

**UNITED STATES DISTRICT COURT
CENTRAL DISTRICT OF CALIFORNIA**

MEGAN SCHMITT, DEANA
REILLY, CAROL ORLOWSKY, and
STEPHANIE MILLER BRUN,
individually and on behalf of
themselves and all others similarly
situated,

Plaintiffs,

v.

YOUNIQUE, LLC,

Defendant.

Case No. 8:17-cv-01397-JVS-JDE

**DECLARATION OF DAVID PASTOR IN SUPPORT OF
PLAINTIFFS' MOTION FOR AWARD OF ATTORNEYS'
FEES AND REIMBURSEMENT OF LITIGATION EXPENSES TO CLASS
COUNSEL AND SERVICE AWARDS**

I, David Pastor, hereby declare as follows:

1. I am an attorney at law, licensed to practice in the Commonwealth of Massachusetts and before this Court.

2. I make this Declaration in Support of Plaintiffs' Motion for Award of Attorneys' Fees and Reimbursement of Litigation Expenses to Class Counsel and Service Awards.

3. I am counsel for Nevina Saitta in this Litigation. Ms. Saitta is a purchaser of the products at issue in this litigation sought my counsel regarding potential claims against defendant Younique. I assisted Ms. Saitta in preparing a written demand for relief upon Younique (the "Demand Letter") under Massachusetts General Laws, c. 93A. The Demand Letter asserted claims against Younique that are similar to the claims asserted in the above-captioned *Schmitt* action. Ms. Saitta considered filing a lawsuit against Younique in Massachusetts but decided to hold off on filing suit. Instead, she agreed to be part of the Settlement Agreement against Younique in this action.

4. I have significant and extensive litigation experience, having been involved in civil litigation since my admission to the bar in 1979. I have approximately 30 years of experience in class action litigation, including class action litigation on behalf of consumers under the unfair and deceptive practices ("UDAP") statutes of Massachusetts and various other states.

5. In particular, I have been appointed as class counsel in class actions brought under UDAP statutes and in other consumer class actions and landlord-tenant class actions, including the following: *Baker v. Equity Residential Management, L.L.C.*, 390 F. Supp. 3d 246 (D. Mass.

2019); *Vuckovic v. KT Health Holdings, LLC*, No. 15-136969-GAO (D. Mass. June 6, 2018); *Phillips v. Equity Residential Management, L.L.C.*, No. 13-12092-RWZ (Dkt. No. 119) (May 3, 2018); *Miller v. MAC Cosmetics, Inc.*, 13-cv-13150-RWZ (D. Mass. March 2, 2016); *Perry v. Equity Residential, L.L.C.*, No. 12-10779-RWZ, 2014 WL 4198850, at *10 (D. Mass. Aug. 26, 2014); *Goodman v. Hangtime, Inc.*, No. 14-01022 (N.D. Ill. Oct. 7, 2015); *Miller v. Fresh, Inc.*, No. 14-00889-BLS2 (Mass. Super. Ct. July 15, 2015); *Miller v. J. Crew Group, Inc.*, No. 13-11487-RGS (D. Mass. Oct. 15, 2014); and *Kinsella v. Seaport Apartments LLC*, No. 12-2408-BLS 1 (Mass. Super. Dec. 18, 2013), each of which resulted in substantial relief to consumers.

6. I am also Plaintiffs' counsel in other currently pending class actions in which class certification has not yet been determined, including: *Saitta v. Protalus, LLC*, No. 1:19-cv-12156-MLW (D.Mass.) (false advertising claims for orthotic products); *Gurkov, v. Behr Process Corporation*, 19-01383-JS-GRB (E.D.N.Y.) (false advertising claims for paint products); and *Pierre Louis v. Bayada Home Health Care, Inc.*, No. 19-1957 (Mass. Super., Middlesex) (claim for unpaid wages under Massachusetts wage and hour statutes), as well as a significant *qui tam* action under the Massachusetts False Claims Act, *Commonwealth of Mass. ex rel. Doe v. Faisal, et al.*, No. 16-01089-BLS 1 (Mass. Super., Suffolk) (claims for failure to pay unclaimed tenant security deposits to the Commonwealth of Massachusetts).

