

# Exhibit A

## BILLING SURVEY

# A nationwide sampling of law firm billing rates

The National Law Journal asked the respondents to its 2011 survey of the nation's 250 largest law firms to provide a range of hourly billing rates. Firms that supplied the information are listed in alphabetical order.

FIRM NAME	PRINCIPAL OR LARGEST OFFICE	AVERAGE FULL-TIME EQUIVALENT ATTORNEYS*	FIRMWIDE		PARTNER				ASSOCIATE			
			AVERAGE	MEDIUM	LOW	HIGH	SENIOR	ASSOCIATE	ASSOCIATE	ASSOCIATE	AVERAGE	MEDIUM
Baker, Donelson, Bearman, Caldwell & Berkowitz	Memphis, Tenn.	527	\$311	\$310	\$595	\$250	\$357	\$345	\$315	\$160	\$228	\$225
Best Best & Krieger	Riverside, Calif.	195	\$358	\$360	\$575	\$275	\$417	\$420	\$375	\$205	\$265	\$240
Briggs and Morgan	Minneapolis	185			\$625	\$325			\$305	\$230		
Broad and Cassel	Orlando, Fla.	160	\$377	\$350	\$575	\$295	\$435	\$395	\$350	\$180	\$265	\$265
Bryan Cave	St. Louis	908	\$475	\$460	\$795	\$375	\$565	\$553	\$540	\$200	\$356	\$360
Butzel Long	Detroit	176			\$700	\$325	\$440		\$425	\$225	\$274	
Carlton Fields	Tampa, Fla.	270	\$397	\$400	\$815	\$320	\$470	\$470	\$380	\$195	\$262	\$265
Cozen O'Connor	Philadelphia	504	\$439	\$410	\$900	\$305	\$510	\$490	\$550	\$225	\$330	\$330
Day Pitney	Parsippany, N.J.	324	\$447	\$450	\$960	\$380	\$537	\$525	\$470	\$235	\$317	\$315
Dickinson Wright	Detroit	229			\$600	\$325			\$320	\$200		
Dickstein Shapiro	Washington	335	\$560	\$550	\$1,000	\$540	\$680	\$670	\$545	\$225	\$435	\$465
Dinsmore & Shohl	Cincinnati	407	\$308	\$295	\$630	\$150	\$373	\$370	\$310	\$130	\$217	\$220
DLA Piper	New York	3,348	\$585	\$615	\$1,120	\$530	\$747	\$730	\$730	\$320	\$508	\$510
Dorsey & Whitney	Minneapolis	567	\$426	\$405	\$810	\$295	\$526	\$525	\$455	\$190	\$294	\$275
Duane Morris	Philadelphia	629	\$503	\$500	\$875	\$375	\$575	\$570	\$530	\$225	\$365	\$365
Dykema Gossett	Detroit	333	\$406	\$400	\$665	\$310	\$482	\$485	\$395	\$260	\$309	\$305
Eaton Becker & Green	New York	300	\$428	\$425	\$850	\$350	\$519	\$500	\$550	\$195	\$341	\$325
Fitzpatrick, Cella, Harper & Scinto	New York	168			\$730	\$460		\$525	\$440	\$275		\$325
Fox Rothschild	Philadelphia	450	\$413	\$420	\$725	\$325	\$486	\$483	\$455	\$190	\$297	\$295
Frost Brown Todd	Cincinnati	401	\$296	\$295	\$515	\$205	\$340	\$340	\$265	\$150	\$200	\$200
Gardere Wynne Sewell	Dallas	265	\$435	\$450	\$815	\$380	\$550	\$550	\$500	\$225	\$325	\$320
Gibbons	Newark, N.J.	199	\$505	\$450	\$725	\$400	\$563	\$505	\$475	\$285	\$380	\$320
Harris Beach	Rochester, N.Y.	176			\$390	\$275			\$260	\$160		
Hiscock & Barclay	Syracuse, N.Y.	174	\$269	\$240	\$750	\$195	\$304	\$265	\$350	\$150	\$207	\$195
Hobson Russ	Buffalo, N.Y.	199			\$685	\$240	\$378	\$360	\$420	\$180	\$234	\$225
Holland & Knight	Washington	910	\$445	\$455	\$895	\$300	\$530	\$520	\$495	\$175	\$295	\$290
Hughes Hubbard & Reed	New York	300	\$633	\$615	\$990	\$625	\$828	\$800	\$695	\$270	\$533	\$540
Husch Blackwell	St. Louis	551	\$341	\$340	\$850	\$225	\$395	\$390	\$425	\$175	\$226	\$210
Jackson Kelly	Charleston, W.Va.	170	\$275	\$275	\$505	\$255	\$319	\$325	\$260	\$155	\$208	\$205
Kaye Scholer	New York	425	\$661	\$665	\$1,080	\$685	\$831	\$835	\$705	\$310	\$519	\$525
Kelley Drye & Warren	New York	321	\$474	\$400	\$925	\$480	\$634	\$645	\$595	\$275	\$425	\$420
Knobbe, Martens, Olson & Bear	Irvine, Calif.	268	\$439	\$415	\$735	\$415	\$525	\$500	\$495	\$295	\$346	\$345
Lane Powell	Seattle	180	\$405	\$425	\$645	\$340	\$460	\$450	\$360	\$225	\$295	\$285
Lathrop & Gage	Kansas City, Mo.	281	\$337	\$340	\$735	\$275	\$390	\$390	\$410	\$205	\$246	\$245
Lewis, Rice & Fingersh	St. Louis	162	\$275		\$470	\$270			\$320	\$150		
Lowenstein Sandler	Roseland, N.J.	249	\$478	\$480	\$895	\$435	\$613	\$595	\$660	\$250	\$400	\$390
Martell, Phelps & Phillips	Los Angeles	322	\$602	\$620	\$850	\$540	\$676	\$670	\$550	\$215	\$464	\$500
McElroy, Deutsch, Mulvaney & Carpenter	Morristown, N.J.	272	\$245	\$275	\$575	\$295	\$350	\$375	\$325	\$185	\$250	\$235
McKenna Long & Aldridge	Atlanta	425	\$472	\$455	\$800	\$405	\$562	\$540	\$510	\$215	\$374	\$375
Michael Best & Friedrich	Milwaukee	208	\$321	\$310	\$650	\$245	\$413		\$310	\$205	\$241	
Moore & Martin	Chattanooga, Tenn.	184	\$313	\$325	\$610	\$240	\$369	\$375	\$275	\$185	\$215	\$215
Olson Miller & Johnston	Columbia, S.C.	399	\$318	\$310	\$850	\$220	\$412	\$400	\$350	\$170	\$255	\$250
Parsons Brinckerhoff	Columbia, S.C.	178			\$550	\$235			\$265	\$170		

