

EXHIBIT C

2011

BILLING SURVEY

A SPECIAL REPORT

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Firms settling for modest rate increases

BILLING, FROM PAGE

market," said Altman Weil consultant Ward Bower. "There was so much demand that law firms were in the driver's seat and could get what they wanted. Clients are in the driver's seat now, and they aren't going to pay those increases. They're exerting much more control over pricing, strategy and staffing decisions."

Still, law firms did find room to boost rates somewhat as many clients' economic fortunes improved—a move firms were reluctant to take during the previous two years, when clients were reeling from the recession. The average firmwide billable hour increased from \$390 to \$407, while the median grew by 2.2 percent from \$404 to \$413, according to the survey. The average partner rate increased by 3.9 percent to \$482, while the average associate rate increased by 3.5 percent to \$303.

The survey included billing information for 62 of the firms on *The National Law Journal's* 2010 survey of the nation's 250 largest law firms. We asked firms to report their billing rates and use of alternative billing arrangements.

The results echoed the findings of other organizations that track legal trends and finances. Hildebrandt Institute's Peer Monitor Index for the third quarter of 2011 indicated that billing rates were up by about 3.5 percent compared with a year ago. A survey of law firm managing partners by Altman Weil Inc. in April and May concluded that firms planned a median rate increase of 4 percent. Citi Private Bank, which offers financial services to law firms and tracks industry trends, reported rate increases of about 3.5 percent.

SAME OLD STORY

"The story hasn't changed a whole lot in the past year," said Mark Medice, who oversees Hildebrandt Institute's index. "And I suspect that we'll see a similar story in 2012, which is that rates will increase about 3 or 3.5 percent."

Average rate increases don't tell the full story of how firms and clients approach pricing, several consultants and managing

partners cautioned. Instead of across-the-board rate hikes, which were popular before the economic downturn, many firms are being more targeted; they identify key attorneys and practice areas that will bear increases while largely leaving rates alone elsewhere, Medice said.

John Bouma, chairman of Southwest firm Snell & Wilmer, has seen the same thing. "Some of these lawyers are really doing outstanding work, and clients rely heavily upon them,"

he said. "At that point, you kind of say to the client, 'Maybe we can keep the rates the same for X, Y and Z, but we have a lot of people who want to work with A and B, and we're increasing their rates.' They are willing to pay what they consider fair for the people they view as valuable. But in this day and age, it's tougher to tell a client [that] you are raising rates across the board."

Being more targeted about rate increases means that rate structures overall are becoming more complicated, Bower said.

Medice believes that the rate increases reflect in part the shifting of work to more senior attorneys. Reports are legion of clients proclaiming they no longer want to pay for the on-the-job training of first- and second-year associates but want their matters staffed with experienced attorneys. Those senior attorneys come with higher price tags, he noted. Similarly, Citi attributed rate increases not to the willingness of clients to pay more, but rather to the movement of lawyers to more senior positions.

"We're starting to get some information that firms are taking a harder look at



SUSAN HACKETT: "Most clients, at the end of the day, think that conversation about billing rates are the real deal," she says.

associates." Medice said. "The use of first- and second-year associates has declined, and there's a stronger mix of senior associates in the pool."

CHANGING ECONOMICS

The economics within firms are changing, said Susan Hackett, chief executive officer of consulting firm Legal Executive Leadership, which offers strategic advice, retreats, surveys and other resources to law firms and law departments. Senior attorneys often bill fewer hours than their less experienced counterparts so, although their average rates are higher, that doesn't necessarily translate into more revenue for the firm, she said.

Beyond that, fluctuations in average billing rates are also losing their relevance as more firms move toward fixed fees or other arrangements besides the billable hour, Hackett said. Firms assign hourly billing rates to partners and associates for bookkeeping purposes, but they don't accurately reflect what clients ultimately pay. This can skew the overall figures.

"Most clients, at the end of the day, think that conversations about billing

rates are the real deal," Hackett said. "They think the discussion should be about their all-in costs."

Several legal consultants predicted tough times in 2012, given the reluctance of clients to accept significant rate increases. The slight increases during 2011 didn't necessarily cover firms' increases in direct and overhead expenses, which both Citi and Hildebrandt put between 3 and 5 percent. Those surveys noted relatively weak growth in demand. Additionally, many firms have already made "surface" cuts, such as reducing the number of new associates and axing perquisites including lavish parties, so further cost reductions are likely to hit partners in the pocket-book, Hackett said.

