



2023 Law Firm Statistical Survey (LFSS)

Questionnaire Instructions



Questionnaire Due Date: April 19, 2024
Report Distribution Date: Early June 2024

Highlights in this Survey Release:

- Past participants in the LFSS can request a **tailored Questionnaire** that includes the individual Firm's historical submissions.
- **Pricing** for the LFSS continues to be more cost-effective for small to mid-size firms (Firms with <200 attorneys).

In order to ensure the comparability and meaningfulness of Survey results, we ask that all participants pay careful attention to the distinction between 'C-Suite' Leaders and Director-Level Leaders.

For most Administrative Leaders, we have included both a 'C-Suite' Level and Director Level title. If your Firm does not classify the leader(s) as a 'Chief' position, then do not place the salary and bonus of the individual in that title.

To Submit Your Data to PwC:

Please review and specify your comparison group selections within the Comparison Group Report Order Form, which is available for download on the PwC Survey website at www.pwc.com/us/lfsurveys

Send your completed data submissions along with your report selections via email to us_pwc_law_firm_survey_team@pwc.com.

If you have any questions, please contact a Survey Staff member at (703) 918-3077 or via email at the email address noted above.



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General Information

Survey Webcast

The following webcast will be offered to all participants (or prospective participants):

- **'Benefits to Participation' Webcast:** Designed to provide an overview of the metrics included within the LFSS, highlighting the benefits to participating.

Benefits to Participation

The LFSS has provided law firms with key financial and operational benchmarking data for more than 65 years. Annual survey results allow firms to better understand their **market position** so that they may work toward gaining a **competitive advantage**. Law Firm Statistical Survey participants receive the following benefits to participation:

- A comprehensive view of the **key operational metrics** used by law firms – profitability, cost management, administrative staffing levels, leverage, cash management, and capitalization.
- **Four distinct audience-specific reports** that include two boardroom style reports with high-level reporting trends and three detailed reports intended for the CFO/Controller.
- **Access to over 250 distinct standard comparison groups or Firm Specific 'Peer Groups'** categorized by firm or office size, location, profitability, or other requested criteria.
- Comparisons to a **strong participation base** that last year included many of the largest, most profitable law firms.
- A **thorough data review and validation** process that preserves the integrity of the published results.



Participation Disclaimer

The benchmarking information contained within the PwC LFSS Reports comply with recommendations made by counsel during their annual review of the Surveys relative to current antitrust issues. While we are confident that the data supporting the Surveys have been properly summarized, no opinion is expressed regarding the fairness of the results.

The PwC Law Firm Survey results are highly confidential. They are intended for the internal business management of participating law firms, and to support internal benchmarking and decision-making. As such, all data contained in the reports are to be made available only to partners and designated employees of your Firm and should not be made available to any third parties.

PwC does not condone the use of this data by participants in a court of law or any public forum that would either make the information available to non-participants or identify or expose participating law firms to other participants or non-participants.

Data Submission

Meaningful Survey results are dependent upon Survey participants providing comparable information. Therefore, we ask all participating law firms to fully follow these instructions.

Participants have the following *two* options for submitting data to the 2023 LFSS Questionnaire:

- The **Data Extraction** software application is the *preferred method* for collecting data, and consists of a stand-alone, client application that can be run on any PC at your firm.

There is no additional cost associated with using the Data Extraction Tool.

The Data Extraction Tool application can be downloaded directly to your PC from our website at www.pwc.com/us/lfsurveys

IMPORTANT: *All data extracted from this tool resides on your firm's PC. In addition, completed data submissions are securely sent directly to a PwC Law Firm Survey Staff member.*

- The **Questionnaire** is a spreadsheet-based data collection tool which can be used for submitting your data to PwC.

To better ensure consistency in reporting expense values, and to allow us to provide an additional level of expense benchmarking, the Detailed Expense Worksheets are included within the Questionnaire. These Worksheets identify the specific components which should be included for each expense category.

The Questionnaire provides roll-up capabilities from the Detailed Expense Worksheets directly into the corresponding expense values.



The Questionnaire can be accessed and downloaded from our website at www.pwc.com/us/lfsurveys

Past participants should contact a Survey team member to obtain a tailored Questionnaire containing historical data submitted to the survey.

Important Dates

Questionnaire Due Date: April 19, 2024

Guaranteed inclusion in the Survey results.

In order to distribute Reports within our scheduled distribution date, we strongly encourage Firms to submit their completed questionnaire by the published due date.

Report Distribution Date: Early June 2024

Ordering Comparison Groups

Please review the list of anticipated standard comparison groups offered this year within the Comparison Group Report Order Form. Participants can choose from a wide range of standard comparison groups. Please note that your Firm does not need to be a member of the group to select it and see your values presented and ranked against the group.

In addition, participants can choose to create custom 'Peer Firm' comparison groups based on a list of their peers, provided the criterion for participation in the group adheres to all current antitrust laws.

We are asking that all participants identify a listing of their primary peers on a national level. To assist with this effort, we developed a **'Peer Firms' Listing** which allows you to select from the 200 law firms that were listed on the most recent American Lawyer publication. Additional space has been provided for your Firm to identify any Peer Firm listed outside of the AmLaw 200.

Please remember to indicate if you would also like to order a 'Report Export' Spreadsheet.

A member of our Survey Staff will be contacting all participants to review and finalize their report order. If you need assistance prior to our initial call, please do not hesitate to contact us at (703) 918-3077.



Participants can order comparison groups by one of the following three methods:

1. List your comparison group choices, utilizing exact group titles based on the comparison groups detailed in the Comparison Group Listing, in a note accompanying your Data Form. Please include any 'Peer Firm' custom comparison group requests or your order for the 'Report Export' Spreadsheet. Email your note to the Survey Staff at us_pwc_law_firm_survey_team@pwc.com
2. Use the Comparison Group Listing to indicate your report selections for each type of report by adhering to the instructions at the top of each page. Remember to complete the 'Peer Firms' Listing Form and indicate your order for the 'Report Export' Spreadsheet. Attach the completed documents to an email and send it to the Survey Staff at us_pwc_law_firm_survey_team@pwc.com
3. Within the Comparison Group Listing, choose from the easy selection options found in the section entitled, 'How to Submit Your Firm's Comparison Group Selections'. As a reminder, your Firm will also need to complete the 'Peer Firms' Listing Form. Attach the documents to an email and send it to the Survey Staff at us_pwc_law_firm_survey_team@pwc.com

General Information about the Questionnaire

I. Expense Worksheets

The Detailed Expense Worksheets are incorporated in the LFSS Questionnaire. Participants should enter the detailed expense components into the Worksheets.

The values reported on the Worksheets will 'roll-up' to the correct field within the Questionnaire. If your Firm is unable or unwilling to provide all of the detailed expense components, a line item is provided on the Worksheet for entering an overriding total value for the corresponding expense.

Please refer to the additional comments placed within the fields of the Questionnaire or included on the Data Form cover.

The Questionnaire provides the following two reports containing preliminary Survey results for your Firm:

- **Averages Report** – A summary of average compensation by staff classification.
- **Expenses on a Per Lawyer Basis Report** – A summary of operations on a per lawyer basis.

II. Form and Line Number References on the Worksheets

The form and line numbers (e.g., Form 5, Line 1) are used in data entry and in compiling the Survey results. References to these form and line numbers are included in the instructions



and worksheets in instances when reconciliations or carrying information from one line to another line on the data forms are required.

III. Data Formatting Requirements

The type of data required varies from form to form. Specific data formatting instructions are noted at the top of each respective Data Form.

IV. Prior Years' Information

Prior year data is not provided within this year's Questionnaire. If your firm is a new participant and would like to submit prior year information, please contact a Survey Staff member. Prior year LFSS participants that need to change their historical information should contact the Survey Staff to request a copy of their prior data.

Supplemental Data Submissions

All participants must submit actual data in conformance with the Survey instructions.

Participants may elect to submit alternate data that either does not represent actual financial operating results, or which is based on an accounting method that does not conform to the Survey's requirements. This option allows participants to obtain reports that are prepared using alternative internal accounting methods. Specific examples are extraordinary income or expenses that are eliminated to achieve better comparisons.

Supplemental data is never included in our group statistics.

A supplemental data submission also allows participants to evaluate the financial ramifications of operational decisions in a planning model fashion (e.g., How would a change in leverage influence Net Income per Partner?).

Firms wishing to submit a supplemental set of data should contact the Survey Staff at **(703) 918-3077**.



General Comparability Issues

Partnership v. Professional Corporation

If your firm is a professional corporation, please note the special instructions incorporated within these Instructions. Adjustments need to be made in the areas of shareholders' salaries (page 25), taxes (page 30), employee benefits (page 31), and capital (page 42).

Cash v. Accrual Basis of Accounting

A limited number of firms record (for financial statement purposes) fees when billed, rather than when collected. Since the majority of Survey participants report only fees collected (i.e., on the cash basis of accounting), firms recording fee income when billed must adjust their fee amounts to reflect only fees collected during the fiscal year. Correspondingly, expenses should be those paid, not incurred.

Prepaid Expenses

Even though we require a cash basis method of accounting, significant prepaid expenses should be excluded when submitting data.

Staff Classifications

Staff classifications cannot be made from job titles alone. Do not assume the Survey's defined characteristics/responsibilities for a specific staff classification match the characteristics/responsibilities of your staff members. If they do not match, participants should reclassify staff to meet Survey definitions.

Antitrust Compliance Policy

The PwC Law Firm Statistical Survey is reviewed annually by counsel to ensure compliance with current antitrust regulations.