7. I have also been counsel of record in several reported decisions involving significant points of law, including *Sebago, Inc. v. Beazer East, Inc.*, 18 F. Supp. 2d 70 (D. Mass. 1998) (RICO claim alleging joint venture between manufacturers upheld in product defect action, finding reliance not required for mail and wire fraud predicates); *Weld v. Glaxo Wellcome, Inc.*, 434 Mass. 81 (2001) (class certified against defendants with which plaintiff had no contact or transaction, under juridical link doctrine; decision also frequently cited on elements

for class certification under Mass. R. Civ. P. 23); *Martin v. Mead Johnson Nutrition Co.*, 2010 WL 3928707 (D. Mass. Sept. 30, 2010) (recognizing link between false product claims and price premium in false advertising case, satisfying injury element of c. 93A claim); *Commonwealth v. Fremont Inv. & Loan*, 459 Mass. 209 (2011) (involving certain issues of first impression under Massachusetts Public Records Law); *Perry v. Equity Residential Management, L.L.C.* 2014 WL 4198850 (D. Mass. Aug. 26, 2014) (summary judgment entered in favor of three classes of tenants for claims of unlawful fees charged by lessor); *Phillips v. Equity Residential Management, L.L.C.*, 478 Mass. 251 (2017) (SJC answered certified question from First Circuit Court of Appeals regarding violations of the Massachusetts security deposit law); and *Baker v. Equity Residential Management, L.L.C.*, 390 F. Supp. 3d 246 (D. Mass. 2019) (first known decision certifying tenant classes on claims for breach of implied covenant of quiet enjoyment and implied warranty of habitability).

8. I have more than 39 years of experience as an attorney, having been admitted to the Massachusetts bar and the U.S. District Court for the District of Massachusetts in 1979. I am also admitted to practice before the United States Courts of Appeal for the First, Third and Eighth Circuits.

9. The work done by my firm to advance the claims in this Litigation include: initial factual investigation, preparing and revising the Demand Letter, legal research regarding certain issues of Massachusetts law and preparing memo to co-counsel with research results, review of documents from the *Schmitt* action and the *Schmitt* settlement agreement, and multiple client conferences, for the purposes of, among other things, review of relevant facts, status of matter and strategy, review of Demand Letter draft and Younique's response to the Demand Letter, and review of the *Schmitt* settlement agreement.

10. The total number of hours spent by my firm rendering services through the date of this declaration, 23.5, multiplied by my hourly rate (\$650.00), equals \$15,275.00.¹

11. In my judgment, and based on my years of experience in class action litigation and other litigation, the number of hours expended, and the services performed by my firm, were reasonable and necessary for my representation of Ms. Saitta in this litigation.

12. Based on my knowledge and experience, the rates charged by my firm are within the range of rates normally and customarily charged by attorneys of similar qualifications and experience for similar services.

13. Attached hereto as **Exhibit 2** is a true and correct copy of an article published in Massachusetts Lawyers Weekly on October 11, 2013, titled “The Going Rate(s),” stating that the average billing rate for a partner in Boston in 2012 was \$598.69.

14. Attached hereto as **Exhibit 3** is a copy of a National Law Journal survey of national billing rates (from December 2013), containing rates for five Boston firms, including high, low and average partner rates and high, low and average associate rates. The average hourly partner rate² for the five Boston firms represented in the survey was \$619.00, as of December, 2013.

15. The hourly rates reflected in the Massachusetts Lawyers Weekly article and the National Law Journal Survey are relevant now, despite their respective publication times of October 2013 and December 2013. If anything, the rates reflected in those publications have undoubtedly increased significantly over the past six-seven years.

¹ A copy of my daily time records for this matter (redacted for privilege and work product) is attached hereto as **Exhibit 1**.

² In other words, this rate is the average of the “average” hourly partner rates supplied by the five Boston firms in the survey as of 2013.