"I think firms are going to try to raise rates in 2012," Bower said. "Whether or not they will be successful depends on the reaction of the clients. I think, going forward, we'll see rate increases that are more closely tied to the consumer price index."

Even if firms do increase rates in 2012, they might not actually bring in additional revenue, since many offer discounted rates to help clients through the tough economy, Hackett said. "In many cases, firms are looking to raise rates because they offered so many discounts and they're just trying to get back to even," she said. "The raising rates and discount discussions is a hamster wheel everyone is caught on."

The past three years have made clear that law firms can no longer rely on significant annual rate increases to drive revenue growth, Medice said.

"The question now becomes, 'How do we grow revenue?'" he said. "I think we're on a relatively steady path to change in the pricing and relationship model, even though alternative fee arrangements are still only about 10 to 12 percent of business. I think we'll see a lot of law firm mergers as well."

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BILLING SURVEY

A nationwide sampling of law firm billing rates

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

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

SAMPLING, FROM PAGE 12

FIRM NAME	PRINCIPAL OR LARGEST OFFICE	AVERAGE FULL-TIME EQUIVALENT ATTORNEYS*	FIRMWIDE			PARTNER			ASSOCIATE			
			AVERAGE	MEDIAN	HIGH	LOW	AVERAGE	MEDIAN	HIGH	LOW	AVERAGE	MEDIAN
Patton Boggs	Washington	512	\$546	\$540	\$990	\$410	\$659	\$645	\$570	\$240	\$410	\$415
Pepper Hamilton	Philadelphia	459			\$825	\$380	\$557		\$460	\$235	\$344	
Perkins Coie	Seattle	693	\$462		\$875	\$285	\$550	\$545	\$590	\$215	\$368	
Phelps Dunbar	New Orleans	280	\$236	\$225	\$465	\$190	\$281	\$275	\$245	\$150	\$189	\$190
Polsinelli Shughart	Kansas City, Mo.	466			\$630	\$275			\$335	\$205		
Saul Ewing	Philadelphia	220	\$431	\$450	\$750	\$350	\$502	\$490	\$495	\$245	\$326	\$300
Schulte Roth & Zabel	New York	406	\$615	\$630	\$935	\$770	\$846	\$840	\$675	\$285	\$608	\$580
Seyfarth Shaw	Chicago	702	\$437	\$425	\$790	\$355	\$528	\$525	\$505	\$225	\$341	\$340
Sheppard, Mullin, Richter & Hampton	Los Angeles	465			\$860	\$505			\$635	\$275		
Shumaker, Loew & Kendrick	Toledo, Ohio	208	\$345	\$365	\$555	\$265	\$364	\$375	\$320	\$195	\$252	\$250
Stoel Rives	Portland, Ore.	373	\$385	\$395	\$625	\$320	\$451	\$450	\$500	\$195	\$292	\$275
Strasburger & Price	Dallas	181	\$363	\$362	\$630	\$211	\$395	\$397	\$332	\$199	\$250	\$238
Thompson & Knight	Dallas	319	\$520	\$520	\$875	\$440	\$594	\$585	\$460	\$250	\$358	\$350
Thompson Colburn	St. Louis	325			\$750	\$315			\$445	\$195		
Ulmer & Berne	Cleveland	179	\$316		\$585	\$280	\$405		\$390	\$200	\$260	
Vedder Price	Chicago	246	\$445	\$445	\$735	\$295	\$500	\$490	\$520	\$265	\$345	\$335
Winstead	Dallas	265	\$406		\$680	\$365	\$477		\$410	\$215	\$301	
Winston & Strawn	Chicago	868	\$557	\$550	\$1,130	\$580	\$713	\$700	\$600	\$350	\$434	\$413
Wyatt, Tarrant & Combs	Louisville, Ky.	181	\$312	\$350	\$500	\$240	\$325	\$375	\$275	\$180	\$220	\$235

