</i>	
Total Practice Group Management Revenue			
Total Indirect Expense			

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

Practice Group Management Costs per Lawyer

2023	/ 4 ‡	\$2,667	\$2,150	\$1,762	\$2,278
2022	/ 6 ‡	\$2,387	\$1,947	\$1,221	\$1,845

Practice Group Management Costs per Timekeeper

2023	/ 4 ‡	\$2,293	\$1,714	\$1,346	\$1,925
2022	/ 6 ‡	\$2,109	\$1,676	\$963	\$1,583

Practice Group Management Costs as a Percent of Revenue

2023	/ 4 ‡	0.4	0.3	0.2	0.3
2022	/ 6 ‡	0.3	0.2	0.2	0.2

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

**Professional Staff Recruiting
Staffing Summary**

	<i>Your Firm FTEs</i>		<i>% Change</i>
	<i>2023</i>	<i>2022</i>	
Total Professional Staff Recruiting			
Total Legal Staff			
Total Timekeepers			

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

Professional Staff Recruiting Headcount as a Percent of Total Indirect Support Headcount

^ 2023		/ 38	3.6	2.5	1.6	2.8
^ 2022		/ 36	3.6	2.8	1.7	2.8

Professional Staff Recruiting Headcount per 100 Lawyers

^ 2023		/ 36	1.90	1.22	0.68	1.41
^ 2022		/ 36	1.93	1.14	0.70	1.40

Professional Staff Recruiting Headcount per 100 Timekeepers

^ 2023		/ 38	1.77	1.07	0.61	1.57
^ 2022		/ 36	1.67	0.92	0.62	1.20

Expense Summary

	<i>Your Firm (000's)</i>		<i>% Change</i>
	<i>2023</i>	<i>2022</i>	
Total Professional Staff Recruiting Revenue			
Total Indirect Expense			

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

Professional Staff Recruiting Costs per Lawyer

2023		/ 11	\$10,093	\$6,983	\$6,018	\$7,725
2022		/ 13	\$8,185	\$6,612	\$5,050	\$6,515

Professional Staff Recruiting Costs per Timekeeper

2023		/ 11	\$7,856	\$5,768	\$5,260	\$6,470
2022		/ 13	\$7,217	\$5,569	\$4,581	\$5,594

Professional Staff Recruiting Costs as a Percent of Revenue

2023		/ 11	1.1	1.0	0.8	0.9
2022		/ 13	1.0	0.8	0.6	0.8

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Human Resources/Personnel
Staffing Summary

	<i>Your Firm FTEs</i>		<i>% Change</i>
	<i>2023</i>	<i>2022</i>	
Total Human Resources/Personnel			
Total Legal Staff			
Total Timekeepers			

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

Human Resources/Personnel Headcount as a Percent of Total Indirect Support Headcount

[^] 2023	/ 40	6.4	4.6	3.2	5.1
[^] 2022	/ 37	6.3	4.9	3.4	4.8

Human Resources/Personnel Headcount per 100 Lawyers

[^] 2023	/ 38	2.95	2.09	1.74	2.47
[^] 2022	/ 37	2.84	2.03	1.63	2.28

Human Resources/Personnel Headcount per 100 Timekeepers

[^] 2023	/ 40	2.65	1.76	1.44	2.71
[^] 2022	/ 37	2.44	1.97	1.38	1.94

Expense Summary

	<i>Your Firm (000's)</i>		<i>% Change</i>
	<i>2023</i>	<i>2022</i>	
Total Human Resources/Personnel Revenue			
Total Indirect Expense			

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

Human Resources/Personnel Costs per Lawyer

2023	/ 11	\$4,666	\$3,312	\$2,101	\$3,244
2022	/ 12	\$4,349	\$3,136	\$1,920	\$3,123

Human Resources/Personnel Costs per Timekeeper

2023	/ 11	\$4,051	\$2,623	\$1,772	\$2,703
2022	/ 12	\$3,801	\$2,570	\$1,631	\$2,640

Human Resources/Personnel Costs as a Percent of Revenue

2023	/ 11	0.5	0.4	0.3	0.4
2022	/ 12	0.5	0.4	0.3	0.4

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

**Professional Development
Staffing Summary**

	<i>Your Firm FTEs</i>		
	<i>2023</i>	<i>2022</i>	<i>% Change</i>
Total Professional Development			
Total Legal Staff			
Total Timekeepers			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Professional Development Headcount as a Percent of Total Indirect Support Headcount						

