

## BILLING

## Law firm fees defy gravity

As the recession gathered, legal fees grew, and one firm broke the \$1,200 per hour barrier.

By Leigh Jones  
ASSOCIATE EDITOR

DESPITE THE RANCID economy of 2008, attorney billing rates continued their escalation trend, with nearly 71% of law firms reporting an increase in the amount that they charged clients compared with 2007. This figure represents law firms that increased their average and median billing rates firm-wide.

### The numbers

Nationwide sampler. **\$2**

Associate class rates. **\$5**

Alternative methods. **\$6**

Also this year, partner billing rates broke record highs, with one firm exceeding the \$1,200 mark and another rising above \$1,100 per hour.

This year's results of *The National Law Journal's* annual billing survey indicate that, although law firms upped their rates at a slower pace compared with last year's increases, they still exacted a higher price for

their labors from clients, even amid an unraveling economy.

The survey was based on information provided by 127 law firms that responded to billing questions submitted as part of the NLJ 250. *The National Law Journal's* annual survey of the nation's largest law firms. Of those 127 law firms, 109 provided billing information both this year and last, from which year-over-year comparisons were derived. The survey period ran from Oct. 1, 2007, to Sept. 30, 2008.

The average of this year's average firmwide billing rates, which include partner and associate rates, climbed by 4.3%.

The level of increase for average firmwide billing rates was lower than the increase last year of 7.7%, compared with 2006. At the same time, although 70.6% of firms increased their average and median billing rates this year, 75.2% increased those rates last year, compared with 2006.

The continued uptick in legal expenses means that law firms should expect clients, especially in a worsening economy, to hire more attorneys in-house and to rely more heavily on "flexible staffing," said Pamela Woldow, general counsel and principal of Altman Weil Inc., a law

firm consultancy. In addition, clients, such as pharmaceutical companies, that in the past did not demand alternative or varied fees will be "negotiating harder" for better deals on legal services, Woldow said.

The average of the average firmwide billing rate for 2008 was \$363 per hour, compared with \$348 in 2007. The average of the median firmwide rate this year was \$350 per hour, compared with \$347 per hour last year.

### \$1,260 per hour

The most expensive hourly rate came from White & Case, which reported that the high end of its partner rate was \$1,260 per hour. The firm's average partner billing rate was \$747 per hour. With 2,205 attorneys, White & Case is ranked No. 6 on the NLJ 250.

In a written statement, White & Case said that the high end of its billing rates was "representative of only two potential billing scenarios for clients" and "[did] not take into account a number of key factors, including blended rates and rates negotiated with specific clients."

Coming in second was Dorsey &

Whitney, where the high end of the partner rate was \$1,180. Dorsey's average partner rate was \$505.

The top rates at Dorsey & Whitney were charged by two international tax partners practicing in London, said firm spokesman Bob Kleiber. The firm declined to identify the partners charging that rate.

The two law firms also reported the highest associate rates, with White & Case charging \$920 per hour at the high end of the range and Dorsey & Whitney charging up to \$820 per hour for associate work. The average associate rate at White & Case was \$456 per hour. The average associate rate at Dorsey & Whitney was \$301 per hour. The \$820 fee charged at Dorsey & Whitney applied to one associate practicing in the firm's London office, Kleiber said.

Regarding average partner billing rates, 86.2% of the firms charged more this year than last year. The average of the average partner rate this year was \$451 per hour, while the average of the median partner rate was \$435 per hour.

Regarding associate rates, 80.7% of the law firms responding to the billing survey both in

2007 and 2008 raised the high end of associate rates. The average of the average associate rate for these firms was \$282 per hour. The average of the median associate rate was \$274.

### Other high fliers

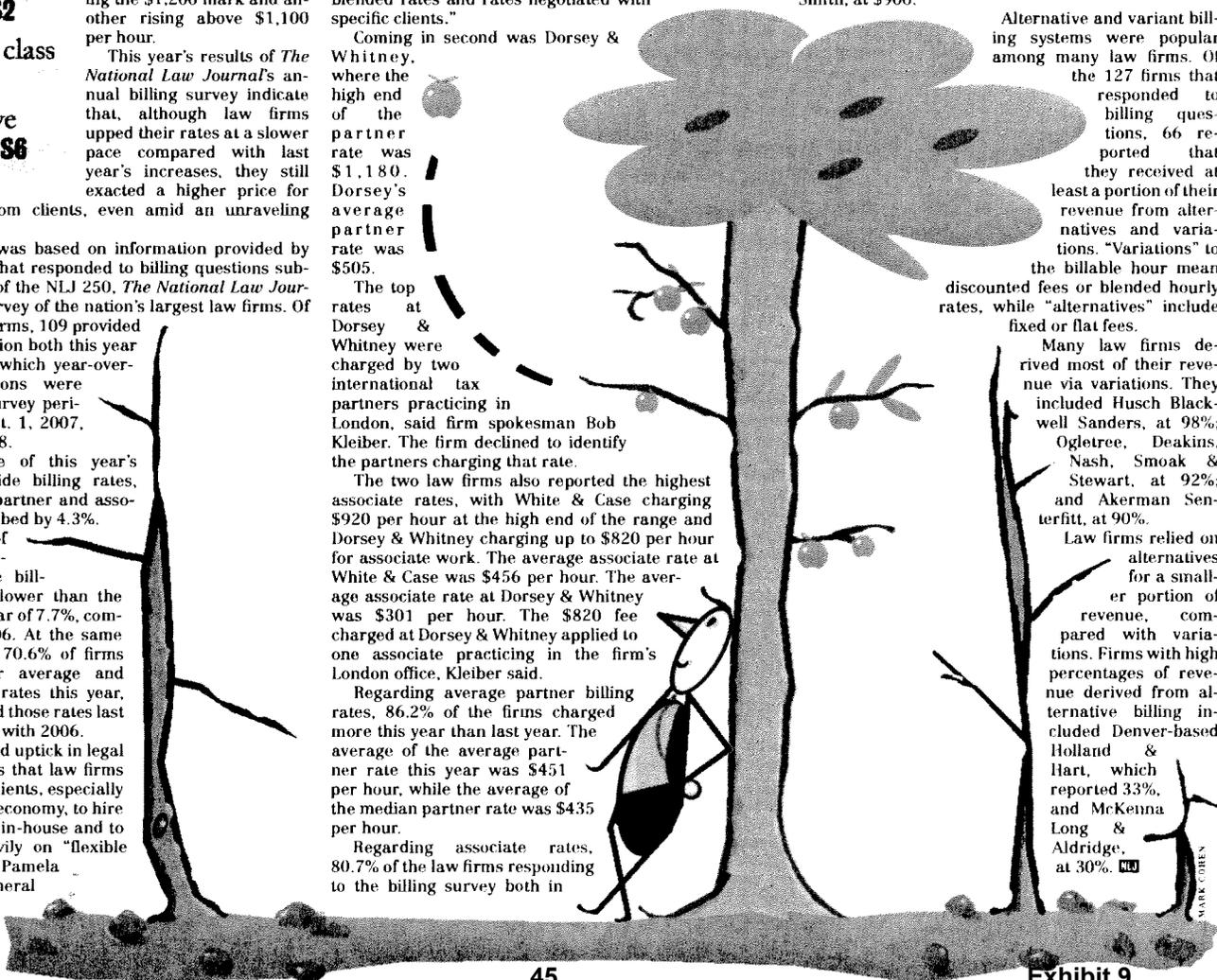
Two law firms besides Dorsey & Whitney and White & Case reported partners who charged four-figure rates. They were Pittsburgh-based Buchanan Ingersoll & Rooney, at \$1,020, and Chicago-based Jenner & Block, at \$1,000.