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FIRM NAME	PRINCIPAL OR LARGEST OFFICE	AVERAGE FULL-TIME EQUIVALENT ATTORNEYS*	FIRMWIDE			PARTNER			ASSOCIATE			
			AVERAGE	MEDIAN	HIGH	LOW	AVERAGE	MEDIAN	HIGH	LOW	AVERAGE	MEDIAN
Patton Boggs	Washington	512	\$546	\$540	\$990	\$410	\$659	\$645	\$570	\$240	\$410	\$415
Pepper Hamilton	Philadelphia	459			\$825	\$380	\$557		\$460	\$235	\$344	
Perkins Coie	Seattle	693	\$462		\$875	\$285	\$550	\$545	\$590	\$215	\$368	
Phelps Dunbar	New Orleans	280	\$236	\$225	\$465	\$190	\$281	\$275	\$245	\$150	\$189	\$190
Polsinelli Shughart	Kansas City, Mo.	466			\$630	\$275			\$335	\$205		
Saul Ewing	Philadelphia	220	\$431	\$450	\$750	\$350	\$502	\$490	\$495	\$245	\$326	\$300
Schulte Roth & Zabel	New York	406	\$615	\$630	\$935	\$770	\$846	\$840	\$675	\$285	\$608	\$580
Seyfarth Shaw	Chicago	702	\$437	\$425	\$790	\$355	\$528	\$525	\$505	\$225	\$341	\$340
Sheppard, Mullin, Richter & Hampton	Los Angeles	465			\$860	\$505			\$635	\$275		
Shumaker, Loop & Kendrick	Toledo, Ohio	208	\$345	\$365	\$555	\$265	\$364	\$375	\$320	\$195	\$252	\$250
Stoel Rives	Portland, Ore.	373	\$385	\$395	\$625	\$320	\$451	\$450	\$500	\$195	\$292	\$275
Strasburger & Price	Dallas	181	\$363	\$362	\$630	\$211	\$395	\$397	\$337	\$199	\$250	\$238
Thompson & Knight	Dallas	319	\$520	\$520	\$875	\$440	\$594	\$585	\$460	\$250	\$358	\$350
Thompson Coburn	St. Louis	325			\$750	\$315			\$445	\$195		
Ulmer & Berne	Cleveland	179	\$316		\$585	\$280	\$405		\$390	\$200	\$260	
Vedder Price	Chicago	246	\$445	\$445	\$735	\$295	\$500	\$490	\$520	\$265	\$345	\$335
Winstead	Dallas	265	\$406		\$680	\$365	\$477		\$410	\$215	\$301	
Winston & Strawn	Chicago	868	\$557	\$550	\$1,130	\$580	\$713	\$700	\$600	\$350	\$434	\$415
Wyatt, Tarrant & Combs	Louisville, Ky.	181	\$312	\$350	\$500	\$240	\$325	\$375	\$275	\$180	\$220	\$235