[^] 2023		/ 28 ‡	2.8	2.2	1.2	2.3
[^] 2022		/ 26 ‡	2.7	1.8	0.9	2.0

Professional Development Headcount per 100 Lawyers

[^] 2023		/ 27 ‡	1.70	1.05	0.48	1.13
[^] 2022		/ 26 ‡	1.59	0.87	0.35	1.05

Professional Development Headcount per 100 Timekeepers

[^] 2023		/ 28 ‡	1.38	0.87	0.41	1.57
[^] 2022		/ 26 ‡	1.33	0.74	0.29	0.91

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2023</i>	<i>2022</i>	<i>% Change</i>
Total Professional Development Revenue			
Total Indirect Expense			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Professional Development Costs per Lawyer						

2023		/ 4 ‡	\$2,037	\$1,190	\$785	\$1,632
2022		/ 5 ‡	\$2,077	\$1,727	\$842	\$1,566

Professional Development Costs per Timekeeper

2023		/ 4 ‡	\$1,814	\$1,079	\$693	\$1,428
2022		/ 5 ‡	\$1,813	\$1,576	\$754	\$1,381

Professional Development Costs as a Percent of Revenue

2023		/ 4 ‡	0.2	0.1	0.1	0.2
2022		/ 5 ‡	0.2	0.2	0.1	0.2

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

**Finance/Accounting
Staffing Summary**

	<i>Your Firm FTEs</i>		<i>% Change</i>
	<i>2023</i>	<i>2022</i>	
Total Finance/Accounting			
Total Legal Staff			
Total Timekeepers			

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

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

[^] 2023	/ 40	24.6	20.8	17.8	21.3
[^] 2022	/ 37	24.9	21.2	18.8	21.8

Finance/Accounting Headcount per 100 Lawyers

[^] 2023	/ 38	11.48	10.17	8.11	10.06
[^] 2022	/ 37	11.65	10.46	7.88	10.29

Finance/Accounting Headcount per 100 Timekeepers

[^] 2023	/ 40	9.97	8.48	7.10	11.21
[^] 2022	/ 37	10.13	8.94	6.99	8.74

Expense Summary

	<i>Your Firm (000's)</i>		<i>% Change</i>
	<i>2023</i>	<i>2022</i>	
Total Finance/Accounting Revenue			
Total Indirect Expense			

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

Finance/Accounting Costs per Lawyer

2023	/ 11	\$11,736	\$9,756	\$7,723	\$9,943
2022	/ 12	\$11,479	\$9,673	\$7,919	\$10,084

Finance/Accounting Costs per Timekeeper

2023	/ 11	\$10,077	\$8,244	\$6,675	\$8,335
2022	/ 12	\$10,213	\$8,320	\$6,873	\$8,564

Finance/Accounting Costs as a Percent of Revenue

2023	/ 11	1.4	1.2	1.1	1.2
2022	/ 12	1.3	1.2	1.1	1.2

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

**Information Systems
Staffing Summary**

	<i>Your Firm FTEs</i>		
	<i>2023</i>	<i>2022</i>	<i>% Change</i>
Total Information Systems			
Total Legal Staff			
Total Timekeepers			

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

Information Systems Headcount as a Percent of the Total Indirect Support Headcount

^ 2023		/ 40	22.8	19.3	16.3	20.0
^ 2022		/ 37	22.8	18.9	15.8	19.4

Information Systems Headcount per 100 Lawyers

^ 2023		/ 38	11.78	8.94	7.38	9.89
^ 2022		/ 37	11.36	9.24	7.12	9.36

Information Systems Headcount per 100 Timekeepers

^ 2023		/ 40	10.44	7.67	6.03	10.31
^ 2022		/ 37	9.99	7.46	5.84	8.01

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2023</i>	<i>2022</i>	<i>% Change</i>
Total Information Systems ¹			
Revenue			
Total Indirect Expense			

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

Information Systems Costs per Lawyer

2023		/ 11	\$45,564	\$40,316	\$32,784	\$40,838
2022		/ 13	\$43,594	\$40,926	\$30,947	\$37,976