Several law firms came close to the \$1,000 mark on the high end of the partner rate range. They were New York-based McKee Nelson, at \$995; Washington-based Patton Boggs, at \$990; Cooley Godward Kronish of Palo Alto, Calif., at \$980; Locke Lord Bissell & Liddell, at \$975; Chicago-based Winston & Strawn, at \$975; Venable of Washington, at \$950; Loeb & Loeb, at \$925; Washington-based Hogan & Hartson, at \$900; and Reed Smith, at \$900.

Alternative and variant billing systems were popular among many law firms. Of the 127 firms that responded to billing questions, 66 reported that they received at least a portion of their revenue from alternatives and variations. "Variations" to the billable hour mean discounted fees or blended hourly rates, while "alternatives" include fixed or flat fees.

Many law firms derived most of their revenue via variations. They included Husch Blackwell Sanders, at 98%; Ogletree, Deakins, Nash, Smoak & Stewart, at 92%; and Akerman Senterfitt, at 90%.

Law firms relied on alternatives for a smaller portion of revenue, compared with variations. Firms with high percentages of revenue derived from alternative billing included Denver-based Holland & Hart, which reported 33%, and McKenna Long & Aldridge, at 30%. 



# A nationwide sampling of law firm billing rates

The National Law Journal asked the respondents to its 2008 survey of the nation's 250 largest law firms to provide a range of hourly billing rates for partners and associates. Firms that supplied this information—including some firms that are not in the NLJ 250—are listed below in alphabetical order. We also asked firms to provide average and median billing rates, and several complied. The number after a firm's name indicates the total number of attorneys at the firm. The city listed below the name of a firm is the location of its principal or largest office.

## A B C

### Adams and Reese (253)

(New Orleans)  
Partners \$240-\$425 (average \$318)  
(median \$310)  
Associates \$175-\$300 (average \$209)  
(median \$205)  
Firmwide (average \$257) (median \$265)

### Arent Fox (336) (Washington)

Partners \$410-\$710  
Associates \$260-\$465

### Armstrong Teasdale (252)

(St. Louis)  
Partners \$295-\$450  
Associates \$175-\$300

### Baker, Donelson, Bearman, Caldwell & Berkowitz (549)

(Memphis, Tenn.)  
Partners \$230-\$525 (average \$339)  
(median \$330)  
Associates \$120-\$330 (average \$218)  
(median \$220)  
Firmwide (average \$295) (median \$290)

### Balch & Bingham (244)

(Birmingham, Ala.)  
Partners \$295-\$600  
Associates \$200-\$280

### Bass, Berry & Sims (211) (Nashville, Tenn.)

Partners \$240-\$575 (average \$408)  
(median \$408)  
Associates \$180-\$310 (average \$245)  
(median \$245)  
Firmwide (average \$378) (median \$378)

### Best Best & Krieger (198)

(Riverside, Calif.)  
Partners \$300-\$550 (average \$410)  
(median \$420)  
Associates \$175-\$365 (average \$245)  
(median \$240)  
Firmwide (average \$307) (median \$300)

### Blank Rome (503) (Philadelphia)

Partners \$425-\$785 (average \$525)  
Associates \$245-\$485 (average \$332)  
Firmwide (average \$400)

### Bond, Schoeneck & King (189)

(Syracuse, N.Y.)  
Partners \$210-\$450 (average \$308)  
(median \$310)  
Associates \$150-\$250 (average \$187)  
(median \$185)  
Firmwide (average \$268) (median \$275)

### Bradley Arant Rose & White (255)

(Birmingham, Ala.)  
Partners \$260-\$550  
Associates \$170-\$310

### Briggs and Morgan (175) (Minneapolis)

Partners \$300-\$580 (average \$420)  
(median \$425)  
Associates \$195-\$290 (average \$229)  
(median \$225)  
Firmwide (average \$368) (median \$390)

### Brinks Hofer Gilson & Lyne (171)

(Chicago)  
Partners \$320-\$700 (average \$499)  
(median \$500)  
Associates \$180-\$435 (average \$281)  
(median \$275)  
Firmwide (average \$392) (median \$390)

### Broad and Cassel (179)

(Orlando, Fla.)  
Partners \$290-\$475 (average \$378)  
(median \$375)  
Associates \$175-\$320 (average \$245)  
(median \$248)  
Firmwide (average \$314) (median \$310)

### Brownstein Hyatt Farber Schreck (235)

(Denver)  
Partners \$275-\$750 (average \$424)  
(median \$400)  
Associates \$160-\$285 (average \$234)  
(median \$240)  
Firmwide (average \$340) (median \$325)

### Bryan Cave (852)

(St. Louis)  
Partners \$340-\$750 (average \$525)  
(median \$510)  
Associates \$170-\$510 (average \$314)  
(median \$310)  
Firmwide (average \$424) (median \$405)

### Buchalter Nemer (146)

(Los Angeles)  
Partners \$260-\$600 (average \$448)  
(median \$450)  
Associates \$225-\$450 (average \$283)  
(median \$275)  
Firmwide (average \$384) (median \$375)

### Buchanan Ingersoll & Rooney (529)

(Pittsburgh)  
Partners \$300-\$1,020  
Associates \$100-\$520

### Bullivant Houser Bailey (153)

(Portland, Ore.)  
Partners \$275-\$525  
Associates \$190-\$325

### Burr & Forman (208)

(Birmingham, Ala.)  
Partners \$210-\$495 (average \$352)  
(median \$350)  
Associates \$165-\$305 (average \$235)  
(median \$230)  
Firmwide (average \$271) (median \$295)

### Butzel Long (243) (Detroit)

Partners \$300-\$650  
Associates \$180-\$290

### Carlton Fields (281) (Tampa, Fla.)

Partners \$305-\$650 (average \$435)  
(median \$435)  
Associates \$195-\$335 (average \$267)  
(median \$265)  
Firmwide (average \$334) (median \$325)

### Cooley Godward Kronish (618)

(Palo Alto, Calif.)  
Partners \$525-\$980  
Associates \$285-\$570

### Cozen O'Connor (478) (Philadelphia)

Partners \$240-\$840 (average \$457)  
(median \$455)  
Associates \$205-\$650 (average \$342)  
(median \$325)  
Firmwide (average \$397) (median \$385)

### Curtis, Mallet-Prevost, Colt & Mosie (235)

(New York)  
Partners \$675-\$785 (average \$730)  
(median \$730)  
Associates \$290-\$575 (average \$434)  
(median \$435)  
Firmwide (average \$520) (median \$515)