16. My firm's hourly rates have been repeatedly approved by federal and state courts in class action litigation. For example, my hourly rates have been approved in *Baker v. Equity Residential, L.L.C.*, No. 18-11175 (D. Mass. Nov. 4, 2019); *Vuckovic v. KT Health Holdings, LLC*, No. 15-136969-GAO (D. Mass. June 6, 2018); *Phillips v. Equity Residential, L.L.C.*, 13-12092-RWZ (D. Mass. May 3, 2018); *Goodman v. Hangtime, Inc.*, No. 14-01022 (N.D. Ill. Oct. 7, 2015) (contested fee application); *Miller v. MAC, Inc.*, No. 13-cv-13150-RWZ (D. Mass. March 2, 2016); *Miller v. Fresh, Inc.*, No. 14-00889- BLS2 (Mass. Super. Ct. July 15, 2015); *Miller v. J. Crew Group, Inc.*, No. 13-11487-RGS (D. Mass. Oct. 15, 2014); *Kinsella v. Seaport Apartments LLC*, No. 12-1408-BLS 1 (Mass. Super. Ct. Dec. 18, 2013).

I hereby certify that the foregoing is true and correct under the pains and penalties of perjury. Executed at Boston, Massachusetts on November 15, 2019.

/s/ David Pastor
David Pastor

EXHIBIT 1

Pastor Law Office, LLP

Time and Fee Journal

13 November, 2019

Client Date	Client Matter ID Audit ID	Resp Lyr Tmk	File Type Type	File Code	Description	Hrs	Rate	Value	Inv #	Billing Behavior
Younique 8/30/2018	Younique/9165 0	SD DP	Class Action Time	Younique	Exchange of emails with Adam Gonnelli re: potential MA case against Younique	0.20	650.00	130.00		Bill
Younique 8/31/2018	Younique/9165 0	SD DP	Class Action Time	Younique	[REDACTED] email memo to Adam Gonnelli re: same	1.10	650.00	715.00		Bill
Younique 9/12/2018	Younique/9165 0	SD DP	Class Action Time	Younique	Telephone conference with Nevina Saitta re: [REDACTED] email memo to Adam Gonnelli re: results of conversation with N. Saitta	0.70	650.00	455.00		Bill
Younique 9/13/2018	Younique/9165 0	SD DP	Class Action Time	Younique	Email exchange with Adam Gonnelli re: potential client	0.30	650.00	195.00		Bill
Younique 10/4/2018	Younique/9165 0	SD DP	Class Action Time	Younique	Email exchange with Adam Gonnelli re: client factual background; review sample demand letters and send template to Adam Gonnelli	0.70	650.00	455.00		Bill
Younique 10/5/2018	Younique/9165 0	SD DP	Class Action Time	Younique	Telephone conference with Nevina Saitta re: [REDACTED]	0.50	650.00	325.00		Bill
Younique 10/10/2018	Younique/9165 0	SD DP	Class Action Time	Younique	Exchange of emails with Adam Gonnelli re: contacts with client	0.30	650.00	195.00		Bill
Younique 10/31/2018	Younique/9165 0	SD DP	Class Action Time	Younique	Telephone conference with Nevina Saitta re: [REDACTED] exchange of emails with Adam Gonnelli re: same	0.90	650.00	585.00		Bill
Younique 11/26/2018	Younique/9165 2720	SD DP	Class Action Time	Younique	Review and revise c. 93A demand letter; email correspondence to Adam Gonnelli re: same; review further revised draft of demand letter and make additional edits; send to co-counsel with email correspondence	1.70	650.00	1,105.00		Bill