\* Attorney numbers are from NLJ 250 published in April 2011.



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# Firms report using alternatives to the billable hour

Below is a listing of law firms, in alphabetical order, that reported use of alternative billing methods. We asked firms to report on the percentages of revenue obtained through variations on the billable hour and true alternatives. 2010 percentages appear where available.

FIRM NAME	PRINCIPAL OR LARGEST OFFICE	AVERAGE FULL-TIME EQUIVALENT ATTORNEYS <sup>A</sup>	REVENUE BREAKDOWN			
			2010	2009	2008	2007
Andrews Kurth	Houston	355	78	15	10	5
Baker, Donelson, Bearman, Caldwell & Berkowitz	Memphis, Tenn.	527	5	35	20	
Best Best & Krieger	Riverside, Calif.	195	25	5	7	5
Bingham McCutchen	Boston	901	5	5	5	5
Briggs and Morgan	Minneapolis	185	90			
Bryan Cave	St. Louis	808			20	20
Butzel Long	Detroit	176	24		8	
Cadwalader, Wickersham & Taft	New York	481	27		25	
Cozen O'Connor	Philadelphia	504			21	
Day Pitney	Parsippany, N.J.	324	46		7	
Dinsmore & Shohl	Cincinnati	407	49		5	
DLA Piper	New York	3,348	95		3.5	
Dorsey & Whitney	Minneapolis	567	5	5	5	5
Duane Morris	Philadelphia	629	5	4	6	6
Dykema Gossett	Detroit	339	84	83		
Ford & Harrison	Atlanta	173	24	20	9	7
Frost Brown Todd	Cincinnati	401	74	76	2.8	
Gardere Wynne Sewell	Dallas	265	15	20	5	18
Glavin	Newark, N.J.	199	20	20	10	10
Hiscock & Barclay	Syracuse, N.Y.	174	46		21	24
Hodgson Russ	Buffalo, N.Y.	199	22		4	30
Holland & Knight	Washington	910			9	
Horton & Williams	Richmond, Va.	855	12		7.4	
Husch Blackwell	St. Louis	551	95	95	5	5
Jackson Lewis	White Plains, N.Y.	614	95	30	13	15
Kaye Scholer	New York	425			20	
Lane Powell	Seattle	180	50	50	10	10
Latham & Watkins	New York	1,931			2.8	
Lathrop & Gage	Kansas City, Mo.	281	80		10	
Manatt, Phelps & Phillips	Los Angeles	322	82	66	12	14
McElroy, Deutsch, Mulvaney & Carpenter	Morristown, N.J.	272	15	6	10	15
McKenna Long & Aldridge	Atlanta	425	20	11	15	20
Miller Martin	Chattanooga, Tenn.	184	10	17	5	3
Nelson Mullins Riley & Scarborough	Columbia, S.C.	399	5	5	5	5
Perkins Coie	Columbia, S.C.	178	10			
Orrick, Herrington & Sutcliffe	San Francisco	1,022			30	25
Osborne	Washington	512	15	15	15	13
Osborne	Philadelphia	459	10	10	17	15
Osborne	New Orleans	280	2	2	2	2