## DEF

### Davis Wright Tremaine (467)

(Seattle)  
Partners \$300-\$710 (average \$455)  
(median \$450)  
Associates \$190-\$405 (average \$280)  
(median \$280)  
Firmwide (average \$395) (median \$395)

### Day Pitney (405)

(Florham Park, N.J.)  
Partners \$295-\$710  
Associates \$220-\$450

### Dickinson Wright (228)

(Detroit)  
Partners \$275-\$550  
Associates \$180-\$300

### Dickstein Shapiro (403)

(Washington)  
Partners \$475-\$895 (average \$607)  
(median \$605)  
Associates \$250-\$475 (average \$378)  
(median \$395)  
Firmwide (average \$493) (median \$485)

### Dinsmore & Shohi (347)

(Cincinnati)  
Partners \$220-\$495 (average \$347)  
(median \$338)  
Associates \$160-\$305 (average \$202)  
(median \$198)  
Firmwide (average \$284) (median \$275)

### Dorsey & Whitney (670) (Minneapolis)

Partners \$235-\$1,180 (average \$505)  
(median \$510)  
Associates \$170-\$820 (average \$301)  
(median \$335)  
Firmwide (average \$407) (median \$430)

### Duane Morris (594) (Philadelphia)

Partners \$340-\$755 (average \$490)  
(median \$505)  
Associates \$230-\$510 (average \$326)  
(median \$350)  
Firmwide (average \$449) (median \$450)

### Dykema Gossett (374)

(Detroit)  
Partners \$265-\$650 (average \$415)  
Associates \$170-\$435 (average \$277)

### Edwards Angell Palmer & Dodge (578)

(Boston)  
Partners \$325-\$755  
Associates \$170-\$480  
Firmwide (median \$450)

### Epstein Becker & Green (372)

(New York)  
Partners \$350-\$850 (average \$501)  
(median \$495)  
Associates \$175-\$450 (average \$312)  
(median \$300)  
Firmwide (average \$406) (median \$400)

### Fisher & Phillips (208)

(Atlanta)  
Partners \$330-\$505  
Associates \$195-\$380

### Foley & Lardner (1,032)

(Milwaukee)  
Partners (average \$596)  
(median \$585)  
Associates (average \$405)  
(median \$395)  
Firmwide \$185-\$985 (average \$508)  
(median \$520)

### Ford & Harrison (179)

(Atlanta)  
Partners \$325-\$585  
Associates \$245-\$505

### Fowler White Boggs Banker (201\*)

(Tampa, Fla.)  
Partners \$175-\$525 (average \$360)  
(median \$350)  
Associates \$160-\$325 (average \$222)  
(median \$220)  
Firmwide (average \$314) (median \$325)  
(\*Total prior to subsequent firm split.)

### Fox Rothschild (440)

(Philadelphia)  
Partners \$250-\$590 (average \$443)  
(median \$450)  
Associates \$215-\$395 (average \$275)  
(median \$260)  
Firmwide (average \$378) (median \$375)

### Fredrikson & Byron (233)

(Minneapolis)  
Partners \$250-\$590 (average \$402)  
(median \$395)  
Associates \$150-\$315 (average \$237)  
(median \$225)  
Firmwide (average \$340) (median \$340)

### Frost Brown Todd (342) (Cincinnati)

Partners \$225-\$490 (average \$317)  
(median \$310)  
Associates \$145-\$260 (average \$188)  
(median \$180)  
Firmwide (average \$272) (median \$270)

## GHI

### Gardere Wynne Sewell (281)

(Dallas)  
Partners \$380-\$750 (average \$502)  
(median \$500)  
Associates \$210-\$450 (average \$306)  
(median \$300)  
Firmwide (average \$374) (median \$390)

### Gibbons (230) (Newark, N.J.)

Partners \$375-\$700  
Associates \$220-\$415

### GrayRobinson (213)

(Orlando, Fla.)  
Partners \$200-\$650 (average \$310)  
(median \$285)  
Associates \$125-\$275 (average \$164)  
(median \$167)  
Firmwide (average \$239) (median \$252)

### Greenberg Traurig (1,840)

(New York)  
Partners \$335-\$850 (average \$520)  
(median \$535)  
Associates \$175-\$525 (average \$323)  
(median \$325)  
Firmwide (average \$426) (median \$425)

### Harris Beach (179) (Rochester, N.Y.)

Partners \$250-\$475  
Associates \$140-\$275

### Hiscock & Barclay (187) (Syracuse, N.Y.)

Partners \$190-\$650 (average \$361)  
(median \$359)  
Associates \$145-\$430 (average \$235)  
(median \$224)  
Firmwide (average \$319) (median \$322)

### Hodgson Russ (227) (Buffalo, N.Y.)

Partners \$240-\$665 (average \$355)  
(median \$350)  
Associates \$165-\$450 (average \$230)  
(median \$235)  
Firmwide (average \$303) (median \$300)

### Hogan & Hartson (1,175)

(Washington)  
Partners \$375-\$900 (average \$660)  
(median \$650)  
Associates \$150-\$550 (average \$410)  
(median \$400)  
Firmwide (average \$525) (median \$525)

**Holland & Hart (406)**  
(Denver)  
Partners \$295-\$615 (average \$414)  
(median \$405)  
Associates \$175-\$355 (average \$269)  
(median \$275)  
Firmwide (average \$350) (median \$345)

**Holme Roberts & Owen (228)**  
(Denver)  
Partners \$285-\$635 (average \$415)  
(median \$410)  
Associates \$160-\$525 (average \$294)  
(median \$265)  
Firmwide (average \$355) (median \$345)

**Howard Rice Nemerovski Canady Falk & Rabkin (102)** (San Francisco)  
Partners \$515-\$795  
Associates \$275-\$510

**Hughes Hubbard & Reed (334)** (New York)  
Partners \$625-\$875  
Associates \$270-\$600

**Husch Blackwell Sanders (629)** (St. Louis)  
Partners \$205-\$740 (average \$352)  
(median \$340)  
Associates \$150-\$380 (average \$218)  
(median \$215)  
Firmwide (average \$302) (median \$300)

**JKL**

**Jackson Kelly (187)**  
(Charleston, W.Va.)  
Partners \$200-\$435 (average \$238)  
(median \$247)  
Associates \$135-\$335 (average \$155)  
(median \$151)  
Firmwide (average \$214) (median \$212)

**Jackson Lewis (517)** (White Plains, N.Y.)  
Partners \$250-\$595  
Associates \$180-\$405

**Jenner & Block (482)**  
(Chicago)  
Partners \$525-\$1,000 (average \$616)  
(median \$575)  
Associates \$325-\$495 (average \$393)  
(median \$375)

**Jones, Walker, Waschter, Poitevent, Carrère & Denègre (264)** (New Orleans)  
Partners \$225-\$620 (average \$332)  
(median \$325)  
Associates \$140-\$250 (average \$186)  
(median \$180)  
Firmwide (average \$277) (median \$275)

**Kilpatrick Stockton (466)** (Atlanta)  
Partners \$310-\$695 (average \$485)  
(median \$475)  
Associates \$225-\$400 (average \$290)  
(median \$275)  
Firmwide (average \$400) (median \$395)