Form 1

Firm Reporting Information

This form contains general information about your law firm. The Firm ID Number is the four-digit PwC issued number assigned to you by the Survey Staff (if unknown, please leave blank). Please be sure to provide the required firm contacts for Final Report distribution and for questions regarding information submitted to the Survey (including e-mail addresses).

Date of Last Change

Please indicate the month ('mm') and year ('yyyy') of the last salary change for your Administrative Leaders at January 1, 2024.



Form 2

Timekeeper Staffing

Timekeeper Headcount Information

Use Form 2 to record fiscal year 2023 headcount information for each timekeeper classification listed.

Report all values to the nearest tenth.

Since firms use different job titles for similar staff, categorize staff according to job content rather than strictly by the title used. A listing of the job definitions by timekeeper classification is included on the following pages.

Because statistics based on per-person calculations are predominant throughout the Survey final reports, it is imperative that all participants provide an accurate count based on annual full-time equivalents.

Report the **annual average** full-time equivalent (fte) number of timekeepers in each category. For example, two employees each working 50% of the time during the year equal one full-time equivalent. In the example, 50% can represent working half days for the entire year or working full-time for one-half of the year.

Adjust the fte value for any employees on sabbatical, leave of absence, or paternity/maternity leave to reflect the actual period of time working during the year.

An annual average full-time equivalent can be established by averaging periodic staff totals within the year.



Job Definitions for Legal Staff

1. Equity Partners

In the Survey, the terms 'Partner' and 'Shareholder' are used interchangeably. Include as Partners only active Partners or Shareholders of the firm. Note that Equity and Non-Equity Partners are separated in the staffing tables. For the definition of Non-Equity Partners, see below.

Although certain active Partners may have fewer chargeable hours (because of administrative, recruiting, or other non-billable responsibilities) they should, nonetheless, be classified as active full-time Partners.

There may be additional participants in net income of the firm (e.g., Of Counsel, retired Partners and/or their estates) who are not active Partners and accordingly they should be excluded from the Equity Partner staffing tables. Their compensation and benefits should be reported (if appropriate) under 'Payments to Of Counsel and Former/Inactive Partners' on Form 6, Line 6.

Inactive Partners and Partners on sabbaticals or extended leave should not be included in the active partner headcount. Their compensation should be reported on Form 6, Line 6, 'Payments to Of Counsel and Former/Inactive Partners'.

2. Non-Equity Partners

Non-Equity Partners are attorneys admitted to the partnership from Associate status or laterally from an external organization who meet the following criteria:

- They are considered to be Partners according to applicable tax regulations.
- Within the firm, they are considered to be members of a Partner class designated as Non-Equity, Junior, non-participating, etc.
- Less than 50% of their compensation is based on the profits of the Firm.
- There is a substantive difference in the treatment of these Partners relative to Equity Partners. Evidence of such a difference might include being compensated on a salary or fixed basis, not having a vote in policy matters decided by the partnership, or not yet having a permanent capital contribution requirement.

A future change in status (including admission to the Equity Partnership) is considered likely for at least some of these Non-Equity Partners.

Additional information requested for Non-Equity Partners:

- Compensation – Form 6, Line 9



3. Associates

Associates are non-Partner level attorneys, or law school graduates who are members of the bar, who normally perform legal services on behalf of clients, and who are on the partner track. Do not classify as Associates lawyers not performing legal services or non-lawyer (staff) employees even though they may perform some legal services. Also do not classify Of Counsel attorneys as Associates unless your Firm uses the title Of Counsel for an Associate equivalent class of attorneys.

If Associates participate in fee income of the firm, that amount of participation should be classified as Associate compensation.

Summer Associates and law students hired on a temporary or part-time basis should be included in the Law Clerks category and not as Associates.

Additional information requested for Associates:

- Compensation – Form 5, Line 1

4. Senior Attorneys (also referred to as ‘Counsel’ attorneys)

Senior Attorneys are attorneys who are typically characterized by one of the following descriptions:

- An experienced attorney who has been placed in a position that is beyond the Associate track, but not yet at the Partner level (an interim step before Partner).
- An experienced lateral attorney who can anticipate admission to the partnership in the near future.
- An experienced attorney who is no longer on the partner track and is not a likely candidate for a future change in status, but who continues to perform complex and non-routine legal services on behalf of clients.
- An experienced attorney who has a high degree of expertise in a specific legal area and is expected to produce a high level of billable hours.
- Some Firm’s refer to this classification of attorney as ‘Counsel’. Counsel attorneys are NOT to be confused with the definition of ‘Of Counsel’ attorneys as described below.

Additional information requested for Senior Attorneys:

- Compensation – Form 5, Line 1

5. Staff Attorneys

Staff Attorneys are non-Partner level attorneys, or law school graduates who will shortly become members of the bar, who normally perform legal services on behalf of clients, but who are NOT on a partner track.

In previous Survey releases, participants may have included their eDiscovery attorneys within this classification. These attorneys should now be included separately within this new classification.



Other characteristics of Staff Attorneys may include:

- Work assignments/matters that can be characterized as more routine or less complex.
- Lower compensation than similarly tenured Associates or Senior Attorneys.
- Limited chance for a future change in status.

Additional information requested for Staff Attorneys:

- Compensation – Form 5, Line 1

6. eDiscovery Attorneys

eDiscovery Attorneys are attorneys who identify, preserve, collect, process, review and produce electronically stored information in litigation. Other characteristics of eDiscovery Attorneys may include:

- Assess client electronically stored information (ESI) and draft/communicate litigation hold procedures.
- Create ESI preservation policies and ensure compliance with federal rules.

In previous survey releases, firms may have classified eDiscovery Attorneys under Staff Attorneys or Litigation Support. Please now classify these timekeepers who have their JD under eDiscovery Attorneys.

Additional information requested for eDiscovery Attorneys:

- Compensation – Form 5, Line 1

7. Of Counsel

The staff classification Of Counsel has many different applications among law firms. For Survey purposes, Of Counsel attorneys are attorneys whose status with the firm is typically one of the following:

- A retiring Partner or a retired Partner who retains a position of authority within the firm, but who does not continue to bill at the rate of full-time attorneys.
- An attorney who previously held a high-profile position in industry or government and is not expected to produce a high level of billable hours.

If your Firm uses the Of Counsel title for attorneys and their role in your firm does not match the Survey's definitions for Of Counsel, they should be reassigned to one of the Survey's other attorney categories (Equity Partner, Non-Equity Partner, Associate, Senior Attorney or Staff Attorney) that best fits each situation.

Additional information requested for Of Counsel:

- Compensation & Benefits – Form 6, Line 6

8. Total Legal Staff

The sum of all attorneys reported on a full-time equivalent basis.



Job Definitions for Non-Legal Timekeepers

9. Lobbyists

Lobbyists are individuals who receive compensation for the purpose of acting directly to affect legislation or a rule. They are paid comparably to Associates or Junior Partners. They may have legal training but are not practicing in the legal arena.

Additional information requested for Lobbyists:

- Compensation – Form 5, Line 2

10. Specialists

Specialists are staff members who provide a service or a non-legal expertise for the firm. They generate revenue with billable hours and are paid comparably to Associates or Junior Partners. They may have legal training but are not practicing in the legal arena.

Additional information requested for Specialists:

- Compensation – Form 5, Line 3

11. Litigation Support

Litigation support staff collects, analyzes, investigates and produces data-related documents for litigation cases.

In previous survey releases, firms may have classified eDiscovery Attorneys under this title. Please now classify these timekeepers who have their JD under eDiscovery Attorneys.

Additional information requested for Litigation Support:

- Compensation – Form 5, Line 4

12. Patent Agents

Patent agents are staff members whose responsibility includes obtaining and protecting the intellectual property rights of clients.

Additional information requested for Patent Agents:

- Compensation – Form 5, Line 5

13. Paralegals

Paralegals are not Attorneys, Law Clerks or Case Clerks, but are staff whose service is of a specialized legal nature that could be billed to clients (generally on an hourly basis). Staff members with other job titles whose primary responsibility is to perform chargeable client service (usually on an hourly basis) should be categorized as Paralegals.

Additional information requested for Paralegals:

- Compensation – Form 5, Line 6

14. Case Clerks

Case Clerks, also referred to as Document Clerks, are employees who are under the direct supervision of Paralegals or Attorneys. A Case Clerk performs such tasks as document numbering and alphabetizing, labeling folders, filing and any other task that does not require substantive knowledge of the transaction or litigation.



Additional information requested for Case Clerks:

- Compensation – Form 5, Line 7

15. Law Clerks

Law Clerks include law students employed during the school year on a part-time basis to perform legal services that may or may not be billed. Law students employed on a full-time or part-time basis during the summer months to perform similar legal services (frequently referred to as Summer Associates) are also considered Law Clerks.

Please be sure to adjust the FTE for these individuals if they are only at the Firm for a shorter period of time (e.g., summer).

Additional information requested for Law Clerks

- Compensation – Form 5, Line 8



Form 3

Administrative Support Staff Headcount & Compensation Information

Use Form 3 to record fiscal year 2023 headcount and compensation information for each timekeeper and administrative function listed.

Report headcount values to the nearest tenth. Report all compensation values in thousands of dollars.

Aggregate compensation amounts should generally equal the gross income reported on IRS form W-2.

Any client reimbursement of support staff costs (straight time or overtime) should be included in Gross Fees.

Job Definitions for Administrative Support Departments

1-2. Administrative Management

Administrative Management staff includes all support employees who generally work in the office of the Executive Director and support the firm's management (e.g., Office Managers, Chief Strategy Officer, Chief Diversity Officer, Director of Strategic Business Operations, etc.).