Information Systems Costs per Timekeeper

2023		/ 11	\$40,167	\$33,380	\$28,015	\$34,196
2022		/ 13	\$37,031	\$30,345	\$27,700	\$32,523

Information Systems Costs as a Percent of Revenue

2023		/ 11	5.9	4.7	4.5	5.1
2022		/ 13	5.3	4.8	3.9	4.7

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

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

**Knowledge Management/Library Services
Staffing Summary**

	<i>Your Firm FTEs</i>		
	<i>2023</i>	<i>2022</i>	<i>% Change</i>
Total Knowledge Mgmt/Library Svcs			
Total Legal Staff			
Total Timekeepers			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Knowledge Mgmt/Library Svcs Headcount as a Percent of the Total Indirect Support Headcount						

^ 2023		/ 37	4.5	3.5	2.2	3.8
^ 2022		/ 35	4.6	3.4	2.0	4.3

Knowledge Management/Library Services Headcount per 100 Lawyers

^ 2023		/ 36	2.34	1.52	1.05	1.89
^ 2022		/ 35	2.36	1.72	1.04	2.08

Knowledge Management/Library Services Headcount per 100 Timekeepers

^ 2023		/ 37	1.98	1.32	0.93	1.77
^ 2022		/ 35	2.07	1.40	0.87	1.76

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2023</i>	<i>2022</i>	<i>% Change</i>
Total Knowledge Mgmt/Library Svcs Revenue			
Total Indirect Expense			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Knowledge Management/Library Services Costs per Lawyer						

2023		/ 11	\$15,673	\$13,145	\$9,782	\$12,996
2022		/ 13	\$15,814	\$13,693	\$6,057	\$12,233

Knowledge Management/Library Services Costs per Timekeeper

2023		/ 11	\$13,337	\$11,101	\$8,262	\$10,905
2022		/ 13	\$13,828	\$11,861	\$5,159	\$10,442

Knowledge Management/Library Services Costs as a Percent of Revenue

2023		/ 11	1.9	1.5	1.3	1.5
2022		/ 13	1.8	1.6	1.0	1.4

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

** omitted due to insufficient data

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2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Marketing Staffing Summary

	<i>Your Firm FTEs</i>		<i>% Change</i>
	<i>2023</i>	<i>2022</i>	
Total Marketing			
Total Legal Staff			
Total Timekeepers			

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

Marketing Headcount as a Percent of the Total Indirect Support Headcount

<i>^ 2023</i>		/ 40	10.7	9.7	7.8	9.3
<i>^ 2022</i>		/ 37	11.1	8.9	7.5	9.0

Marketing Headcount per 100 Lawyers

<i>^ 2023</i>		/ 38	5.67	4.60	3.30	4.62
<i>^ 2022</i>		/ 37	5.29	4.11	3.27	4.31

Marketing Headcount per 100 Timekeepers

<i>^ 2023</i>		/ 40	4.95	3.97	3.07	4.75
<i>^ 2022</i>		/ 37	4.32	3.52	2.80	3.70

Expense Summary

	<i>Your Firm (000's)</i>		<i>% Change</i>
	<i>2023</i>	<i>2022</i>	
Total Marketing Revenue			
Total Indirect Expense			

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

Marketing Costs per Lawyer

<i>2023</i>		/ 11	\$23,815	\$21,028	\$15,305	\$21,022
<i>2022</i>		/ 13	\$22,760	\$16,859	\$12,813	\$18,207

Marketing Costs per Timekeeper

<i>2023</i>		/ 11	\$19,287	\$18,333	\$11,831	\$17,781
<i>2022</i>		/ 13	\$17,920	\$15,387	\$10,792	\$15,696

Marketing Costs as a Percent of Revenue

<i>2023</i>		/ 11	2.9	2.3	2.1	2.5
<i>2022</i>		/ 13	2.7	2.1	1.7	2.2

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

*** omitted due to insufficient data*

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2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Business Intake & Conflicts
Staffing Summary

	<i>Your Firm FTEs</i>		<i>% Change</i>
	<i>2023</i>	<i>2022</i>	
Total Business Intake & Conflicts			
Total Legal Staff			
Total Timekeepers			