**Kelley Drye & Warren (378)** (New York)  
Partners \$430-\$850  
Associates \$255-\$520

**Knobbe, Martens, Olson & Bear (249)**  
(Irvine, Calif.)  
Partners \$375-\$660 (average \$473)  
(median \$450)  
Associates \$245-\$430 (average \$287)  
(median \$275)  
Firmwide (median \$362)

**Lane Powell (170)** (Seattle)  
Partners \$325-\$550 (average \$405)  
(median \$400)  
Associates \$195-\$325 (average \$270)  
(median \$275)  
Firmwide (average \$327) (median \$350)

**Lathrop & Gage (261)**  
(Kansas City, Mo.)  
Partners \$255-\$490  
Associates \$180-\$265

**Leonard, Street and Deinard (189)**  
(Minneapolis)  
Partners \$310-\$530  
Associates \$200-\$315

**Lewis, Rice & Fingersh (164)** (St. Louis)  
Partners \$225-\$440  
Associates \$140-\$305

**Lindquist & Vennum (185)** (Minneapolis)  
Partners \$280-\$450 (average \$367)  
(median \$375)  
Associates \$180-\$295 (average \$218)  
(median \$210)  
Firmwide (average \$309) (median \$330)

**Locke Lord Bissell & Liddell (707)** (Dallas)  
Partners \$375-\$975 (average \$527)  
(median \$525)  
Associates \$225-\$450 (average \$313)  
(median \$300)  
Firmwide (average \$433) (median \$450)

**Loeb & Loeb (310)**  
(New York)  
Partners \$450-\$925 (average \$651)  
(median \$650)  
Associates \$260-\$500  
(average \$422) (median \$425)  
Firmwide (average \$534)  
(median \$500)

**Lowenstein Sandler (278)**  
(Roseland, N.J.)  
Partners \$400-\$765  
Associates \$220-\$405

**Luce, Forward, Hamilton & Scripps (187)**  
(San Diego)  
Partners \$350-\$650 (average \$483)  
(median \$483)  
Associates \$235-\$460 (average \$293)  
(median \$280)  
Firmwide (average \$397)  
(median \$400)

**MNO**

**Manatt, Phelps & Phillips (358)**  
(Los Angeles)  
Partners \$495-\$850 (average \$626)  
(median \$620)  
Associates \$290-\$505 (average \$407)  
(median \$410)  
Firmwide (average \$533) (median \$550)

**Marshall, Donohey, Warner, Coleman & Goggin (408)** (Philadelphia)  
Partners \$135-\$400  
Associates \$120-\$300

**McCarter & English (399)** (Newark, N.J.)  
Partners \$325-\$635 (average \$435)  
(median \$440)  
Associates \$215-\$395 (average \$280)  
(median \$285)  
Firmwide (average \$353) (median \$345)

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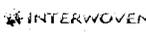
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# Billing rates as reported by the nation's law firms

\*RATES\* FROM PAGE S3

## **McElroy, Deutsch, Mulvaney & Carpenter (232)** (Morristown, N.J.)

Partners \$295-\$450 (average \$250)  
(median \$235)  
Associates \$135-\$225 (average \$180)  
(median \$165)  
Firmwide (average \$195) (median \$215)

## **McKee Nelson (202)**

(New York)  
Partners \$665-\$995  
Associates \$395-\$630

## **McKenna Long & Aldridge (435)** (Atlanta)

Partners \$370-\$750 (average \$454)  
Associates \$220-\$450 (average \$274)

## **Michael Best & Friedrich (229)**

(Milwaukee)  
Partners \$235-\$620 (average \$391)  
(median \$375)  
Associates \$190-\$330 (average \$252)  
(median \$245)  
Firmwide (average \$340) (median \$305)

## **Miller, Canfield, Paddock and Stone (387)**

(Detroit)  
Partners \$275-\$620 (average \$425)  
(median \$425)  
Associates \$165-\$375 (average \$240)  
(median \$240)  
Firmwide (average \$347) (median \$355)

## **Miller & Martin (198)** (Chattanooga, Tenn.)

Partners \$210-\$610 (average \$354)  
(median \$360)  
Associates \$180-\$305 (average \$210)  
(median \$205)  
Firmwide (average \$316)  
(median \$330)

## **Montgomery, McCracken, Walker & Rhoads (151)**

(Philadelphia)  
Partners \$360-\$585 (average \$440)  
Associates \$195-\$365 (average \$270)  
Firmwide (average \$360)

## **Moore & Van Allen (300)** (Charlotte, N.C.)

Partners \$280-\$770 (average \$425)  
(median \$410)  
Associates \$180-\$365 (average \$256)  
(median \$250)  
Firmwide (average \$283) (median \$273)

## **Nexsen Pruet (174)** (Columbia, S.C.)

Partners \$250-\$450  
Associates \$170-\$250

## **Nixon Peabody (699)** (Boston)

Partners \$565-\$845 (average \$570)  
(median \$590)  
Associates \$230-\$350 (average \$370)  
(median \$365)  
Firmwide (average \$468) (median \$430)

## **Ogletree, Deakins, Nash, Smoak & Stewart (428)**

(Greenville, S.C.)  
Partners \$275-\$600 (average \$367)  
Associates \$185-\$380 (average \$266)  
Firmwide (average \$325)

## **PQR**

### **Patton Boggs (529)**

(Washington)  
Partners \$360-\$990 (average \$586)  
(median \$570)  
Associates \$244-\$535 (average \$372)  
(median \$385)  
Firmwide (average \$440) (median \$455)

### **Pepper Hamilton (514)**

(Philadelphia)  
Partners \$385-\$795  
Associates \$240-\$395

## **Perkins Coie (632)** (Seattle)

Partners \$260-\$785 (average \$498)  
Associates \$165-\$515 (average \$329)

## **Phelps Dunbar (258)**

(New Orleans)  
Partners \$170-\$450 (average \$256)  
(median \$250)  
Associates \$130-\$260 (average \$171)  
(median \$165)  
Firmwide (average \$213) (median \$205)

## **Phillips Lytle (179)** (Buffalo, N.Y.)

Partners \$250-\$475 (average \$334)  
(median \$330)  
Associates \$155-\$355 (average \$230)  
(median \$220)  
Firmwide (average \$288) (median \$300)

## **Poisinelli Shalton Flanigan Suelthaus (304)**

(Kansas City, Mo.)  
Partners \$250-\$600  
Associates \$175-\$275

## **Quarles & Brady (450)** (Milwaukee)

Partners \$280-\$625 (average \$419)  
(median \$420)  
Associates \$200-\$375 (average \$252)  
(median \$245)  
Firmwide (average \$347) (median \$342)

## **Reed Smith (1,558\*)** (Pittsburgh)

Partners \$375-\$900 (average \$626)  
(median \$585)  
Associates \$235-\$580 (average \$423)  
(median \$390)  
Firmwide (average \$441) (median \$425)

(\*National Association for Law Placement figure. The firm recently reported an attorney count of 1,505.)