Please record all Directors of each individual support function described below with the specific function, and not under Administrative Management.

3-4. Practice Group Management

Practice Group Managers work 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.

Business managers that support individual practices of the firm should be included in this department.



5-6. Secretarial

In addition to full-time Legal Secretaries, this category should include personnel performing typing tasks who are not part of a central work processing staff.

If your Firm outsources all, or a portion of this function, do not include the FTE and compensation on Form 3. Include the cost under the respective line item on Form 5 – ‘Other Employee Costs’.

7-8. Word Processing

Word processing staff consists of employees who are part of a central word processing department or whose responsibilities are primarily to operate word processing equipment.

9-10. Professional Staff Recruiting

Professional Staff Recruiting staff includes those employees who assist with the recruitment of professional staff (Attorneys and Paralegals). This includes, but is not limited to, the recruiting of professional staff through campus and summer programs. He/she may have personnel-related responsibilities for existing professional staff.

This category should only be used by firms with staff members dedicated solely to the recruitment of professionals.

11-12. Human Resources/Personnel

Include here all employees who assist with recruitment, human resource services, non-attorney technical training, employee benefits, and salary determinations. Personnel Assistants should be included here unless their primary responsibilities involve the recruitment of professional staff, in which case they should be included on Lines 9 – 10.

Please include all headcount and related compensation of the payroll staff with the Finance/Accounting function.

Please include all headcount and related compensation of the diversity staff with the Administrative Management function.

13-14. Professional Development

Include here all employees who manage or assist with the professional growth, training and development of attorneys.

15-16. Finance/Accounting

This category includes both staff in the financial and central accounting departments and those located elsewhere within the firm whose functions are predominantly bookkeeping or billing (if centralized). Include staff involved with all aspects of financial accounting and reporting and staff responsible for pricing, bookkeeping, payroll and the billing/collection functions of the firm.

17-18. Information Systems (I.S.)

The I.S. staff are responsible for supporting all aspects of the automated systems, including data processing, word processing, telecommunications, litigation support, systems procedures, security, upgrades, networks, workstations and help desk, software and user training, and IT project management.



As more and more training sessions become on-line, please allocate the expense associated with the training based on the individual session content, or the function, that is benefiting from the on-line training.

19-20. Knowledge Management/Library Services

This category includes Library Supervisors, Librarians, Library Clerks and Library Research Assistants who provide research and information support to all of the professionals in the firm and maintain the firm's law library and other related resources.

Knowledge management professionals maintain technical infrastructures and applications to support access for web-based information and databases, software, online library catalog systems, server-based tool, desktop support of library staff, and network infrastructure.

21-22. Marketing

This classification includes staff whose responsibilities relate to the business development, public relations, communications and client retention activities of the firm.

23-24. Business Intake & Conflicts

Include here all employees who are responsible for reviewing all new business to determine if there are any client conflicts.

25-26. Other Support Staff

This category contains staff that include Receptionists, Telephone staff, File and Records Management Clerks, Mail Clerks, Messengers, Reproduction Clerks, Maintenance staff, Food Service staff, Procurement and Travel staff, etc.

27-28. Total Administrative Support Staff

Record the Administrative Support Staff headcount and compensation totals from Lines 1- 26.



Form 4

Administrative Leaders & Departmental Supervisors Compensation Information

Record on Form 4 the Firmwide (*Global*) 'C-Suite' Administrative Leaders' and Firmwide Director-Level Administrative Leaders' base salaries as of 1/1/24, bonus amounts awarded for the year ending 12/31/23, and the 2023 FTE of the individual(s) in the designated title.

It is very important that you record your Administrative Leaders in the appropriate category – 'C-Suite' or Director-level – based on their role within your Firm. The responsibilities of the individual should be substantially similar to the definitions provided.

*Please submit the 2023 FTE of the individual(s) within each title. If an individual's responsibilities span across multiple titles, please adjust the FTE accordingly, **BUT** include the full salary and bonus amount in both roles.*

*If there are multiple individuals for a designated title, please provide the total corresponding FTE and **average the salary and bonus amounts for those individuals – do not sum them.***

Report all values to the nearest dollar. Adjust any compensation values to USD.

Include only those individuals employed by the firm on January 1, 2024.

Record the amount of the bonus awarded for the year ending 12/31/23, even if it was paid in another accounting period, e.g., February 2024.

Part-time employees can be included; however, their salary and corresponding bonus must be annualized. Otherwise, exclude these individual(s).

For each Leader category, please include annualized base salaries only. To the extent bonuses are of a recurring nature, and everyone in a given category of employees receives them, bonuses should be annualized regardless of whether they were of a fixed amount or if different amounts were paid to employees within a category.

The following are examples of recurring bonuses, which should be included with base salaries in determining the range:

1. Bonuses that are given after a specified duration of employment.
2. Bonuses paid to a particular staff category every year.



Job Definitions for Firmwide (Global) 'C-Suite' Administrative Leaders

1. Chief Operating Officer (COO)

The Chief Operating Officer (COO) manages the business aspects of the firm. Responsibilities may include finance, middle office operations, legal and compliance, trading, marketing, human resources, facilities and technology. The COO can identify and manage service providers such as an administrator, auditor, IT, consultant, attorney and accountant. The COO allows the partners to focus on their areas of expertise while taking over the management of the business. Responsibilities may include developing and implementing high-level strategies, making major firm decisions, and managing the overall operations and resources of the firm.

2. Chief Administrative Officer (CAO)

A Chief Administrative Officer (CAO) is a key member of the Firm leadership who typically reports to the COO, Managing Partner or the management committee of the firm. The CAO is responsible for directing the management of the Client Intake Department and related processes and procedures, including advising on legal ethical standards, ethical screens, conflicts compliance issues and engagement pricing.

3. Chief Strategy Officer (CSO)

The Chief Strategy Officer (CSO) is a key member of the Firm leadership who is responsible for assisting the COO with developing, communicating, executing and sustaining strategic initiatives. The CSO assesses whether strategic initiatives, at all levels, are in line with the firm's standards and objectives.

4. Chief Financial Officer (CFO)

The Chief Financial Officer (CFO) is responsible for overseeing the financial activities of the firm. Duties may include financial planning and monitoring of cash flow, analyzing the firm's financial strengths and weaknesses, and overseeing the accounting and finance departments.

5. Chief Technology Officer/Information Officer (CTO/CIO)

The Chief Technology Officer/Information Officer (CTO/CIO) is the person responsible for information technology and computer systems that support strategic goals. The CTO/CIO is generally viewed in many law firms as a key contributor in formulating strategic goals. The CTO/CIO reports directly to the Chief Operating Officer or Managing Partner.

6. Chief Talent/People Officer (CTO)

The Chief Talent/People Officer (CTO) has the responsibility of matching the pipeline of talent to the pipeline of client work. This is the person who has deep experience in the legal or professional services industry and is the internal consultant on all aspects of talent, recruitment, development (training, mentoring, and coaching), deployment, evaluation, compensation, and promotion. The CTO is tasked with aligning, developing, and implementing policies, procedures, protocols, and systems that produce the right people, at the right time, to meet or exceed client expectations. The CTO has a seat at the strategic table and acts as an internal talent consultant to senior management.



7. Chief Human Resources Officer (CHRO)

This individual oversees all hiring, including legal professionals, business professionals, and support teams. The CHRO will put into place a process by which it will be easier to test for and hire service-minded individuals who can support every firm/client intersection and activity. The CHRO works closely with the Chief Talent/People Officer (in small to midsized firms these functions will fall under one individual) to develop programs for advancing the skill level of each individual in the firm.

8. Chief Diversity Officer (CDO)

The Chief Diversity Officer is responsible for cultivating work, coordinating leadership and developing learning environments that encourage and support diversity and inclusion.

9. Chief Knowledge Officer (CKO)

The CKO oversees these and other growing needs: strategic intelligence, competitive intelligence, market/industry intelligence, and key client intelligence. The CKO is required to understand the role that process improvement and project management play in the development and delivery of the legal work product. This person, like the CTO, is part of the strategic leadership of the team. Roles reporting to the CKO may include marketing intelligence, library, knowledge management, database/CRM management and product/service development and, last, research and development.

10. Chief Innovation Officer (CINO)

The Chief Innovation Officer is responsible for streamlining and managing the process to improve client service, and to provide a better client service experience. The CINO identifies strategies, business opportunities and new technologies and develops business models and structures to serve those opportunities.

11. Chief Business Development Officer

The Chief Business Development Officer identifies and implements processes to support business growth, through client and market definition and elaborates business development plans.

12. Chief Communications Officer (CCO)

The Chief Communications Officer (CCO) is responsible for the overall coordination of business development and communications for incoming and outgoing public relations opportunities.

13. Chief Marketing Officer (CMO)

The primary mission of the Chief Marketing Officer (CMO) is to facilitate growth and increase sales by developing a comprehensive plan that will promote brand recognition and help the organization gain a competitive advantage.

14. Chief Real Estate Officer

The Chief Real Estate Officer provides direction, guidance, and executive level decision making for the real estate of the Firm, including handling real property acquisition and dispositions. Responsibilities also include all services supporting condemnation actions, easements, property management, leasing, and sales of real property.

15. Chief Legal Recruiting and Development Officer

The Chief Legal Recruiting & Development Officer is responsible for coordinating all aspects of legal recruiting and attorney development such as new attorney arrivals, evaluations, compensation, morale-related initiatives, departures and promotions, training and development, and assigning.