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

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

^ 2023		/ 39	6.4	4.8	3.7	5.1
^ 2022		/ 36	5.5	4.3	3.1	4.5

Business Intake & Conflicts Headcount per 100 Lawyers

^ 2023		/ 37	3.33	2.52	1.50	2.51
^ 2022		/ 36	2.56	2.10	1.38	2.11

Business Intake & Conflicts Headcount per 100 Timekeepers

^ 2023		/ 39	2.82	2.17	1.25	2.47
^ 2022		/ 36	2.23	1.76	1.12	1.81

Expense Summary

	<i>Your Firm (000's)</i>		<i>% Change</i>
	<i>2023</i>	<i>2022</i>	
Total Business Intake & Conflicts Revenue			
Total Indirect Expense			

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

Business Intake & Conflicts Costs per Lawyer

2023		/ 10	\$2,841	\$2,178	\$1,303	\$2,023
2022		/ 11	\$2,879	\$1,770	\$1,116	\$1,850

Business Intake & Conflicts Costs per Timekeeper

2023		/ 10	\$2,428	\$1,737	\$1,091	\$1,702
2022		/ 11	\$2,445	\$1,533	\$944	\$1,585

Business Intake & Conflicts Costs as a Percent of Revenue

2023		/ 10	0.3	0.3	0.2	0.2
2022		/ 11	0.3	0.2	0.2	0.2

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

** omitted due to insufficient data

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2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

**Office Operations
Staffing Summary**

	<i>Your Firm FTEs</i>		
	<i>2023</i>	<i>2022</i>	<i>% Change</i>
Total Office Operations			
Total Legal Staff			
Total Timekeepers			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Office Operations Headcount as a Percent of the Total Indirect Support Headcount					
<i>^ 2023</i>	/ 39	31.8	21.8	18.7	24.4
<i>^ 2022</i>	/ 36	31.5	22.1	17.7	24.8

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Office Operations Headcount per 100 Lawyers					
<i>^ 2023</i>	/ 37	13.21	11.50	9.48	12.39
<i>^ 2022</i>	/ 36	14.32	12.19	7.44	12.51

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Office Operations Headcount per 100 Timekeepers					
<i>^ 2023</i>	/ 39	11.35	9.56	7.83	11.19
<i>^ 2022</i>	/ 36	12.11	10.06	6.33	10.79

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2023</i>	<i>2022</i>	<i>% Change</i>
Total Office Operations Revenue			
Total Indirect Expense			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Office Operations Costs per Lawyer					
<i>2023</i>	/ 11	\$114,465	\$66,757	\$63,299	\$84,106
<i>2022</i>	/ 12	\$105,580	\$66,467	\$59,212	\$81,266

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Office Operations Costs per Timekeeper					
<i>2023</i>	/ 11	\$99,898	\$54,645	\$50,788	\$70,891
<i>2022</i>	/ 12	\$91,910	\$54,386	\$50,197	\$69,147

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Office Operations Costs as a Percent of Revenue					
<i>2023</i>	/ 11	11.3	9.7	9.0	9.9
<i>2022</i>	/ 12	10.8	9.2	8.0	9.5

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

*** omitted due to insufficient data*

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

2023 Office Operations

Office Space Information

Your Firm	Rank / Of	Group			
		1 st Quartile	Median	3 rd Quartile	Average
Occupancy Costs as a Percent of Gross Fees	/ 11	7.7	5.9	5.0	6.5
Occupancy Costs per Lawyer	/ 11	\$63,676	\$43,615	\$38,210	\$54,642
Square Feet per Lawyer	/ 11	1,055	913	839	962
Net Occupancy Costs per Square Foot	/ 11	\$69	\$48	\$38	\$58

Outsourced Support Services Information

Your Firm	# of Members Reporting	% of Total Department ² that is Outsourced		Outsourced Costs per Lawyer	
		Your Firm Percent	Group Median %	Your Firm	Group Median
HR/Personnel	3	‡	2.6	‡	95
Information Systems	4	‡	15.1	‡	1,506
Knowledge Mgmt/Lib Svcs	3	**	**	‡	739
Marketing/Business Dev	**	**	**	**	**
Office Operations & Support ¹	5	‡	13.1	‡	2,845

Outsourced Office Operations Information

Your Firm	# of Members Reporting	Outsourced Costs per Lawyer	
		Your Firm	Group Median
Acctg Svcs - Billings	**	**	**
Acctg Svcs - Collections	**	**	**
Photocopying & Mail Room	4	‡	\$4,186
Messengers	**	**	**

¹ Includes photocopying, mail room, and messengers.