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FIRM NAME	PRINCIPAL OR LARGEST OFFICE	AVERAGE FULL-TIME EQUIVALENT ATTORNEYS*	REVENUE BREAKDOWN			
			PERCENTAGE OF FIRM'S REVENUE OBTAINED THROUGH VARIATIONS ON THE BILLABLE HOUR			
			2011	2010	2009	2008
Polsinelli Shughart	Kansas City, Mo.	466	15	15	15	15
Reed Smith	Pittsburgh	1,449	5	10	10	10
Saul Ewing	Philadelphia	220	40	35	5	5
Sedgwick	San Francisco	345	16	16	1	1
Seyfarth Shaw	Chicago	702	83		17	10
Sheppard, Mullin, Richter & Hampton	Los Angeles	465	15	13	15	13
Shumaker, Loop & Kendrick	Toledo, Ohio	208	10	10	5	5
Step toe & Johnson LLP	Washington	408			16	10
Strasburger & Price	Dallas	181	80	30	20	15
Thompson & Knight	Dallas	319	30	30	3	3
Ulmer & Berne	Cleveland	179	45		15	
Vedder Price	Chicago	246	10		3	
White and Williams	Philadelphia	216			20	
Wiley Rein	Washington	270	35	25	4	3
Wilmer Cutler Pickering Hale and Dorr	Washington	890	50		15	10
Winstead	Dallas	265	10	6	3	3
Wyatt, Tarrant & Combs	Louisville, Ky.	181	30		10	

\* Attorney numbers are from NLJ 250 published in April 2011.

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## BILLING SURVEY

# Firms report their billing rates by associate class

Below is a sampling of hourly rates charged by law firms that establish billing rates based on associate class.

Firms that supplied this information are listed in alphabetical order.