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



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BILLING SURVEY

Firms report using alternatives to the billable hour

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

FIRM NAME	PRINCIPAL OR LARGEST OFFICE	AVERAGE FULL-TIME EQUIVALENT ATTORNEYS*	REVENUE BREAKDOWN			
			PERCENTAGE OF FIRM'S REVENUE OBTAINED THROUGH VARIATIONS ON THE BILLABLE HOUR		PERCENTAGE OF FIRM'S REVENUE OBTAINED THROUGH ALTERNATIVE BILLING METHODS	
			2011	2010	2011	2010
Andrews Kurth	Houston	355	70	15	10	5
Baker, Donelson, Bearman, Caldwell & Berkowitz	Memphis, Tenn.	527	5	35	20	
Best Best & Krieger	Riverside, Calif.	195	25	5	7	5
Bingham McCutchen	Boston	901	5	5	5	5
Briggs and Morgan	Minneapolis	185	90			
Bryan Cave	St. Louis	908			20	20
Butzel Long	Detroit	176	24		8	
Cadwalader, Wickersham & Taft	New York	481	27		25	
Cozen O'Connor	Philadelphia	504			21	
Day Pitney	Parsippany, N.J.	324	46		7	
Dinsmore & Shohl	Cincinnati	407	49		5	
DLA Piper	New York	3,348	95		3.5	
Dorsey & Whitney	Minneapolis	567	5	5	5	5
Duane Morris	Philadelphia	629	5	4	6	6
Dykema Gossett	Detroit	333	84	83		
Ford & Harrison	Atlanta	173	24	20	9	7
Frost Brown Todd	Cincinnati	401	74	76	2.8	
Gardere Wynne Sewell	Dallas	265	15	20	5	18
Gibbons	Newark, N.J.	199	20	20	10	10
Hiscock & Barclay	Syracuse, N.Y.	174	46		21	24
Hodgson Russ	Buffalo, N.Y.	199	22		4	30
Holland & Knight	Washington	910			9	
Hunton & Williams	Richmond, Va.	855	12		7.4	
Husch Blackwell	St. Louis	551	95	95	5	5
Jackson Lewis	White Plains, N.Y.	614	95	30	13	15
Kaye Scholer	New York	425			20	
Lane Powell	Seattle	180	50	50	10	10
Latham & Watkins	New York	1,931			2.8	
Lathrop & Gage	Kansas City, Mo.	281	80		10	
Manatt, Phelps & Phillips	Los Angeles	322	82	66	12	14
McElroy, Deutsch, Mulvaney & Carpenter	Morristown, N.J.	272	15	6	10	15
McKenna Long & Aldridge	Atlanta	425	20	11	15	20
Miller & Martin	Chattanooga, Tenn.	184	10	17	5	3
Nelson Mullins Riley & Scarborough	Columbia, S.C.	399	5	5	5	5
Nessen Pruet	Columbia, S.C.	178	10			
Orrick, Herrington & Sutcliffe	San Francisco	1,022			30	25
Patton Boggs	Washington	512	15	15	15	13
Pepper Hamilton	Philadelphia	459	10	10	17	15
Phelps Dunbar	New Orleans	280	2	2	2	2

ALTERNATIVES, FROM PAGE 14

FIRM NAME	PRINCIPAL OR LARGEST OFFICE	AVERAGE FULL-TIME EQUIVALENT ATTORNEYS*	REVENUE BREAKDOWN			
			PERCENTAGE OF FIRM'S REVENUE OBTAINED THROUGH VARIATIONS ON THE BILLABLE HOUR		PERCENTAGE OF FIRM'S REVENUE OBTAINED THROUGH ALTERNATIVE BILLING METHODS	
			2011	2010	2011	2010
Polsinelli Shughart	Kansas City, Mo.	466	15	15	15	15
Reed Smith	Pittsburgh	1,448	5	10	10	10
Saul Ewing	Philadelphia	220	40	35	5	5
Sedgwick	San Francisco	345	16	16	1	1
Seyfarth Shaw	Chicago	702	83		17	10
Sheppard, Mullin, Richter & Hampton	Los Angeles	465	15	13	15	13
Shumaker, Loop & Kendrick	Toledo, Ohio	208	10	10	5	5
Step toe & Johnson LLP	Washington	408			16	10
Strasburger & Price	Dallas	181	80	30	20	15
Thompson & Knight	Dallas	319	30	30	3	3
Ulmer & Berne	Cleveland	179	45		15	
Vedder Price	Chicago	246	10		3	
White and Williams	Philadelphia	216			20	
Wiley Rein	Washington	270	35	25	4	3
Wilmer Cutler Pickering Hale and Dorr	Washington	890	50		15	10
Winstead	Dallas	265	10	6	3	3
Wyatt, Tarrant & Combs	Louisville, Ky.	181	30		10	

* Attorney numbers are from NLJ 250 published in April 2011

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BILLING SURVEY

Firms report their billing rates by associate class

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

Firms that supplied this information are listed in alphabetical order.

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

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