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

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Detailed Revenue Components - per Lawyer

Gross Fees

	Your Firm		2023		
	Average	Rank/Of	1 st Quartile	Group Median	3 rd Quartile
Include Fees For:					
Legal services: Law Firm Timekeepers		/ 11	\$993,967	\$737,956	\$661,368
Legal services: Contract Timekeepers			**	**	**
Directors' fees			**	**	**
Other professional service income			**	**	**
Revenue from other personal services			**	**	**
Recovery of non-legal time (support staff time billed)			**	**	**
Other		/ 6 ‡	8,101	3,780	846
Deduct (if included above):					
Fees paid to outside participating attys for client srvc			**	**	**
Expenses associated with the contract timekeepers			**	**	**
Fees paid to consulting orgs. for lit. support services			**	**	**
Any hard disb. recoveries for non-personnel expenses			**	**	**
Total Gross Fees		/ 11	\$1,002,950	\$738,564	\$665,888

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Detailed Expense Components - per Lawyer
Occupancy & Office Operating

	2023				
	Your Firm		1 st Quartile	Group Median	3 rd Quartile
	Average	Rank/Of			
Occupancy Expenses					
Rent - premises only		/ 11	\$45,431	\$35,715	\$31,401
Building chargebacks			**	**	**
Depreciation of owned premises			**	**	**
Utilities		/ 10	784	517	250
Occupancy and real estate taxes		/ 4 ‡	3,420	1,077	544
Leasehold improvements (amortization)		/ 10	1,953	1,361	1,165
Maintenance and repairs to premises		/ 10	2,283	1,411	746
Off-site storage		/ 10	2,069	1,589	1,012
Office moving settlement costs		/ 7 ‡	451	376	209
Outside consultant fees (architects)			**	**	**
Office housekeeping			**	**	**
Security		/ 3 ‡	717	458	236
Other		/ 5 ‡	1,882	1,450	351
Subtotal		/ 11	\$66,333	\$47,150	\$38,210
Deduct: Sublease income & occupancy from clients for OT		/ 4 ‡	6,792	5,076	3,685
Total Occupancy		/ 11	\$63,676	\$43,615	\$38,210
Office Operating Expenses					
Photocopying		/ 9	\$2,377	\$1,346	\$598
Stationery, printing, supplies and binding		/ 11	1,550	1,112	664
Small office equipment (non-IS related)		/ 6 ‡	973	45	23
Facilities management/sub-contracted svcs		/ 6 ‡	5,802	3,638	2,163
Office furniture & fixtures depreciation		/ 10	1,747	1,195	796
Interest expense for purchased assets (non-IS)			**	**	**
Maintenance and repairs to office equipment		/ 8 ‡	191	113	38
Rental of office furniture & fixtures		/ 7 ‡	185	69	39
Administrative dues/education		/ 9	448	201	106
Admin travel, meals and accommodations		/ 11	2,658	1,384	784
Overtime parking and taxi charges			**	**	**
Overtime meals for administrative staff			**	**	**
Automotive expenses		/ 3 ‡	49	44	23
Non-lawyer hiring expense		/ 9	927	368	205
Office coffee, soda, parties, etc.		/ 9	1,662	1,278	1,043
Moving expenses for admin inter-office transfer			**	**	**
Gifts, flowers for employees		/ 7 ‡	186	94	44
Plants - rental and care		/ 4 ‡	161	95	48
Banking/Merchant fees		/ 9	3,223	2,131	541
Other		/ 9	6,110	1,269	328
Subtotal		/ 11	\$21,886	\$13,258	\$9,776
Deduct: Client reimbursement of hard/soft disbs.		/ 4 ‡	905	568	356
Total Office Operating Expenses		/ 11	\$21,886	\$13,186	\$9,776

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Detailed Expense Components - per Lawyer
Information Systems, Professional Activities & Marketing