## **Robinson & Cole (215)** (Hartford, Conn.)

Partners \$230-\$650 (average \$436)  
(median \$440)  
Associates \$210-\$350 (average \$276)  
(median \$275)  
Firmwide (average \$346) (median \$350)

## **Roetzel & Andress (227)** (Akron, Ohio)

Partners \$225-\$500 (average \$333)  
(median \$325)  
Associates \$170-\$295 (average \$219)  
(median \$215)  
Firmwide (average \$292) (median \$300)

## **Rutan & Tucker (140)** (Costa Mesa, Calif.)

Partners \$315-\$635  
Associates \$220-\$370

## **STU**

### **Saul Ewing (231)** (Philadelphia)

Partners \$295-\$800 (average \$441)  
(median \$430)  
Associates \$205-\$535 (average \$285)  
(median \$255)  
Firmwide (average \$372) (median \$380)

### **Schnader Harrison Segal & Lewis (189)**

(Philadelphia)  
Partners \$275-\$625  
Associates \$160-\$375

### **Schulte Roth & Zabel (481)** (New York)

Partners \$695-\$895 (average \$770)  
(median \$755)  
Associates \$255-\$650 (average \$495)  
(median \$510)  
Firmwide (average \$550) (median \$530)

### **Sedgwick, Detert, Moran & Arnold (380)**

(San Francisco)  
Partners \$295-\$650 (average \$398)  
(median \$380)  
Associates \$185-\$390 (average \$262)  
(median \$260)  
Firmwide (average \$318) (median \$300)

## **Sheppard, Mullin, Richter & Hampton (458)**

(Los Angeles)  
Partners \$475-\$795  
Associates \$275-\$455 (up to \$580 in New York)

## **Shughart Thomson & Kilroy (179)**

(Kansas City, Mo.)  
Partners \$240-\$500  
Associates \$185-\$245

## **Shumaker, Loop & Kendrick (180)**

(Toledo, Ohio)  
Partners \$225-\$500 (average \$329)  
(median \$325)  
Associates \$185-\$380 (average \$227)  
(median \$225)  
Firmwide (average \$297) (median \$315)

## **Shurtz & Bowen (203)** (Miami)

Partners \$190-\$540  
Associates \$190-\$240

## **Sills Gummis & Gross (165)**

(Newark, N.J.)  
Partners \$395-\$725  
Associates \$215-\$425

## **Smith, Gambrell & Russell (181)** (Atlanta)

Partners \$260-\$595  
Associates \$155-\$335

## **Snell & Wilmer (440)** (Phoenix)

Partners \$300-\$725 (average \$444)  
Associates \$170-\$420 (average \$271)  
Firmwide (average \$354)

## **Steptoe & Johnson LLP (508)** (Washington)

Partners \$350-\$895 (average \$591)  
(median \$580)  
Associates \$210-\$685 (average \$384)  
(median \$395)  
Firmwide (average \$477) (median \$470)

## **Steptoe & Johnson PLLC (182)**

(Clarksburg, W.Va.)  
Partners \$200-\$325  
Associates \$170-\$250

## **Stinson Morrison Hecker (324)**

(Kansas City, Mo.)  
Partners \$275-\$680 (average \$363)  
(median \$373)  
Associates \$190-\$290 (average \$224)  
(median \$228)  
Firmwide (average \$293) (median \$275)

## **Stoel Rives (350)** (Portland, Ore.)

Partners \$290-\$550  
Associates \$170-\$365

## **Strasburger & Price (184)** (Dallas)

Partners \$300-\$580  
Associates \$185-\$395  
Firmwide (average \$334)

## **Sullivan & Worcester (182)** (Boston)

Partners \$450-\$775 (average \$603)  
(median \$600)  
Associates \$270-\$490 (average \$343)  
(median \$330)  
Firmwide (average \$485)  
(median \$495)

## **Sutherland Asbill & Brennan (429)** (Atlanta)

Partners \$395-\$750 (average \$543)  
(median \$530)  
Associates \$240-\$450 (average \$316)  
(median \$300)  
Firmwide (average \$379) (median \$380)

## **Taft Stettinius & Hollister (337)**

(Cincinnati)  
Partners \$200-\$475 (average \$354)  
(median \$355)  
Associates \$165-\$325 (average \$217)  
(median \$195)  
Firmwide (average \$294) (median \$295)

## **Thompson Coburn (344)**

(St. Louis)  
Partners \$295-\$555  
Associates \$170-\$400

## **Thompson Hine (396)**

(Cleveland)  
Partners \$275-\$740 (average \$425)  
(median \$420)  
Associates \$185-\$510 (average \$240)  
(median \$235)  
Firmwide (average \$330) (median \$325)

## **Thompson & Knight (458)** (Dallas)

Partners \$410-\$785 (average \$545)  
(median \$530)  
Associates \$250-\$500 (average \$334)  
(median \$345)  
Firmwide (average \$453) (median \$450)

## **Ulmer & Berne (176)**

(Cleveland)  
Partners \$230-\$495 (average \$319)  
Associates \$175-\$310 (average \$205)  
Firmwide (average \$262)

## **VW**

### **Vedder Price (265)**

(Chicago)  
Partners \$310-\$685 (average \$455)  
(median \$445)  
Associates \$235-\$390 (average \$290)  
(median \$290)  
Firmwide (average \$385) (median \$390)

### **Venable (569)** (Washington)

Partners \$380-\$950 (average \$530)  
(median \$525)  
Associates \$250-\$425 (average \$329)  
(median \$320)  
Firmwide (average \$440) (median \$440)

### **White & Case (2,205)**

(New York)  
Partners \$550-\$1,260 (average \$747)  
Associates \$160-\$920 (average \$456)  
Firmwide (average \$513)

### **Wiggin and Dana (152)** (New Haven, Conn.)

Partners \$360-\$600  
Associates \$215-\$375

### **Williams Mullen (326)** (Richmond, Va.)

Partners \$300-\$625 (average \$401)  
(median \$380)  
Associates \$170-\$355 (average \$260)  
(median \$255)  
Firmwide (average \$344) (median \$350)

### **Winstead (281)** (Dallas)

Partners \$365-\$655 (average \$465)  
Associates \$215-\$385 (average \$282)  
Firmwide (average \$390)

### **Winston & Strawn (1,004)**

(Chicago)  
Partners \$400-\$975 (average \$622)  
Associates \$210-\$625 (average \$376)  
Firmwide (average \$448)

### **Womble Carlyle Sandridge & Rice (505)**

(Winston-Salem, N.C.)  
Partners \$285-\$750 (average \$448)  
(median \$450)  
Associates \$140-\$370 (average \$275)  
(median \$275)  
Firmwide (average \$248) (median \$200)

### **Wyatt Tarrant & Combs (198)**

(Louisville, Ky.)  
Partners \$225-\$450 (average \$340)  
(median \$345)  
Associates \$180-\$255 (average \$210)  
(median \$210)  
Firmwide (average \$300)  
(median \$310) **EN**

# Firms report their billing rates by associate class

The following is a sampling of hourly rates charged by law firms that establish billing rates based on associate class. The name of each firm is followed by its number of attorneys and the location of its principal or largest office. The firms reported the data as part of The National Law Journal's 2008 survey of the nation's 250 largest law firms.