16. Chief Risk Management Officer (CRMO)

The Chief Risk Management (CRMO) is responsible for assessing and mitigating significant competitive, regulatory, and technological threats to a firm’s capital and earnings. The CRMO’s role and responsibilities vary depending on the size of the organization and industry. The CRMO works to ensure that the firm is compliant with government regulations, such as Sarbanes-Oxley, and reviews factors that could negatively affect investments. Typically, the CRMO is responsible for the firm’s risk management operations, including managing, identifying, evaluating, reporting and overseeing the firm’s risks externally and internally to the organization and works diligently with senior management such as the Chief Executive Officer and the Chief Financial Officer.

17. Chief Legal Officer (CLO)/General Counsel

The Chief Legal Officer is the chief lawyer of a legal department who typically reports directly to the CEO. Duties involve overseeing and identifying the legal issues in all departments and their interrelation, including engineering, design, marketing, sales, distribution, credit, finance, human resources and production, as well as corporate governance and business policy.

18. Chief Security Officer

The Chief Security Officer is the Firm’s senior most executive accountable for the development and oversight of policies and programs intended for the mitigation and/or reduction of compliance, operational, strategic, financial and reputational security risk strategies relating to the protection of people, intellectual assets and tangible property.

19. Chief of Practice Management Officer

The Chief of Practice Management Officer works with firm partners and clients in developing pricing and staffing arrangements and service delivery models that drive successful relationships.

20 & 21. Other ‘C-Suite’ Officers

List any additional ‘C-Suite’ Officers within your Firm.



Job Definitions for Firmwide Director-Level Administrative Leaders

22. Executive Director / Director of Administration

The Executive Director/Director of Administration is a key member of the Firm leadership who typically reports to the COO, Managing Partner or the management committee of the firm. Responsibilities include leading and coordinating the work of the firm's executive staff and administrative departments and driving the execution of the firm's operational objectives.

23. Director of Strategy

The Director of Strategy is responsible for obtaining and evaluating information about industry and market trends, competitive threats and possible business opportunities for the management. The Director may work with a small team of analysts and support staff.

24. Director of Finance

The Director of Finance is responsible for the management of all financial operations, including all aspects of financial accounting and reporting, budgeting, cash management and banking relationships. Typically, the Director of Finance would report to the CFO.

25. Director of Pricing

The Director of Pricing focuses on pricing analysis, policy and strategy in support of firm competitiveness and profitability.

26. Director of Financial Reporting & Analysis

The Director of Financial Reporting & Analysis is responsible for all aspects of the firm's external and internal financial reporting including external financial statement preparation, internal operations reporting and other performance metric reporting.

27. Director of Technology/Information Systems (IS)

The Director of IS is responsible for analyzing, planning and managing all aspects of the automated systems, including data processing, word processing, telecommunications, litigation support, systems procedures, security, upgrades, networks, workstations and help desk, software and user training, and IT project management.

28. Director of Information Security

The Director of Information Security is responsible for implementing, designing, managing and allocating all the technology security measures within a firm.

29. Director of Conflicts & Docketing

The Director of Conflicts & Docketing is responsible for overseeing the labeling and organization of all documents and mail related to a patent application.

30. Director of Billings & Collections

The Director of Billings & Collections is responsible for the management of accounts receivable and monitoring that collection KPIs are being achieved. The Director of Billings & Collections will also oversee the revenue process including invoicing to ensure compliance with the Firm's credit and collection policy.



31. Director of Client Service/Accounting

The Director of Client Service/Accounting is responsible for managing client relationships to ensure their satisfaction as well as attract new clients. Typically, the Director of Client Service/Accounting will review client revenue objectives and ensure compliance with firm policies.

32. Director of Client Value/Relationships

The Director of Client Value/Relationships is responsible for creating and nurturing long-term relationships with clients, addresses client concerns and complaints and creates sales plans to generate revenue and retain clients.

33. Director of Diversity

The Director of Diversity works collaboratively with all departments within the firm to advance equal opportunity and affirmative action goals and commitment to diversity. He/she oversees firm compliance with federal, state, and local regulations concerning diversity and disability.

34. Director of Human Resources (HR)

The Director of HR is responsible for recruiting/hiring, salary determinations, benefits administration, training and development, employee relations and governmental compliance.

35. Director of Communications/Public Relations

The Director of Communications/Public Relations manages incoming and outgoing public relations opportunities, designs and implements social media outreach, coordinates and develops content for company websites, project-related communications, strategic communication coordination with clients, and organizes press around events.

36. Director of Brand/Marketing

The Director of Brand/Marketing strategically directs the marketing function in direct support of the firm's brand, strategic plan and business development goals. The Director evaluates, develops and implements the firm's ongoing marketing programs and initiatives.

37. Director of Business Development

The Director of Business Development supports and executes marketing and business development programs and initiatives for assigned practices, offices and industries. This includes supporting existing client relationships and bringing in new clients and business to the firm.

38. Director of Practice Development

The Director of Practice Development works closely with the partners in the relevant practice group or office to design and implement a variety of business initiatives to help the practice group or office achieve its strategic priorities.

39. Director of Practice Application/Technologies

The Director of Practice Application/Technologies oversees all business applications and technology needs. The Director develops and manages application portfolios for each department and all technology implementations for the user community.

40. Director of Knowledge Management/Library Services

The Director of Knowledge Management/Library Services is responsible for research and information support to all the professionals in the firm.



41. Director of Attorney Professional Development & Training

The Attorney Professional Development & Training Director is a non-legal employee whose primary duty is to oversee and implement curriculum and content, assist with the design and delivery of practice-specific training and coordinate continuing legal education training of the firm's attorneys.

42. Director of Professional Staff Recruiting (PSR)

The Professional Staff Recruiting Director is a non-legal employee whose primary duty is to administer the recruitment of professional staff (Attorneys and Paralegals). This includes, but is not limited to, the recruiting of professional staff through campus and summer programs. He/she may also have personnel management responsibilities for existing professional staff.

43. Director of Business Operations/Office Facilities

The Director of Business Operations/Office Facilities is a non-legal employee who is responsible for all office services functions, including purchasing, reception services, mail, messenger services, facilities management, telecommunications, food services and reprographics.

44. Director of Litigation Support

The Director of Litigation Support is responsible for coordinating technical services related to electronic discovery and firmwide litigation support services. This may include consulting services to legal teams in the areas of early case assessment, electronically stored information (ESI) collecting, processing, review, analyses and trial presentations.

45. Director of Paralegals

The Director of Paralegals manages the firmwide paralegal department assignments, staffing, utilization and resources. The Director communicates with internal client base and manages expectations with regard to assignments and time frames.

46. Director of Secretarial Services

The Director of Secretarial Services is responsible for the supervision and management of the firm's secretarial services, and functions as the liaison between professional/administrative staff and legal secretaries.

47. Director of Pro Bono Services

The Director of Pro Bono Services is responsible for the coordination of creating, developing policies, expanding and managing litigation and advocacy projects.

48. Director of Taxation

The Director of Taxation is a non-legal employee who is responsible for overseeing the preparation of U.S. Federal, state and local income tax compliance requirements within the firm's tax filing jurisdictions. This individual also provides daily deadline management, tax research, and assists other departments with items concerning various aspects of tax.

49. Director of Risk Management

The Director of Risk Management reports to the Chief Risk Management Officer (if there is one) to develop and administer risk management programs.

50. Director of Benefits

The Director of Benefits plan and direct the overall design, implementation, communication, and administration of the Firm's health and welfare benefits programs. Ensures that programs adhere to current regulations and support the organization's strategic objectives. Evaluates



current programs to ensure compliance with governmental regulations and competitiveness with other organizations.

51. Director of Records Management

The Director of Records Management plan, develop, and administer records management policies designed to facilitate effective and efficient handling of business records and other information: They plan development and implementation of records management policies intended to standardize filing, protecting, and retrieving records, reports, and other information contained on paper, microfilm, computer program, or other media.

52. Controller

The Controller is responsible for the internal accounting function and the preparation of income and expense budgets, financial plans, and forecasts of capital expenditures/cash flows. The Controller typically reports to the Director of Finance (if present in the firm organization chart). Otherwise, he/she reports to the Administrator, Managing Partner, or management committee.

53 & 54. Other ‘Directors’

List any additional ‘Directors’ within your Firm.

Office & Departmental Supervisors/Managers

Participants once again have the option to provide the Supervisory salary and bonus values both on a firmwide level and by office (up to 12 offices). All values must be reported in USD.

55-72. Office & Departmental Supervisors/Managers

On Lines 55 through 72, provide the high and low salary values as of 1/1/23, and high and low bonus values for the year 2022 for all managers/supervisors in each administrative department. For categories that contain only one employee, list that employee’s base salary and bonus amount as both the high and low end of the range.

73-74. Administrative Leader’s Retention Rates

On Lines 73 through 74, calculate the percentage of C-Suite Leaders and Directors who were at the Firm at 1/1/23 that were still at the Firm at 12/31/23. Do not include any new positions or vacant positions in the calculation even if they were filled during the year.

For example, of the 10 C-Suite Leaders at the Firm at 1/1/23, only 8 of those C-Suite Leaders were still at the Firm at 12/31/23. Therefore, the retention rate is 80%.

75-77. Administrative Leader’s Compensation Information on Final Reports

Please respond 'Yes' to Lines 75, 76 and 77 only if you wish to suppress your Firm’s designated compensation information from your final reports.



Form 5

Operating Expense Summary

Non-Partner Employee Costs

Use Lines 1-8 on Form 5 to report compensation information, including salaries, bonuses, and other items that normally are included on IRS W-2 forms as gross compensation. Compensation should be presented on a fiscal-year basis and should not include fees for temporary (non-payroll) employees. **Fees paid to temporary help agencies** for obtaining support staff should be included on Line 11 (Other Employee Costs).