	2023				
	Your Firm		1 st Quartile	Group Median	3 rd Quartile
	Average	Rank/Of			
Information Systems Expenses					
Depreciation of technology		/ 11	\$4,161	\$2,426	\$1,213
Computer supplies and equipment (non-capitalized)		/ 11	1,611	404	257
Interest on debt for purchased technology			**	**	**
Amortization of software		/ 4 ‡	1,868	909	97
Lease payment/rental expenses		/ 6 ‡	2,813	544	214
Maintenance and repairs to computer equipment		/ 9	2,088	822	391
Software licensing fees		/ 5 ‡	7,622	7,461	3,782
Software maintenance fees		/ 10	16,323	13,388	12,719
Outside consulting service fees		/ 10	2,216	1,471	833
Other		/ 6 ‡	3,824	1,638	584
Subtotal		/ 11	\$27,037	\$25,231	\$20,708
Deduct: Client reimbursement of hard/soft disbs.		/ 3 ‡	2,293	894	519
Total Information Systems		/ 11	\$26,880	\$25,231	\$20,708
Professional Activities Expenses					
Professional association dues		/ 11	\$2,001	\$1,532	\$1,230
Association travel, meals and accommodations		/ 7 ‡	946	612	530
Continuing legal education and seminars		/ 10	1,869	1,383	1,171
Partner/firm meetings and retreats		/ 10	4,138	2,607	1,376
New Associate development programs		/ 5 ‡	222	142	66
Bar Review Fees		/ 5 ‡	220	198	173
Other		/ 3 ‡	602	125	89
Total Professional Activities		/ 11	8,032	6,081	5,495
Marketing Expenses					
Advertising and listings in publications/directories		/ 10	\$435	\$155	\$72
Brochures and other publications		/ 8 ‡	703	267	79
Internet home page and website expenses		/ 8 ‡	684	406	152
Marketing consulting and training		/ 8 ‡	1,689	1,152	452
Market research		/ 7 ‡	537	197	105
Seminar expenses (where firm is a sponsor)		/ 9	3,021	871	416
Club dues and expenses		/ 6 ‡	1,299	586	245
Practice/Business development meals & ent.		/ 9	5,701	3,493	1,395
Attendance at industry meetings		/ 6 ‡	1,860	1,581	1,277
Client relations & business promotion expenses		/ 11	9,161	2,238	825
Travel, meals & accommodations seminars/speaking engagements		/ 5 ‡	2,140	1,553	1,338
Other		/ 7 ‡	329	207	183
Total Marketing		/ 11	\$16,705	\$12,747	\$11,337

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

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

	2023				
	Your Firm		1 st Quartile	Group Median	3 rd Quartile
	Average	Rank/Of			
Professional Staff Recruiting Expenses					
Travel, meals and accommodations		/ 10	\$415	\$219	\$108
Summer associate program costs		/ 9	793	454	310
Brochures and other publications			**	**	**
Recruiting agency fees and advertising		/ 10	5,624	5,054	3,496
Campus registration fees/Interview fees		/ 4 ‡	89	58	48
Relocation of new lawyer hires		/ 5 ‡	34	33	13
Moving exp. for inter-office transfer of legal staff			**	**	**
Other		/ 6 ‡	187	168	109
Total Professional Staff Recruiting		/ 11	\$6,451	\$5,934	\$4,120
Other Insurance & Taxes					
Insurance					
Property		/ 8 ‡	\$2,022	\$698	\$547
Auto		/ 3 ‡	62.1	49.31	35.8
Travel/Accident			**	**	**
Cyber crime		/ 3 ‡	1,090.4	997.28	741.7
Employee benefits/Fiduciary liability		/ 4 ‡	385.7	277.57	151.5
Other		/ 5 ‡	1,224	811	592
Taxes					
Personal Property		/ 9	351	160	95
State and local business taxes and fees		/ 9	1,180	720	281
Local profit-related taxes		/ 4 ‡	1,811	251	89
Unincorporated business taxes			**	**	**
Sales & Use tax		/ 6 ‡	997	562	236
Other		/ 4 ‡	885	438	334
Total Other Insurance & Taxes		/ 11	\$5,858	\$3,506	\$2,043
Communications Expenses					
Telephone		/ 10	\$1,791	\$619	\$490
Postage		/ 11	776	404	250
Smartphones		/ 8 ‡	1,384	667	350
Video teleconferencing			**	**	**
Outside data communication		/ 9	2,063	1,598	891
Maintenance & repairs to equipment			**	**	**
Outside messenger services		/ 7 ‡	600	412	65
Depreciation on purchased telephone systems			**	**	**
Depreciation/rent on telecommunications systems			**	**	**
Other			**	**	**
Subtotal		/ 11	\$4,836	\$3,617	\$3,374
Deduct: Client reimbursement of hard/soft disbs.		/ 5 ‡	440	340	101
Total Communications		/ 11	\$4,762	\$3,368	\$3,095

Your firm total may not foot due to rounding.