FIRM NAME	PRINCIPAL OR LARGEST OFFICE	AVERAGE FTE ATTORNEYS*	1ST YEAR	2D YEAR	3D YEAR	4TH YEAR	5TH YEAR	6TH YEAR	7TH YEAR	8TH YEAR
Bryan Cave	St. Louis	908	\$200-\$365	\$200-\$355	\$250-\$385	\$225-\$420	\$300-\$430	\$335-\$455	\$280-\$485	\$350-\$510
Butzel Long	Detroit	176	\$225							
Carton Feids	Tampa, Fla.	270	\$195-\$210	\$210-\$225	\$210-\$225	\$225-\$240	\$250-\$265	\$255-\$315	\$275-\$365	\$300-\$380
Cozen O'Connor	Philadelphia	504	\$225-\$290	\$225-\$290	\$235-\$320	\$245-\$360	\$245-\$340	\$265-\$350	\$285-\$380	\$290-\$395
Day Pitney	Parsippany, N.J.	324	\$244	\$275	\$295	\$291	\$301	\$335	\$360	\$351
Dickinson Wright	Detroit	229	\$195	\$205	\$210	\$220	\$235	\$245	\$255	\$265
Dickstein Shapiro	Washington	335	\$225-\$290	\$275-\$385	\$330-\$440	\$345-\$465	\$360-\$490	\$390-\$510	\$425-\$530	\$435-\$545
Dinsmore & Shohl	Cincinnati	407	\$185	\$195	\$210	\$225	\$235	\$245	\$255	\$265
DLA Piper	New York	3,348	\$345	\$395	\$455	\$520	\$580	\$620	\$650	\$675
Dorsey & Whitney	Minneapolis	567	\$238	\$253	\$260	\$297	\$305	\$336	\$370	
Duane Morris	Philadelphia	629	\$260	\$305	\$320	\$335	\$350	\$370	\$380	\$420
Fitzpatrick, Cella, Harper & Scinto	New York	168	\$275	\$300	\$325	\$350	\$370	\$385	\$405	\$420
Fox Rothschild	Philadelphia	450	\$220-\$235	\$230-\$265	\$240-\$285	\$240-\$285	\$245-\$300	\$270-\$455	\$190-\$410	\$260-\$425
Frost Brown Todd	Cincinnati	401	\$150	\$165-\$185	\$175-\$185	\$180-\$235	\$190-\$230	\$190-\$240	\$185-\$260	\$200-\$265
Gardere Wynne Sewell	Dallas	265	\$225	\$260	\$290	\$320	\$350	\$370	\$385	\$400
Harris Beach	Rochester, N.Y.	176	\$160	\$175	\$200	\$215	\$215	\$235	\$235	\$260
Hiscock & Barclay	Syracuse, N.Y.	174	\$175	\$175	\$195	\$195	\$205	\$205	\$205	\$220
Hughes Hubbard & Reed	New York	300	\$350	\$450	\$510	\$540	\$570	\$600	\$615	\$630
Jackson Kelly	Charleston, W.Va.	170	\$180	\$195	\$205	\$215	\$225	\$240		
Kaye Scholer	New York	425	\$320	\$410	\$475	\$525	\$570	\$595	\$620	\$640
Keiley Drye & Warren	New York	321	\$305	\$305	\$350	\$380	\$420	\$450	\$470	\$500
Knobbe, Martens, Olson & Bear	Irvine, Calif.	268	\$295	\$320	\$345	\$370	\$395			
Lane Powell	Seattle	180	\$250	\$260	\$260-\$340	\$260-\$305	\$260-\$325	\$265-\$340	\$305-\$330	\$300-\$360
Lathrop & Gage	Kansas City, Mo.	281	\$205	\$210	\$220	\$230	\$250	\$255	\$270	\$280
McElroy, Deutsch, Mulvaney & Carpenter	Morristown, N.J.	272	\$185	\$195	\$215	\$225	\$235	\$250	\$265	\$275
McKenna Long & Aldridge	Atlanta	425	\$275	\$280	\$317	\$346	\$354	\$371	\$386	\$408
Michael Best & Friedrich	Milwaukee	208	\$210	\$205-\$230	\$210-\$250	\$220-\$300	\$225-\$260	\$240-\$295	\$220-\$265	\$230-\$305
Nelson Mullins Riley & Scarborough	Columbia, S.C.	399	\$170-\$265	\$210-\$345	\$215-\$295	\$225-\$325	\$195-\$335	\$205-\$350	\$245-\$325	\$255-\$270
Patton Boggs	Washington	512	\$300	\$325	\$355	\$385	\$415	\$445	\$465	\$490
Perkins Coie	Seattle	693	\$264	\$273	\$284	\$291	\$321	\$337	\$359	\$378
Saul Ewing	Philadelphia	220		\$245-\$255	\$250-\$280	\$275-\$300	\$275-\$340	\$275-\$310	\$295-\$325	\$320-\$450
Schulte Roth & Zabel	New York	406	\$285-\$390	\$465	\$515	\$560	\$580	\$605	\$630	\$650
Sheppard, Mullin, Richter & Hampton	Los Angeles	465	\$275-\$340	\$340-\$440	\$380-\$490	\$410-\$525	\$435-\$555	\$460-\$580	\$485-\$610	\$505-\$635
Shumaker, Loop & Kendrick	Toledo, Ohio	208	\$205							
Strasburger & Price	Dallas	181	\$221	\$234	\$221	\$238	\$258	\$259	\$284	\$275
Thompson & Knight	Dallas	319	\$250-\$280	\$315	\$350	\$385	\$405	\$425	\$445	\$460
Vedder Price	Chicago	246	\$255	\$265	\$280	\$300	\$320	\$335	\$355	\$370
Winstead	Dallas	265	\$215	\$215	\$240	\$260	\$290	\$315	\$335	\$360
Winston & Strawn	Chicago	868	\$350	\$375	\$400	\$435	\$470	\$500	\$525	\$550
Wyatt, Tarrant & Combs	Louisville, Ky.	181	\$180							

\* Full-time equivalent attorney numbers are from NLJ 250 published in April 2011.