Report all values in thousands of dollars.

Do not annualize the compensation of part-time staff, recent hires, or terminations.

Many of the values on this Form are being carried-forward from the corresponding Worksheets (F5, WS). Therefore, if you need to make a change to a value on a field that is being carried-forward, you must refer back to the Worksheet source.

You may find it useful to complete the staffing table on Form 2 along with the timekeeper compensation data.

Since firms use different job titles for similar staff, categorize staff according to job content rather than strictly by the title used. For example, a salaried Partner with no voting rights may be referred to as a Non-Equity Partner in some firms or as an Of Counsel in others. For Survey purposes, this individual is a Non-Equity Partner.

Shareholders' Salaries and Bonuses (Professional Corporations only)

Shareholders' compensation is not considered a compensation expense for purposes of the Survey. This is to ensure comparability between partnerships and corporations. (Keep in mind that the sum of shareholders salaries, plus undistributed earnings before taxes, is essentially equivalent to partnership net income.)



Job Definitions for Timekeepers

1. Associates, Senior, Staff and eDiscovery Attorneys

Associates

Associates are non-Partner level attorneys, or law school graduates who will shortly become members of the bar, who normally perform legal services on behalf of clients, and who are on the Partner track. Do not classify as Associates lawyers that are not performing legal services or non-lawyer (staff) employees even though they may perform some legal services. Also do not classify Of Counsel attorneys as Associates unless your Firm uses the title Of Counsel for an Associate equivalent class of attorneys.

If Associates participate in fee income of the firm, that amount of participation should be classified as Associate compensation.

Summer Associates and law students hired on a temporary or part-time basis should be included in the Law Clerks category and not as Associates.

Senior Attorneys

Senior Attorneys are attorneys who are typically characterized by one of the following descriptions:

- An experienced attorney who has been placed in a position that is beyond the Associate track, but not yet at the Partner level (an interim step before Partner).
- An experienced lateral attorney who can anticipate admission to the partnership in the near future.
- An experienced attorney who is no longer on the Partner track and is not a likely candidate for a future change in status, but who continues to perform complex and non-routine legal services on behalf of clients.
- An experienced attorney who has a high degree of expertise in a specific legal area and is expected to produce a high level of billable hours.

Staff Attorneys

Staff Attorneys are non-Partner level attorneys, or law school graduates who will shortly become members of the bar, who normally perform legal services on behalf of clients, but who are NOT on a Partner track. Other characteristics of Staff Attorneys may include:

- Work assignments/matters that can be characterized as more routine or less complex.
- Lower compensation than similarly tenured Associates or Senior Attorneys.
- Limited chance for a future change in status.



eDiscovery Attorneys

eDiscovery Attorneys are attorneys who identify, preserve, collect, process, review and produce electronically stored information in litigation. Other characteristics of eDiscovery Attorneys may include:

- Assess client electronically stored information (ESI) and draft/communicate litigation hold procedures.
- Create ESI preservation policies and ensure compliance with federal rules.

In previous survey releases, firms may have classified eDiscovery Attorneys under Staff Attorneys or Litigation Support. Please now classify these Timekeepers who have their JD under eDiscovery Attorneys.

2. Lobbyists

Lobbyists are individuals who receive compensation for the purpose of acting directly to affect legislation or a rule. They are paid comparably to Associates or Junior Partners. They may have legal training but are not practicing in the legal arena.

3. Specialists

Specialists are staff members who provide a service or a non-legal expertise for the firm. They generate revenue with billable hours and are paid comparably to Associates or Junior Partners. They may have legal training but are not practicing in the legal arena.

4. Litigation Support

Litigation support staff collects, analyzes, investigates and produces data-related documents for litigation cases.

5. Patent Agents

Patent agents are staff members whose responsibility includes obtaining and protecting the intellectual property rights of clients.

6. Paralegals

Paralegals are not Attorneys or Law Clerks but are staff whose service is of a specialized legal nature that could be billed to clients (generally on an hourly basis). Staff members with other job titles whose primary responsibility is to perform chargeable client services (usually on an hourly basis) should be categorized as Paralegals.

7. Case Clerks

Case Clerks, also referred to as Document Clerks, are employees who are under the direct supervision of Paralegals or Attorneys. A Case Clerk performs such tasks as document numbering and alphabetizing, labeling folders, filing and any other task that does not require substantive knowledge of the transaction or litigation.

8. Law Clerks

Law Clerks include law students employed during the school year on a part-time basis to perform legal services that may or may not be billed. Law students employed on a full-time or part-time basis during the summer months to perform similar legal services (frequently referred to as **Summer Associates**) are also considered Law Clerks.

9. Total Administrative Support Staff Compensation

Total Administrative Support Staff compensation includes the compensation costs of all non-Partner timekeepers and all Administrative Support Staff.



A detailed summary of expenses included in Total Administrative Support Staff Compensation Costs is captured on Form 3, Lines 1 - 26. This value is being carried forward from Form 3, Line 28.

10. Total Compensation Costs

The sum of Lines 1 – 9.

11. Other Employee Costs

Other Employee Costs include the detailed expenses listed in the Worksheets for Form 5, Line 11. Exclude any benefits payments to or on behalf of shareholders in a professional corporation to ensure comparability with participating partnerships.

12. Total Employee Costs

The sum of Lines 10 and 11.

Other Operating Costs

Deduct from the expense totals on Lines 13 - 24 any client reimbursement of hard and soft disbursements (as defined below):

Recoveries of Hard and Soft Disbursements

Hard Disbursement (or 'Out-of-Pocket' Costs) represent disbursements, typically made by attorneys and staff on behalf of clients, which are charged to clients by way of personal expense accounts. These disbursements include, but are not limited to, travel and court recorder expenses. In many firms, such costs are included in a Receivable from Clients account and are never actually charged to an expense account. If your firm does expense these costs, deduct the reimbursement amount as indicated in the corresponding tables on the Worksheets.

Soft Disbursements are those incurred within the firm, such as photocopying and long-distance telephone charges, which are frequently billed to clients. Such costs, simply by their nature, are initially charged to firm expense accounts, then applied on a memo basis, to the various client accounts. Within the Worksheets, deduct the reimbursement for soft disbursements from the expense category.

See page 45 for further information on disbursements.

13. Occupancy

Occupancy Expenses should comprise the net cost for all **firm-occupied office space** (including, but not limited to, rent, depreciation, and interest on related mortgages). This category should also include maintenance and upkeep for rented or owned premises that are



not occupied by the firm. (See Occupancy expenses contained on the Worksheet for Form 5, Line 13).

14. Office Operating Expenses

In a general sense, this classification, rather than Miscellaneous, should function as the 'catch-all' account for capturing the multitude of costs that are incurred in the day-to-day operations of your Firm. Therefore, the 'Other' lines on the Worksheet for Form 5, Line 14, should be used more liberally than might be the case with the other tables found in the Worksheets.

A judgment should be made, however, before an item is classified here to be sure that the cost would not better fit in Occupancy, Professional Activities, or some other specific expense classification. (See Office Operating expenses contained on the Worksheet for Form 5, Line 14).

Please exclude all I.S.-related costs from this expense category and classify them within Line 15, Information Systems.

Expenses for travel, meals and accommodations, related to Professional Activities (Line 16) or Professional Staff Recruiting (Line 18), should be classified in their respective categories.

15. Information Systems

Information Systems (I.S.) includes all expenses incurred in support of the Information Systems function. (See Information System expenses contained in the Worksheet for Form 5, Line 15).

Please exclude all telecommunications expenses as they are captured under the Communications expense category.

Smartphone costs should be included under the Communications expense category.

16. Professional Activities

Professional Activities should include all expenses incurred by attorneys relating to their professional, educational, and firm activities. (See Professional Activities expenses contained in the Worksheet for Form 5, Line 16).

17. Marketing

Marketing expenses should include costs related to the practice/business development and client retention activities of the firm. (See Marketing expenses contained on the Worksheet for Form 5, Line 17).

18. Professional Staff Recruiting

Professional Staff Recruiting should include costs related to the recruitment and hiring of legal staff. Costs related to the hiring of non-legal staff should be included in 'Office Operating Expenses,' Line 14. (See Professional Staff Recruiting expenses contained on the Worksheet for Form 5, Line 18).



19. Professional Liability Insurance

Professional Liability Insurance should include the net cost (typically premiums less any refunds) for protecting the firm and its attorneys against damages arising from claims of malpractice, negligence or incompetence.

20. Other Insurance & Taxes

Insurance should include only policies under which the firm as a whole is the beneficiary. (See Other Insurance and Taxes contained on the Worksheet for Form 5, Line 20).

Costs of insurance policies under which firm employees are individual beneficiaries, particularly worker's compensation and life and medical coverage, should be included in Other Employee Costs, Line 11. Settlement claims paid for professional and non-professional matters not covered by insurance policies should be included as Non-Operating Charges (Form 6, Line 7).

Taxes should exclude federal income taxes paid by professional corporations in order to ensure comparability with partnerships. Accordingly, income taxes paid by professional corporations should be added back to net income to avoid inconsistencies in net income comparisons.

Exclude taxes reported elsewhere on this form, such as:

- Mandatory employment taxes, which are included with Other Employee Costs.
- Occupancy and real estate taxes, which are included with Occupancy expenses.

Professional corporations should recalculate such taxes, as needed, for full comparability with partnerships.

Exception – Select cities have profit-related local taxes that are levied against partnerships. These taxes should only be reported under the expense classification on the worksheets for Form 5, Line 20.

21. Communications

The Communications expense category should include all service and equipment costs from external communications systems. It should also include any related to internal (firm-owned) communications systems. (See Communications expenses contained on the Worksheet for Form 5, Line 21).