Pastor Law Office, LLP

Time and Fee Journal

13 November, 2019

Client Date	Client Matter ID Audit ID	Resp Lyr Tmk	File Type Type	File Code	Description	Hrs	Rate	Value	Inv #	Billing Behavior
Younique 11/27/2018	Younique/9165 1892	SD DP	Class Action Time	Younique	Make further revisions to c. 93A demand letter and legal research re: [REDACTED]	1.60	650.00	1,040.00		Bill
Younique 12/27/2018	Younique/9165 1961	SD DP	Class Action Time	Younique	Review Younique's response to c. 93A demand letter and send to Adam Gonnelli	0.70	650.00	455.00		Bill
Younique 2/11/2019	Younique/9165 2724	SD DP	Class Action Time	Younique	Telephone conference with Adam Gonnelli re: response to demand letter and preparation of complaint	0.60	650.00	390.00		Bill
Younique 2/12/2019	Younique/9165 2031	SD DP	Class Action Time	Younique	Review MA cases (state and federal) [REDACTED]	1.50	650.00	975.00		Bill
Younique 2/13/2019	Younique/9165 2371	SD DP	Class Action Time	Younique	Prepare memo [REDACTED]	3.00	650.00	1,950.00		Bill
Younique 2/27/2019	Younique/9165 2726	SD DP	Class Action Time	Younique	Telephone conference with Nevina Saitta re: [REDACTED]	0.60	650.00	390.00		Bill
Younique 7/30/2019	Younique/9165 2369	SD DP	Class Action Time	Younique	Review draft settlement agreement and email from Adam Gonnelli	0.80	650.00	520.00		Bill
Younique 8/6/2019	Younique/9165 2390	SD DP	Class Action Time	Younique	Telephone conference with Adam Gonnelli re: settlement and settlement agreement; telephone conference with Nevina Saitta for the purpose of [REDACTED] email correspondence to Nevina re: same	1.10	650.00	715.00		Bill
Younique 8/8/2019	Younique/9165 2391	SD DP	Class Action Time	Younique	Review final version of settlement agreement and contact client to set up conference for review of agreement and signature	1.00	650.00	650.00		Bill
Younique	Younique/9165	SD	Class Action	Younique						

Pastor Law Office, LLP

Time and Fee Journal

13 November, 2019

Client Date	Client Matter ID Audit ID	Resp Lyr Tmk	File Type Type	File Code	Description	Hrs	Rate	Value	Inv #	Billing Behavior
8/9/2019	2392	DP	Time		Office conference with Nevina Saitta to review settlement agreement	0.90	650.00	585.00		Bill
Younique 10/16/2019	Younique/9165 2716	SD DP	Class Action Time	Younique	Review form for service award declaration sent by co-counsel; revise declaration to reflect facts applicable to client (nevina Saitta) and send to co-counsel for review and comment	1.10	650.00	715.00		Bill
Younique 10/17/2019	Younique/9165 2728	SD DP	Class Action Time	Younique	Telephone conference with Adam Gonnelli re: settlement and client declaration; telephone conference with Adam Gonnelli re: declaration; review revisions to declaration provided by Adam Gonnelli;	0.70	650.00	455.00		Bill
Younique 10/28/2019	Younique/9165 2718	SD DP	Class Action Time	Younique	Exchange of emails and telephone conference with Adam Gonnelli re: client declaration in support of settlement; make edits/revisions to draft declaration; telephone conference with client re: same	0.70	650.00	455.00		Bill
Younique 10/29/2019	Younique/9165 2742	SD DP	Class Action Time	Younique	Review comments and edits to Saitta declaration from Michael Liskow; review and reply to comments and send to M Liskow; review further revised declaration and make additional edits; send to Michael Liskow for review	1.10	650.00	715.00		Bill
Younique 11/5/2019	Younique/9165 2751	SD DP	Class Action Time	Younique	Review final version of declaration for Nevina Saitta	0.20	650.00	130.00		Bill
Younique 11/12/2019	Younique/9165 2752	SD DP	Class Action Time	Younique	Telephone conference with Michael Liskow re: Saitta declaration and counsel declaration in support of fee application; review edits to Saitta declaration sent by Micheal Liskow and make further revisions; prepare declaration of counsel in support of fee application	1.50	650.00	975.00		Bill
Firm Totals						23.50		15,275.00		