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2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Detailed Expense Components - per Lawyer

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

	Your Firm		2023		
	Average	Rank/Of	1 st Quartile	Group Median	3 rd Quartile
Reference Materials Expenses					
Purchases of books, subscriptions, etc.		/ 11	\$8,421	\$6,381	\$768
Depreciation of capitalized library books			**	**	**
Automated legal research services		/ 9	11,120	8,114	4,273
Library software maintenance costs		/ 3 ‡	98	41	22
Supplies & research materials			**	**	**
Other		/ 5 ‡	774	493	180
Subtotal		/ 11	\$14,874	\$11,513	\$7,456
Deduct: Client reimbursement of hard/soft disbs.		/ 6 ‡	2,777	1,342	823
Total Reference Materials		/ 11	\$13,317	\$11,513	\$7,640
Professional Services Expenses					
Fees paid to outside attorneys for services to the firm (vs. to clients)		/ 6 ‡	3,300	971	749
Accounting/bookkeeping		/ 8 ‡	2,195	1,249	723
Auditing		/ 6 ‡	718	598	522
Human Resource & Training Consultants		/ 6 ‡	615	231	178
Payroll processing		/ 7 ‡	451	173	109
Management consulting		/ 6 ‡	3,361	815	525
Legal Survey participation fees		/ 5 ‡	74	73	14
Other		/ 8 ‡	1,508	1,077	41
Total Professional Services		/ 11	\$5,957	\$3,623	\$2,875
Client Disb. Written-Off & Miscellaneous Expenses					
Unbilled disbursements written-off		/ 8 ‡	\$2,592	\$989	\$796
Billed disbursements written-off		/ 10	1,562	682	509
Business meals and entertainment chargeable to clients written-off			**	**	**
Miscellaneous		/ 4 ‡	1,670	842	132
Subtotal		/ 11	\$3,631	\$1,755	\$1,165
Deduct: Subsequent recoveries of unbilled and billed disbs.		/ 3 ‡	3,348	1,784	967
Total Client Disb. Written-Off & Miscellaneous		/ 11	\$2,422	\$1,340	\$1,104

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2023 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (12 members)

Detailed Expense Components - per Lawyer

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

	Your Firm		2023		
	Average	Rank/Of	1 st Quartile	Group Median	3 rd Quartile
Payments to Of Counsel & Former/Inactive Partners					
Payments to former/inactive partners (and estates, where applicable)		/ 6 ‡	\$4,614	\$3,443	\$2,911
Unfunded retirement plan payments			**	**	**
Payments to Of Counsel		/ 8 ‡	24,215	13,432	10,052
Total Pmts. to OC & Former/Inactive Ptnrs		/ 10	\$27,597	\$17,786	\$10,879
Non-Operating Charges & Credits					
Charges					
Charitable contributions		/ 10	\$2,565	\$1,428	\$842
Political contributions		/ 5 ‡	282	165	74
Interest on loans to fund working capital needs		/ 5 ‡	2,232	508	490
Interest on retained earnings			**	**	**
Currency conversion fees			**	**	**
Malpractice settlement fees			**	**	**
Other		/ 8 ‡	1,251	411	303
Subtotal Charges		/ 10	\$4,761	\$2,804	\$1,961
Credits					
Gains (losses) on sale of assets		/ 5 ‡	(278)	(615)	(3,985)
Interest/dividend income		/ 8 ‡	3,427	1,415	642
Other		/ 3 ‡	1,211	12	(935)
Subtotal Credits		/ 9	\$2,842	\$1,272	(\$3,083)
Total Non-Operating Charges & Credits		/ 11	\$6,530	\$2,276	\$840

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response