Smartphone costs should be included in this expense category. They were previously included under the 'Information Systems' expense.

22. Reference Materials

Reference Material expenses should contain all costs of both internal and external sources of legal research utilized in the firm's on-going services to clients. (See Reference Materials expenses contained on the Worksheet for Form 5, Line 22).

23. Professional Services

This category should contain costs of outside professional services that benefit the firm as a whole or its employees. Costs of professional services rendered on behalf of firm clients



(typically in conjunction with firm legal service to those clients) should be treated as a reduction of Gross Fees (see Gross Fees contained on the Worksheet for Form 6, Item 1), but only if the recovery was included in Gross Fees. (See Professional Services expenses contained on the Worksheet for Form 5, Line 23).

24. Client Disbursements Written-Off & Miscellaneous

Client Disbursements Written-Off should include only amounts in Unbilled and Billed Client (Hard) Disbursements Receivable that have been determined to be uncollectible. Do not include in this category legal fees, unbilled or billed, which have been determined to be uncollectible. Such 'write-offs' or 'under realizations' of legal fees are technically not expenses to most law firms under the cost basis of accounting.

Miscellaneous should include only those costs incurred which are so extraordinary to the firm's normal operations that they do not easily fit into one of the Survey's more specific expense classifications. (See the corresponding Worksheet for Form 5, Line 24).

25. Total Other Expenses

Enter here the sum of Lines 13 through 24.

Non-Partner Discretionary Benefits & Payroll Taxes Information

Please report all percentage values to the nearest tenth.

Note: The percentage values reported on Lines 26 and 27 multiplied by the respective compensation of the Non-Partner timekeepers and Support Staff must be less than or equal to the value reported on Form 5, Line 11 – Other Employee Costs.

Record on Lines 26 and 27, the *percentage of compensation* associated with your Firm's Discretionary Employee Benefit Programs (i.e., benefits not mandated by law) and Mandatory Employee Benefits (i.e., benefits mandated by law) that the firm provides to the staff listed.

Discretionary Employee Benefits include life and medical insurance, pension plan payments, retirement payments and other perquisites of employment with your Firm.

Mandatory Employee Benefits (i.e., benefits mandated by law) includes Social Security taxes, unemployment insurance, worker's compensation, and any other applicable payroll taxes.

Note that payments into pension plans (including IRA, KEOUGH and 401(k) plans) should include contributions paid by the firm on behalf of employees (not those resulting from payroll withholding). Other retirement costs, if any, related to employees should also be included in this category.



Form 6

Financial Summary & Client Concentration

Financial Summary

Form 6 captures a summary of income and expense data for the firm.

Report all values in thousands of dollars.

Select values from this form are being carried-forward from the corresponding Worksheets (F6, WS). Therefore, if you need to make a change to a value on a field that is being carried-forward, you must refer back to the Worksheet source.

1. Gross Fees

Include in Gross Fees only the following amounts collected during your Firm's fiscal year:

- Fees from clients for legal services (include retainers, if not capitalized).
- Fees for legal related professional services (e.g., fiduciary commissions, probate fees).
- Income from outside professional activities of the legal staff (e.g., directors' fees, and honorariums).
- Recoveries from clients for services of other timekeepers (e.g., secretarial or word processing time).

Do not include in Gross Fees:

- Recoveries of hard disbursements (client disbursements) for non-personnel expenses, such as travel and court recorder expenses. These costs should be netted against the applicable expense account to which the disbursements were initially charged.
- Rental, interest or other investment income (see Occupancy Expenses and Other Non-Operating Charges in the Worksheet for Form 6 for classification of rental and investment income).
- Reimbursement of out-of-pocket expenses.

(See the corresponding Worksheet for Form 6, Line 1).



2. Total Employee Costs

Total Employee Costs include the compensation costs (including salaries, bonuses, discretionary and mandatory employee benefits) of all non-Partner timekeepers and all Administrative Support Staff. Temporary support staff expenses and non-partner employee parking allowances are also included.

A detailed summary of expenses included in Total Employee Costs is captured on Form 5, Lines 1 through 9. This value cannot be edited, as the value is being carried forward from Form 5, Line 12.

3. Total Other Expenses

Total Other Expenses include all non-compensation expenses associated with the operations of the firm.

A detailed summary of expenses included in Total Other Expenses is captured on Form 5, Lines 13 through 24. This value cannot be edited, as the value is being carried forward from Form 5, Line 25.

4. Total Operating Expenses

Total Operating Expenses is the sum of Total Employee Costs (Line 2) and Total Other Expenses (Line 3).

5. Operating Income

Subtract Total Operating Expenses (Line 4) from Gross Fees (Line 1) to arrive at Operating Income.

6. Payments to Of Counsel and Former/Inactive Partners

Former/Inactive Partners are individuals who are no longer rendering legal services on the firm's behalf (by way of retirement or withdrawal) but who are still receiving payments from the firm. However, for Survey purposes also include the compensation benefits of Inactive Partners and Partners on sabbaticals or extended leave. This expense category should not include distributions of partner capital, as capital distributions are technically not expenses of the firm.

The staff classification Of Counsel has many different applications among law firms. For Survey purposes, Of Counsel attorneys are attorneys whose status with the firm is typically one of the following:

- A retiring Partner or a retired Partner who retains a position of authority within the firm, but who does not continue to bill at the rate of full-time attorneys.
- An attorney who previously held a high-profile position in industry or government and is not expected to produce a high level of billable hours.



If your Firm uses the Of Counsel title for attorneys and their role in your Firm does not match the Survey's definitions for Of Counsel, they should be re-assigned to one of the Survey's other attorney categories (Equity Partner, Non-Equity Partner, Associate, Senior Attorney or Staff Attorney) that best fits each situation.

Include all payments to the Former Partners and Of Counsel as well as all related costs (mandatory and discretionary benefits, perks, etc.) incurred by the firm on behalf of these individuals.

(See the corresponding Worksheet for Form 6, Line 6).

7. Non-Operating Charges and Credits

Non-Operating Charges and Credits are expenses and income not directly related to the law practice of the firm. These typically include interest expense and investment income, and any political or charitable contributions made by the firm.

Non-Partner attorney ex-patriot expenses should be included on this line.

Money paid as part of a judgment against your firm, or for individuals within your firm, should be included on this line.

Expenses that are related to non-partner attorney cost of living adjustments should be included on this line.

Do not include retirement plan payments on behalf of active Partners. These plan payments are excluded from the Survey for better comparability.

(See the corresponding Worksheet for Form 6, Line 7).

8. Net Income (All Partners)

Subtract Payments to Of Counsel and Former/Inactive Partners (Line 6) and Non-Operating Charges (add if credits, Line 7) from Operating Income (Line 5) to arrive at Net Income (Line 8).

9. Non-Equity Partner Compensation

Provide the total compensation costs of all Non-Equity Partners in the firm, including salaries (draws), bonuses, and other related costs that are deducted from net income on behalf of Non-Equity Partners prior to calculating the profits that are distributable to the Equity Partners.

Other related costs refer to the mandatory and discretionary benefits and perks of those Non-Equity Partners that, for tax purposes, are considered employees of the firm and receive a Wage and Tax Statement, Form W-2. Otherwise, the amount entered on this line should be the Non-Equity Partners' share of the partnership's income, as well as their allocated shares of deductions and credits as reported on their Schedule K-1.

For Professional Corporations, Non-Equity Partner Compensation will include mandatory and discretionary benefits, and other perks.



Non-Equity Partners are those attorneys admitted to partnership from Associate status or laterally from an external organization who meet the following criteria:

- They are considered Partners according to applicable tax regulations.
- Within the firm, they are considered members of a partner class designated as Non-Equity, junior, non-participating, etc.
- Less than 50% of their compensation is based on the profits of the Firm.
- There exists a substantive difference in the treatment of these Partners relative to Equity Partners. Evidence of such a difference might include being compensated on a salary or fixed basis, not having a vote in policy matters decided by the partnership or not yet having a full permanent capital contribution requirement.

A future change in status (including admission to the Equity Partnership) is considered likely for at least some of these Non-Equity Partners.

10. Net Income Distributable to Equity Partners

To arrive at Net Income Distributable to Equity Partners, subtract Non-Equity Partner Compensation (Line 9) from Net Income – All Partners (Line 8).

Client Concentration

Lines 11 - 16 on Form 6 request the percentage of 2020 revenue generated by clients with collections in the following six bands:

- Greater than \$10 million
- Between \$5 million and \$10 million
- Between \$1 million and \$5 million
- Between \$501 thousand and \$1 million
- Between \$100 thousand and \$500 thousand
- Less than \$100 thousand

The total of Lines 11 - 16 should equal 100%.

Exclude all contingency fees collected during 2023.

A single client is defined as a legal entity (including all subsidiaries).

Revenue percentages should be calculated on a 'cash' basis.



Lines 18 - 23 on Form 6 request the actual number of clients with revenue in the following six bands:

- Greater than \$10 million
- Between \$5 million and \$10 million
- Between \$1 million and \$5 million
- Between \$501 thousand and \$1 million
- Between \$100 thousand and \$500 thousand
- Less than \$100 thousand

Line 24 should equal the total number of clients served by your firm.

Exclude all clients with contingency fees collected during 2023.

A single client is defined as a legal entity (including all subsidiaries).

Revenue should be calculated on a 'cash' basis.



Form 7

Cash Management

Report months invested and realization percentages to the nearest tenth.

For comparability purposes, please refer to the corresponding tables that follow to calculate values presented on this Form.

The supporting Worksheets for calculating statistics included on this Form are included in the pages to follow.