**Bass, Berry & Sims (211) Nashville, Tenn.**

1st \$180

**Brinks Hofer Gilson & Lyons (171) Chicago**

1st	\$240	5th	\$335
2d	\$260	6th	\$360
3d	\$280	7th	\$385
4th	\$305	8th	\$405

**Bryan Cave (852) St. Louis**

1st	\$160-\$285	5th	\$265-\$400
2d	\$175-\$285	6th	\$280-\$415
3d	\$200-\$330	7th	\$295-\$440
4th	\$205-\$360	8th	\$300-\$460

**Butzel Long (243) Detroit**

1st \$180

**Curtis, Mallet-Prevost, Colt & Mosie (235) New York**

1st	\$290	5th	\$455
2d	\$335	6th	\$495
3d	\$375	7th	\$535
4th	\$415	8th	\$575

**Davis Wright Tremaine (467) Seattle**

1st	\$229	5th	\$307
2d	\$246	6th	\$325
3d	\$264	7th	\$340
4th	\$281	8th	\$354

**Day Pitney (405) Florham Park, N.J.**

1st	\$220-\$250	5th	\$295-\$360
2d	\$240-\$270	6th	\$310-\$415
3d	\$255-\$310	7th	\$335-\$460
4th	\$280-\$340	8th	\$335-\$435

**Dickinson Wright (228) Detroit**

1st	\$180	5th	\$210
2d	\$185	6th	\$225
3d	\$190	7th	\$245
4th	\$200	8th	\$265

**Dickstein Shapiro (403) Washington**

1st	\$250-\$275	5th	\$395-\$435
2d	\$300-\$350	6th	\$395-\$435
3d	\$350-\$395	7th	\$435-\$475
4th	\$350-\$395	8th	\$435-\$475

**Dinsmore & Shohl (347) Cincinnati**

1st	\$170	5th	\$215
2d	\$180	6th	\$225
3d	\$195	7th	\$235
4th	\$205	8th	\$245

**Dorsey & Whitney (670) Minneapolis**

1st	\$230	5th	\$330
2d	\$250	6th	\$365
3d	\$275	7th	\$430
4th	\$285		

**Fredrikson & Byren (233) Minneapolis**

1st	\$195	5th	\$265
2d	\$210	6th	\$280
3d	\$225	7th	\$300
4th	\$245		

**Gardere Wynne Sewell (281) Dallas**

1st	\$210	5th	\$325
2d	\$230	6th	\$350
3d	\$260	7th	\$375
4th	\$300		

**Hiscock & Barclay (187) Syracuse, N.Y.**

1st	\$145-\$300	5th	\$160-\$360
2d	\$145-\$300	6th	\$170-\$380
3d	\$160-\$360	7th	\$170-\$380
4th	\$160-\$360	8th	\$180-\$430

**Hogan & Hartson (1,175) Washington**

1st	\$290	5th	\$420
2d	\$330	6th	\$450
3d	\$360	7th	\$480
4th	\$390	8th	\$510

**Holland & Hart (406) Denver**

1st	\$215	4th	\$275
2d	\$235	5th	\$295
3d	\$255	6th	\$305

**Jackson Kelly (187) Charleston, W.Va.**

1st	\$150	5th	\$219
2d	\$170	6th	\$238
3d	\$186	7th	\$257
4th	\$202		

**Jenner & Block (482) Chicago**

1st	\$325	5th	\$445
2d	\$350	6th	\$470
3d	\$375	7th	\$495
4th	\$410	8th	\$495

**Kelley Drye & Warren (378) New York**

1st	\$295	5th	\$410
2d	\$320	6th	\$430
3d	\$345	7th	\$455
4th	\$390	8th	\$480

**Kipatrick Stockton (468) Atlanta**

1st	\$240	5th	\$305
2d	\$250	6th	\$320
3d	\$270	7th	\$340
4th	\$285	8th	\$360

**Knobbe, Martens, Olson & Bear (249) Irvine, Calif.**

1st	\$245	3d	\$300
2d	\$275	4th	\$325

**Lewis, Rice & Fingersh (164) St. Louis**

1st	\$160	5th	\$270
2d	\$190	6th	\$285
3d	\$225	7th	\$298
4th	\$250	8th	\$305

**Locke Lord Bissell & Liddell (707) Dallas**

1st	\$225	5th	\$285
2d	\$250	6th	\$290
3d	\$260	7th	\$295
4th	\$275	8th	\$300

**Loeb & Loeb (310) New York**

1st	\$300-\$325	5th	\$425-\$450
2d	\$325-\$360	6th	\$450-\$475
3d	\$360-\$400	7th	\$475-\$500
4th	\$400-\$425		

**Manatt, Phelps & Phillips (358) Los Angeles**

1st	\$290	5th	\$440
2d	\$325	6th	\$460
3d	\$365	7th	\$485
4th	\$410	8th	\$505

**McElroy, Deutsch, Mulvaney & Carpenter (232) Morristown, N.J.**

1st	\$135	5th	\$180
2d	\$165	6th	\$185
3d	\$170	7th	\$190
4th	\$175		

**McKee Nelson (202) New York**

1st	\$395	5th	\$555
2d	\$415	6th	\$585
3d	\$480	7th	\$615-\$625
4th	\$505-\$525	8th	\$630

SEE 'ASSOCIATE' PAGE S6

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# Firms report using alternatives to billable hour

Below is a listing of the law firms that provided information about the alternative billing methods that they use most often.

We asked firms to differentiate between variations on the traditional billable hour (discounted and blended hourly rates, for example) and true alternatives to the billable hour (such as fixed or flat fees, contingency fees, hybrid fees and retrospective fees based on value).

The percentages given below denote the estimated portions of the firms' revenues obtained through each of these two categories.

The percentages are followed by the billing methods that the firms reported using within the two categories. The number given after each firm's name indicates its total number of attorneys.

The firms provided the information in response to The National Law Journal's 2008 survey of the nation's 250 largest law firms. This list includes firms that were not among the NLJ 250.

**Akerman Senterfitt (484)**, Variations: 90%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee.

**Andrews Kurth (407)**, Variations: 15%—discounted rate, blended rate, other. Alternatives: 15%—fixed or flat fee, contingency fee, hybrid fee, other.

**Armstrong Teasdale (252)**, Variations: 14%—discounted rate, blended rate, other. Alternatives: 14%—fixed or flat fee, contingency fee, retrospective fee based on value.

**Baker, Donelson, Bearman, Caldwell & Berkowitz (549)**, Variations: 50%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

**Best Best & Krieger (198)**, Variations: 5%—blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee, other.

**Bond, Schoeneck & King (189)**, Variations: 4%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

**Bradley Arant Rose & White (255)**, Variations: 25%—discounted rate, blended rate, other. Alternatives: 20%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value, other.

**Brownstein Hyatt Farber Schreck (235)**, Variations: 15%—discounted rate, blended rate. Alternatives: 20%—fixed or flat fee, contingency fee, other.

**Burr & Forman (208)**, Variations: 35%—discounted rate, blended rate. Alternatives: 6%—fixed or flat fee, contingency fee, hybrid fee.