Months Invested

Use the top portion of Form 7 to record information concerning your Firm's unbilled time charges (unbilled fees) and outstanding receivables (billed fees) at fiscal mid-year and year-end. Note that unbilled time charges should be computed net of retainer and on-account payments. All contingency work is included.

Realization

Use Lines 7 – 8 to record your Firm's realization of time charges to bills (Work-in-Process Realization) and of bills to cash collections (Accounts Receivable Realization). Since internal methods of calculating realization rates will vary, we ask that all participants use the corresponding instructions and tables in the Worksheet contained within this Data Form to calculate realization rates for Survey purposes. These calculations should reflect fees for time charges only and not client disbursements.

WIP realization should be calculated based on standard rates and NOT on client agreed-upon rates.

Aging Summary of Accounts Receivable/Work-in-Process

Distribute the firm's inventory of Accounts Receivable (Billed Fees) and Work-in-Process (Unbilled Fees) at fiscal year-end into the ranges (number of days held in inventory) displayed on the data form. Allowances for doubtful accounts should be included in the 'Reserve' detail of Lines 14 and 21. Exclude all contingency work from this data.

Report all values in thousands of dollars.

If your firm's financial reporting system does not report or cannot restate receivables and work-in-process according to the aging ranges used in the Survey, please leave this section blank.



Form 7 - Worksheets for Computing Investment in Client Services

The basis for computing chargeable time, unbilled time and outstanding receivables can be either hours or dollars. It is imperative that the selected basis be used consistently in Steps 1-3 (see the corresponding table below) to arrive at a meaningful 'number of months' result. To achieve this consistency, you may find it necessary in one of the steps to convert hours into dollars or dollars into hours using a weighted average billing rate.

Number of Months of Unbilled Time Charges Number of Months of Outstanding Receivables Number of Months of Total Investment in Client Services	2023
Step 1: Compute average chargeable time per month, as follows:	
Record total chargeable time for the year (must be a dollar equivalent if a dollar basis is used in Steps 2 and 3).	
Divide by 12 to obtain average chargeable time per month. (A)	(A)
Step 2: Compute # of months of unbilled time charges as follows:	
Record unbilled chargeable time (Work-in-Process) at mid-year.	
Divide by the average chargeable time per month (A, above) to arrive at number of months of unbilled time at mid-year (B) <i>Carry to Form 7, Line 1</i>	(B)
Record unbilled chargeable time (Work-in-Process) at FYE.	
Divide by the average chargeable time per month (A, above) to arrive at number of months of unbilled time at FYE. (C) <i>Carry to Form 7, Line 2</i>	(C)
Step 3: Compute # of months of outstanding receivables as follows:	
Record accounts receivable (billed fees only) outstanding at mid-year.	
Divide by the dollar value of average chargeable time per month (A, above) to arrive at number of months of billed time at mid-year. (D) <i>Carry to Form 7, Line 3</i>	(D)
Record accounts receivable (billed fees only) outstanding at FYE.	
Divide by the dollar value of average chargeable time per month (A, above) to arrive at number of months of billed time at FYE. <i>Carry to Form 7, Line 4</i>	(E)
Step 4.	
Compute number of months of total investment in client services at mid-year by adding number of months of unbilled charges (B, above) and number of months of outstanding receivables (D, above). <i>Carry to Form 7, Line 5</i>	*
Compute number of months of total investment in client services at FYE by adding number of months of unbilled charges (C, above) and number of months of outstanding receivables (E, above). <i>Carry to Form 7, Line 6</i>	*



Form 7 - Worksheets for Computing Realization Rates

Accounts Receivable Realization Rate

Accounts Receivable Written-Off (A)

The portion of accounts receivable that was deemed uncollectible and written off the accounts receivable records during the 12-month period. Write-offs may pertain to bills issued during a prior accounting period.

Accounts Receivable Collected (B)

The portion of accounts receivable that was collected over the same 12-month period. These collected receivables may pertain to bills issued during a prior accounting period.

Accounts Receivable Realization Rate (Billed Fees Only)	2023
Accounts Receivable written-off (12-month period)	(A)
Accounts Receivable collected (12-month period)	(B)
Accounts Receivable (Write-Off) percentage (A / [A + B])	(C) %
Realization Rate 100% - (C) (Report to nearest tenth) <i>Carry to Form 7, Line 7</i>	%

Work In Process Realization Rate

The Work-in-Process realization rate should be based on work that has the potential to be billed. Do not include *pro bono* work.

Work-in-Process Balance at Prior Year End (A)

The total value of unbilled time charges at the end of the prior accounting period.

Standard Value of Current Year's Chargeable Time (B)

The hours worked by all timekeepers during the period, valued at the published standard billing rates used when the time was charged. Do not calculate this value based on any discounts from the published standard rates that the Firm agreed-upon to get the work. It should be calculated on the standard value of time, and not the value of time agreed-upon to get the work.



We acknowledge that some participants assign multiple billing rates to each timekeeper. Ideally, this calculation is based on the highest non-premium rate available for each timekeeper. However, the 'standard' rate for a given client or matter may not always be the highest non-premium rate available.

Actual Value of Current Year's Billings (C)

This amount is the total of all billed work and reflects all billing adjustments made during the accounting period.

Work-in-Process Balance at Current Year End (D)

The total value of unbilled time charges at the end of the current accounting period.

Work-in-Process realization includes contingency work that has a high probability of settlement and collection within the next accounting period.

Work-in-Process Realization Rate (Unbilled Fees Only)	2023
Work-in-Process Balance at prior year end	(A)
PLUS Standard Value of current year's chargeable time	(B)
LESS Actual Value of current year's billings	(C)
LESS Work-in-Process Balance at current year end	(D)
EQUALS Value of Unbilled time Written-Off	(E)
Work-in-Process Write-Off Percentage (E / [C + E])	(F) %
Realization Rate 100% - (F) (Report to nearest tenth) <i>Carry to Form 7, Line 8</i>	%



Form 8

Firm Financing & Professional Liability Insurance (PLI)

Capital & Debt Information

Lines 1 - 9 on Form 8 request information regarding capital balances at fiscal year-end, and debt balances at periodic times during the year.

Report all values in thousands of dollars and report percentages to the nearest tenth.

Recognizing that most law firms' borrowings fluctuate throughout the year, we ask that each firm report the 'minimum' debt levels during fiscal year 2023.

Permanent Capital Information

1. Total Capital Balance at Fiscal Year-End

Record here capital amounts contributed by partners as recorded in the firm's records at fiscal year-end. Permanent capital can consist of a mixture of actual out-of-pocket contributions made by partners and undistributed firm earnings to be held indefinitely. Do not include property assets. Do not include undistributed earnings that are to be distributed at a predetermined point in the next few months, (i.e., a planned deferral of income distribution). Such amounts do not represent ongoing financing of a firm's operations and accordingly are not considered to be permanent capital. If you do not require permanent capital contributions, leave this line blank. **If you do require permanent capital contributions and your balance is '0' at fiscal year-end, please input '0'.**

If your Firm offers a payment plan to ease the capital requirement burden for a new Partner, for Survey purposes your Permanent Capital should include only the principal payments made against these notes. Our focus is on cash contributions to the capital account.

Professional Corporations should determine shareholder capital balances on a cash basis to the shareholders. Capital balances should consist of the shareholders' cost of all common and preferred stock purchased, increases to paid-in capital, as well as retained earnings that will be held for working capital purposes for at least one year.



2. Interest Rate Paid on Capital

Please indicate, to the nearest tenth, the interest rate paid on the capital held in individual partner accounts during the fiscal year. If your interest rate is tied to the prime rate (variable), use the prime rate as of December 31, 2023. If interest was not paid on partner capital accounts, leave this line blank.

Debt Information

4-9. Short-Term and Long -Term Debt Information

Record here the minimum and maximum levels of all borrowings during the year from banks and/or other lending institutions used to finance firm operations (typically short-term debt for working capital needs and long-term debt for fixed asset financing). Short-term debt is considered any debt that will be due in the coming year (e.g., working capital). **Include in these amounts any debt associated with capitalized lease obligations.** Do not include contributions or loans from Partners in this category. If you do not use short-term and/or long-term debt, leave the line blank.

Bank Borrowings & Lines of Credit

Please provide the requested information on Lines 10 – 17 pertaining to your Firm’s borrowings and lines of credit with banks or other financial institutions.

Please report all values as of 12/31/2023.

All dollar values should be reported in thousands and the interest rates should be reported to the nearest tenth.

On question number 17, please only include capital leases.

Professional Liability Insurance

Please provide the requested information on Lines 18 – 21 pertaining to your Firm’s Professional Liability Insurance coverage for protecting your Firm and its attorneys against damages arising from claims of malpractice, negligence or incompetence.

Please report all values in thousands.

On Line 19, please provide the coverage amount, and not the annual premium cost.



Form 9

Outsourcing & Cost Recovery

Expense Recovery

Use Lines 1 through 12 to summarize your Firm's standard charges to clients for each service listed. If possible, also include the Recovery Percentage for each by dividing the amount recovered from clients by the total cost of the direct expenses for providing the service. Record the recovery percentage values to the nearest tenth. **Exclude indirect costs such as operator compensation and occupancy cost allocations.**

Copying/Printing/Scanning (Lines 1 - 3)

Record the standard per-page cost (black/white and color) billed to clients for photocopying expense recovery. Input the values to the nearest hundredth. If you do not bill on a per-page basis, leave this line blank.

Long Distance Telephone (Line 4 & 5)

Record the standard percentage mark-up that your Firm applies to each long-distance phone call that is billed to a client. Input values to the nearest tenth. If you do not mark up this expense, but rather bill the estimated cost of this expense, enter a '0'. If you do not bill the clients at all, leave the corresponding percentage mark-up line blank.

Overnight Mail (Line 6 & 7)

Record the standard percentage mark-up that your Firm applies to each item of overnight mail that is billed to a client. Input values to the nearest tenth. If you do not mark up this expense, but rather bill the estimated cost of this expense, enter a '0'. If you do not bill the clients at all, leave the corresponding percentage mark-up line blank.

Automated Legal Research (Line 8 & 9)

Record the standard percentage mark-up that your Firm applies to automated legal research. Input values to the nearest tenth. If you do not mark up this expense, but rather bill the estimated cost of this expense, enter a '0'. If you do not bill the clients at all, leave the corresponding percentage mark-up line blank.

Messenger - Percent Mark-up (Line 10)

Record the standard percentage mark-up that your Firm applies to messenger services and is billed to a client. Input the value to the nearest tenth. If you do not mark up this expense, enter a '0'. If you do not use messengers or you do not bill on a percentage mark-up basis, leave this line blank.



Client Meals and Entertainment - Recovery Percentage (Line 11)

Record the recovery percentage for client meals and entertainment billed to the client. Input values to the nearest tenth.

Secretarial/Admin. Staff Overtime - Recovery Percentage (Line 12)

Record the recovery percentage for secretarial and administrative staff overtime billed to the client. Input values to the nearest tenth.

Client Disbursements (billed and unbilled)

Use Lines 13 through 15 to record information regarding 'hard' Client Disbursements or Out-of-Pocket expenses that represent cash outlays by the firm on behalf of clients. This type of disbursement is typically associated with services related to a client's matter, such as travel expenses and court recorder fees.

See the following page for further definitions of hard and soft disbursements.

Total out-of-pocket expenses incurred (Line 13)

All out-of-pocket expenses incurred on behalf of clients during 2021, regardless of whether or not they were billed.

Unrecovered out-of-pocket expenses (Line 14)

All out-of-pocket expenses not collected at 12/31/2021, regardless of whether or not they were billed.

Write-offs less any subsequent recoveries (Line 15)

The net of all client out-of-pocket expenses that were deemed uncollectible and written off less any subsequent recoveries of prior write-offs in 2021.

Outsourced Support Services Expenses

On Lines 16 – 23, please report **in thousands of dollars** the expenses incurred for outsourcing support services in your Firm. If no support services are outsourced, leave this section blank.

An Outsourced Support Service is a contractual obligation with an outside vendor to staff and support a specific function within the firm.



Establishment of a Consistent Treatment for Client Disbursements

A. 'Hard' disbursements (i.e., those client disbursements sometimes referred to as 'Out-of-Pocket' costs, such as travel and court recorder expenses) are typically classified as receivables when incurred and/or billed. When collected, the receivable is accordingly reduced (no impact on Survey expense data) or when determined to be uncollectable, the applicable amount is charged to firm expense as a write-off (Form 5, Line 24). 'Hard' disbursements are not frequently billed on a cost-plus basis. The small number of participants who do bill 'hard' disbursements on a cost-plus basis should include the related 'income' or 'gain' as a Non-Operating Credit (Form 6, Line 7) to avoid creating inconsistencies in Gross Fees comparisons. For 'hard' type disbursements initially charged to an expense account, participants should treat the recovery of such disbursements in a manner similar to that for 'soft' type disbursements, as described below.

B. 'Soft' disbursements (i.e., those costs which are more integrated with on-going firm operating costs, such as photocopying and long-distance charges) are typically charged to an expense account when incurred (vs. recorded as a receivable). Recoveries of 'soft' disbursements are typically treated in two different manners. There are recoveries that represent regular personnel costs (e.g., secretarial compensation) that are billed on an hourly basis (billing rate x hours). These are typically included in Gross Fees. Otherwise, recoveries of personnel costs not billed frequently and on an hourly basis (e.g., messenger service billed on a 'per-trip' basis) and recoveries of non-personnel costs (e.g., photocopying) are typically offset against the expense account initially charged. This appears to be the case even when such disbursements are billed and collected on a cost-plus basis. Some firms view this second type of 'soft' cost as 'out-of-pocket'.

If your Firm includes in Gross Fees any client disbursement recoveries that are not personnel costs billed on an hourly basis, deduct these amounts from the office operating expense accounts to which the disbursements were originally charged. Any 'soft' disbursements initially treated as receivables should be offset against the related receivables as in the case with 'hard' type disbursements.



Form 10

Administrative Staff Benefits Information

This form contains non-compensatory benefits that your Firm offers its Administrative Support Staff.

If your Firm has different benefits for the Administrative Leaders of the Firm, please respond based on the broader administrative staff.

*We are not attempting to collect any information regarding the proportion of benefits that your Firm pays for these benefits. We are only collecting information on the **types** of non-compensatory benefits that your Firm currently offers.*



Frequently Asked Questions

Outlined below is a quick guide that responds to the frequently asked questions our Survey Staff receives about participation in the LFSS.

Question	Response
How long does it take to complete the data form?	<i>At the most, about three days – depending on your Firm’s financial systems.</i>
Where do I record Photocopying Expenses?	<i>Place these expenses under Office Operating Expenses, Form 5. Separate items such as maintenance, repairs, outside reproduction services, supplies, etc. should be placed under the detailed line items.</i>
Where do I record Paralegal CLE, association dues, seminars, etc.?	<i>Place paralegals with administrative expenses under Office Operating Expenses, Form 5, and not with the attorneys under Professional Activities or Professional Staff Recruiting.</i>
Does Form 2 exclude those individuals who are not employees of the Firm, referred to as 'Contract Timekeepers' in the past?	<i>Exclude contract timekeeper headcount, net their compensation costs against Gross Fees (Form 6)</i>
What is the definition of Median?	<i>The definition of median as it pertains to our surveys is: The middle value in a group of values arranged in order of size. Where no one middle value exists, the median is the average of the two middle values. The data in the Group Median column will not, in most instances, foot to the total median value.</i>
Would I place a person who does collections under Finance/Accounting or Administration?	<i>Please place under Finance/Accounting - Form 3, Lines 15 & 16.</i>
Where does interest paid to partners on partner loans go?	<i>Place under 'Interest on loans to fund working capital needs', Form 6, Line 7 - Non-Operating Charges & Credits.</i>
How should we handle firm meeting costs of our marketing department?	<i>Place under Office Operating Expenses, Form 5.</i>
What category should settlement costs be included in? These are for errors or issues from various prior years that we pay out to remedy a situation or problem.	<i>Settlement costs would go under Non-Operating Charges & Credits on Form 6. Please include these costs under the 'Other' category on the worksheet.</i>
We have a Community Affairs department which identifies community service opportunities for the firm, such as feeding the homeless and Habitat for Humanity projects. In the past we have included this group in Administrative Management, but now think that Other Support Staff would be more appropriate.	<i>Please include the group under Administrative Management if the group reports to the Executive Director, or Office Manager.</i>
On Form 9, should we be entering all contract fees paid to our outside vendor or are we supposed to break out only the labor costs of the individuals working in the copy center/mail room?	<i>Please include all costs, and not just the labor costs.</i>
Where do I place depreciation for carpeting?	<i>Please place this item under Occupancy Expense, Form 5, Worksheet Line 4 or 7.</i>
Should all participants include all taxes (as an expense) that were paid for doing business in select geographic locations?	<i>Yes.</i>
Where would moving expenses within an office go, such as an office renovation process where expenses are incurred to move furniture, etc.?	<i>Please place these expenses under Occupancy Expense, Form 5, Worksheet Line 10.</i>



Question	Response
Where would meals / entertainment relating to an office holiday or summer party (non-client related) be recorded?	<i>Under Office Operating Costs, Form 5, Worksheet Line 15.</i>
What about miscellaneous travel, lodging, meals & entertainment relating to marketing. Should this be in the 'Other' worksheet line under Marketing?	<i>Place under Marketing Expenses, Form 5, Worksheet Line 12.</i>
On Form 6, the non-equity partner compensation is included on Line 9, but it is also with Line 2. Is this correct?	<i>The benefits for all partners (equity and non-equity) should not be included in Other Employee Costs. Please include the non-equity partner benefits with their compensation and exclude the equity partner benefits altogether.</i>
On Form 3, where do you include 'Trainers' who provide orientation to new personnel, as well as offer software application classes	<i>Please place these staff members under the IS department.</i>
Do we exclude both federal and state tax?	<i>Exclude federal tax, but include state taxes on Form 5</i>
Where do we classify disability compensation and reimbursement?	<i>Please place on Form 5, Line 11.</i>
What is Local Profit-Related Taxes?	<i>Local profit related taxes are only in select cities and are assessed on the profits of the firm. One city where this occurs is Philadelphia.</i>
Some of the departments in our firm are centralized and so there is normally just one senior supervisor position who oversees all the offices before the supervisors' positions in some of the offices. Hence, for the Office and Departmental Supervisors section in Form 4 of the LFSS, should I provide the senior supervisor's comp as the highest and one of the manager's as the lowest?	<i>Yes, this is correct.</i>
On Form 9, if the firm doesn't mark up the expense, they should enter '0', and then, since they don't have a recovery %, is it blank or '0'?	<i>Please leave blank.</i>
On Form 4, there are several individual Admin Managers who have not received their 2022 review, so they have not received their raise or bonus yet. How should this be handled?	<i>Please exclude these individuals from Form 4.</i>



Help

Please contact the Law Firm Survey Staff if any questions arise concerning your participation in the Survey.

Phone

(703) 918-3077

Website

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