**Butzel Long (243)**, Variations: 10%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

**Curtis, Mallet-Prevost, Colt & Mosie (235)**, Variations: 10%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee.

**Day Pitney (405)**, Variations: 83%—discounted rate, blended rate. Alternatives: 17%—fixed or flat fee, contingency fee, hybrid fee, other.

**Dorsey & Whitney (670)**, Variations: 5%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

**Edwards Angell Palmer & Dodge (576)**, Variations: 10%—discounted rate, blended rate. Alternatives: 3%—fixed or flat fee, hybrid fee.

**Gardere Wynne Sewell (281)**, Variations: 5%—discounted rate, blended rate, other.

Alternatives: 18%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

**Gibbons (230)**, Variations: 30%—discounted rate, blended rate. Alternatives: 1%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

**Hodgson Russ (227)**, Variations: 25%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

**Holland & Hart (406)**, Variations: 28%—discounted rate, blended rate. Alternatives: 33%—fixed or flat fee, contingency fee, hybrid fee.

**Holme Roberts & Owen (228)**, Variations: 15%—discounted rate, blended rate. Alternatives: 15%—fixed or flat fee, contingency fee, hybrid fee.

**Honigman Miller Schwartz and Cohn (234)**, Variations: 3%—discounted rate, blended rate. Alternatives: 1%—fixed or flat fee, contingency fee, hybrid fee.

**Husch Blackwell Sanders (629)**, Variations: 98%—discounted rate, blended rate. Alternatives: 2%—fixed or flat fee, hybrid fee, contingency fee.

**Jackson Lewis (517)**, Variations: 20%—discounted rate, blended rate. Alternatives: 20%—fixed or flat fee, hybrid fee.

**Jenner & Block (482)**, Variations: 49%—discounted rate, blended rate, other. Alternatives: 11%—fixed or flat fee, contingency fee, hybrid fee.

**Jones, Walker, Waechter, Poitevent, Carrère & Denègre (264)**, Variations: 25%—discounted rate, blended rate, other. Alternatives: 1%—fixed or flat fee, contingency fee, hybrid fee.

**Kilpatrick Stockton (466)**, Variations: 3%—discounted rate, blended rate. Alternatives: 3%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee

based on value.

**Knobbe, Martens, Olson & Bear (249)**, Variations: 15%—discounted rate. Alternatives: 15%—fixed or flat fee, contingency fee.

**Lane Powell (170)**, Variations: 45%—discounted rate, blended rate. Alternatives: 3%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

**Leonard, Street and Deinard (189)**, Variations: 5%—blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value, other.

**Lewis, Rice & Fingersh (164)**, Variations: 35%—discounted rate, blended rate. Alternatives: 35%—fixed or flat fee, contingency fee, hybrid fee.

**Locke Lord Bissell & Liddell (707)**, Variations: 80%—discounted rate, blended rate. Alternatives: 20%—fixed or flat fee, contingency fee.

**Loeb & Loeb (310)**, Variations: 20%—discounted rate, blended rate. Alternatives: 15%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

**Luca, Forward, Hamilton & Scripps (187)**, Variations: 10%—discounted rate, blended rate, other. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee.

**Marshall, Dennehey, Warner, Coleman & Goggin (408)**, Variations: 20%—discounted rate, blended rate. Alternatives: 12%—fixed or flat fee, contingency fee, hybrid fee.

**McElroy, Deutsch, Mulvaney & Carpenter (232)**, Variations: 5%—discounted rate, blended rate. Alternatives: 12%—fixed or flat fee, contingency fee.

**McGuireWoods (880)**, Variations: 80%—discounted rate, blended rate, other. Alternatives: 20%—fixed or flat fee, contingency fee, hybrid fee, other.

**McKenna Long & Aldridge (435)**, Variations:

## Hourly billing rates from junior to senior associates

\*ASSOCIATE FROM PAGE S5

**Montgomery, McCracken, Walker & Rhoads (151)**  
Philadelphia

1st	\$210	5th	\$275
2d	\$220	6th	\$295
3d	\$240	7th	\$320
4th	\$260	8th	\$340

**Nixon Peabody (899)** Boston

1st	\$297	5th	\$409
2d	\$324	6th	\$433
3d	\$353	7th	\$450
4th	\$382	8th	\$463

**Patton Boggs\* (529)**

Washington

1st	\$275	5th	\$385
2d	\$300	6th	\$405
3d	\$325	7th	\$430
4th	\$350	8th	\$455

(\*Rates given are for the Washington office.)

**Perkins Coie (632)**

Seattle

1st	\$263	5th	\$320
2d	\$276	6th	\$340
3d	\$284	7th	\$380
4th	\$316		

**Phillips Lytle (179)**

Buffalo, N.Y.

1st	\$160	5th	\$200
2d	\$170	6th	\$205
3d	\$180	7th	\$220
4th	\$185	8th	\$230

**Quarles & Brady (450)**

Milwaukee

1st	\$204	5th	\$259
2d	\$220	6th	\$271
3d	\$236	7th	\$289
4th	\$247	8th	\$302

**Robinson & Cole (215)**

Hartford, Conn.

1st	\$220	5th	\$265
2d	\$230	6th	\$280
3d	\$240	7th	\$295
4th	\$250	8th	\$310

**Rutan & Tucker (140)**

Costa Mesa, Calif.

1st	\$230	5th	\$305
2d	\$245	6th	\$325
3d	\$260	7th	\$350
4th	\$285		

**Saul Ewing (231)**

Philadelphia

1st	\$215-\$230	5th	\$255
2d	\$205-\$260	6th	\$240-\$280
3d	\$215-\$235	7th	\$270-\$320
4th	\$225-\$245	8th	\$260-\$300

**Schuite Roth & Zabel (481)**

New York

1st	\$365*	5th	\$530
2d	\$420	6th	\$550
3d	\$470	7th	\$570
4th	\$510	8th	\$585

(\*\$255 for the associate's first four months)

**Sedgwick, Detert, Moran & Arnold (380)**

San Francisco

1st	\$220*	4th	\$232
2d	\$224	5th	\$237
3d	\$234	6th	\$240

(\*\$225 in New York)

**Sheppard, Mullin, Richter & Hampton (458)**

Los Angeles

1st	\$275	5th	\$390
2d	\$310	6th	\$415
3d	\$335	7th	\$435
4th	\$365	8th	\$455

**Shumaker, Loop & Kendrick (180)**

Toledo, Ohio

1st	\$195		
2d	\$200		

**Stephens & Johnson LLP (506)**

Washington

1st	\$275	5th	\$425
2d	\$315	6th	\$445
3d	\$355	7th	\$465
4th	\$395	8th	\$480

**Stephens & Johnson PLLC (182)**

Clarksburg, W.Va.

1st	\$170		
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**Sullivan & Worcester (182)**

Boston

1st	\$270	4th	\$330
2d	\$285	5th	\$350
3d	\$310		

**Thompson Hine (396)** Cleveland

1st	\$200	5th	\$250
2d	\$215	6th	\$265
3d	\$215	7th	\$265
4th	\$225	8th	\$285

**Thompson & Knight (458)**

Dallas

1st	\$250	5th	\$365
2d	\$280	6th	\$385
3d	\$315	7th	\$405
4th	\$345	8th	\$420

**Vedder Price (265)**

Chicago

1st	\$235	5th	\$305
2d	\$250	6th	\$325
3d	\$270	7th	\$340
4th	\$290	8th	\$360

**White & Case (2,205)**

New York

1st	\$365	5th	\$620
2d	\$460	6th	\$635
3d	\$550	7th	\$655
4th	\$600	8th	\$665

**Winstead (281)**

Dallas

1st	\$215	5th	\$310
2d	\$230	6th	\$325
3d	\$260	7th	\$335
4th	\$285	8th	\$345

These data are available in electronic format at [almresearchonline.com](http://almresearchonline.com). 

30%—discounted rate, blended rate. Alternatives: 30%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

**Michael Best & Friedrich (229)**. Variations: 10%—discounted rate, blended rate. Alternatives: 12%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

**Miller & Martin (194)**. Variations: 5%—blended rate. Alternatives: 10%—contingency fee, other.

**Nixon Peabody (690)**. Variations: 70%—discounted rate, blended rate, other. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee, other.

**Ogletree, Deakins, Nash, Smoak & Stewart (429)**. Variations: 92%—discounted rate, blended rate. Alternatives: 5.6%—fixed or flat fee, contingency fee, hybrid fee.

**Patton Boggs (529)**. Variations: 15%—discounted rate. Alternatives: 6.5%—fixed or flat fee, contingency fee.

**Pepper Hamilton (514)**. Variations: 5%—discounted rate, blended rate. Alternatives: 2%—fixed or flat fee, contingency fee.

**Phelps Dunbar (258)**. Variations: 8%—discounted rate, blended rate. Alternatives: 8%—fixed or flat fee, contingency fee.

**Phillips Lytle (179)**. Variations: 90%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee.

**Poisinelli Shaiten Flanigan Suetthaus (304)**. Variations: 10%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value, other.

**Reed Smith (1558)**. Variations: 18%—discounted rate, blended rate, other. Alternatives: 5.8%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value, other.

(\*National Association for Law Placement figure. After the deadline for reporting data for the NLJ 250, the firm reported that its attorney count was 1,505.)

**Saul Ewing (231)**. Variations: 57%—discounted rate, blended rate, other. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee.

**Schnader Harrison Segal & Lewis (189)**. Variations: 4.8%—discounted rate, blended rate. Alternatives: 1.7%—fixed or flat fee, contingency fee.

**Schwartz Roth & Zabel (481)**. Variations: 5%—discounted rate. Alternatives: 5%—fixed or flat fee.

**Sedgwick, Detert, Moran & Arnold (340)**. Variations: 64%—discounted rate, blended rate. Alternatives: 0.8%—fixed or flat fee.

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**ADAM ANDERSON**—associate, Beus Gilbert, Scottsdale, Ariz.

**TRACEY I. BATT**—New Jersey Volunteer Lawyers for the Arts

**STEVEN C. BENNETT**—partner, Jones Day, New York

**SCOTT K. BROWN**—Lewis and Roca, Phoenix

**WILLIAM A. CHAMBERLAIN**—associate dean, Northwestern School of Law

**THE DISASSOCIATE**—associate (anonymous), large law firm

**AMY J. MCMASTER**—associate, Venable, Washington

**ELLIEN S. TURNER**—associate, Irell & Manella, Los Angeles

**Shoppard, Mullin, Richter & Hampton (458)**. Variations: 3%—discounted rate, blended rate, other. Alternatives: 2%—fixed or flat fee, contingency fee, hybrid fee.

**Shughart Thomson & Kilroy (178)**. Variations: 27%—discounted rate, blended rate. Alternatives: 15%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

**Stumaker, Loop & Kendrick (180)**. Variations: 10%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee.

**Shutts & Bowen (203)**. Variations: 2%—discounted rate, blended rate. Alternatives: 1%—fixed or flat fee, contingency fee.

**Smith, Gambrell & Russell (161)**. Variations: 10%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

**Snell & Wimer (440)**. Variations: 20%—discounted rate, blended rate. Alternatives: 20%—fixed or flat fee, contingency fee, hybrid fee.

**Stevens & Lee (193)**. Variations: 20%—discounted rate, blended rate. Alternatives: 22%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value, other.

**Strasburger & Price (194)**. Variations: 85%—discounted rate, blended rate. Alternatives: 15%—fixed or flat fee, contingency fee, hybrid fee.

**Sullivan & Worcester (182)**. Variations: 10%—discounted rate, blended rate, other. Alternatives: 2%—fixed or flat fee, contingency fee, hybrid fee.

**Thompson & Knight (458)**. Variations: 30%—discounted rate, blended rate. Alternatives: 3%—fixed or flat fee, contingency fee.

**Troutman Sanders (683)**. Variations:

20%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee.

**Ulmer Borne (176)**. Variations: 40%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee.

**Vodder Price (265)**. Variations: 10%—Discounted rate. Alternatives: 5%—fixed or flat fee.

**Wiley Rein (262)**. Variations: 20%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee.

**Winstead (281)**. Variations: 3%—discounted rate, blended rate. Alternatives: 3%—fixed or flat fee, contingency fee, hybrid fee.

**Woroble Carlyle Sandridge & Rice (505)**. Variations: 25%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee. ■

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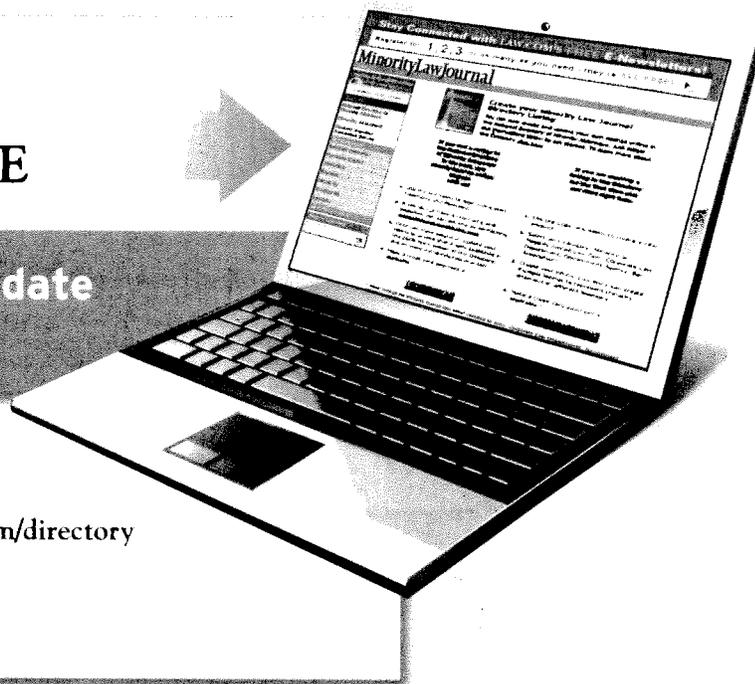
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