Time and Fee Journal

13 November, 2019

Summary by Responsible Lawyer		Hrs	Value
	SD	23.50	15,275.00
	Total	23.50	15,275.00
 Summary by Timekeeper		 Hrs	 Value
	David Pastor	23.50	15,275.00
	Total	23.50	15,275.00
 Summary by Activity Code		 Hrs	 Value
	No Code	23.50	15,275.00
	Total	23.50	15,275.00
 Summary by Task Code		 Hrs	 Value
	No Code	23.50	15,275.00
	Total	23.50	15,275.00
 Summary by File Type		 Hrs	 Value
	Class Action	23.50	15,275.00
	Total	23.50	15,275.00
 Summary by Billing Category		 Hrs	 Value
	Billable	23.50	15,275.00
	Total	23.50	15,275.00
 Summary by Billing Behaviour		 Hrs	 Value
	Bill	23.50	15,275.00
	Total	23.50	15,275.00

EXHIBIT 2

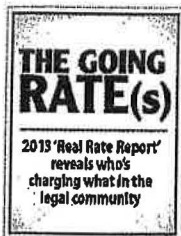
MASSACHUSETTS LAWYERS WEEKLY

The going rate(s)

2013 "Real Rate Report" reveals who's charging what in the legal community

By: Brandon Gee October 11, 2013

For attorneys and law firms deciding what to charge, and for in-house counsel who want to be savvy customers of legal services, a recently released "rate report" compiled by a legal analytics company is a virtual treasure trove of information.



Rather than relying on surveys, the 2013 Real Rate Report Snapshot draws on \$9.5 billion worth of actual invoices submitted to 83 corporate clients encompassing more than 4,800 law firms nationwide and 29.1 million hours billed. Rates are broken out along lines such as practice area, law firm size and firm location.

"It gives you a sense of the range for this type of work being done by this type of firm in this location," said David Moran, director of data management at TyMetrix Legal Analytics, the company that published the report in conjunction with the executive advisory company CEB.

"From a law firm perspective, they can go in and realize am I going in too high and will I get some pushback? Or, just as importantly, am I leaving money on the table? Law firms and corporations are asking for more of this data all the time."

Moran said it is part of an overarching trend — whether in business, politics or health care — to distill "big data" and use it to inform decisions.

One of the biggest findings of the report? Location is the single most important factor in determining what lawyers charge per hour.

In a digital age when physical presence is becoming increasingly irrelevant to one's ability to conduct a variety of work, Moran said it is fair to ask whether the legal industry will eventually become more location-neutral. For now, however, hourly rates are nowhere close to standardized across the country.

"Jurisdiction matters, so it's still important to have feet on the ground," Moran said. "We could see firms decentralize and require less office space in expensive marketplaces. But in some ways, that's up to the corporate legal departments to decide whether to farm work out to other areas."

Charles J. Gray, general counsel at North Reading-based Teradyne Inc., said he often looks outside of Massachusetts for legal services if he can find comparable quality at lower rates elsewhere in the country. Exceptions occur if he needs to litigate a matter locally, or if he has a strong, historic relationship with a particular Boston firm.

"I like to use Boston lawyers. I think Boston lawyers are the best in the country, but at the same time you have to be sensitive to cost," Gray said. "Most of our legal needs can be handled outside Massachusetts."

Nationwide, law firm hourly rates increased, although at a slower pace than previous years, but Moran said he was surprised that rates did not flatten out even more.

In addition to commanding the highest rates, large firms also saw the largest percentage increases in their rates. Boston and other New England markets were mostly in step with the broad national trends.

Moran said law firms are beginning to pay more attention to the rates being charged by others, information that can be particularly useful for those considering opening a new firm or practice area. And in a prolonged climate of belt-tightening, firms' corporate customers are eager to know how their bills compare.

"It's like any other supplier," Gray said. "You need to know what the competitive marketplace is. The difference now is buyers are more aggressive and sophisticated and pushing on prices."

Michael B. Rynowecer, president and founder of BTI Consulting Group in Wellesley, which provides strategic market research for law firms, said that 85 percent of clients rank other factors more important than billing rates when making a decision about representation, so firms should not overwhelm themselves with a "mind-numbing" amount of data about hourly rates, particularly with the growing prevalence of discounts and alternative fee arrangements.

"Most law firms and lawyers are astutely and acutely interested in what other firms are charging. If your hourly rate is within a certain relative range, then clients move on to other factors," Rynowecer said. "[Law firms] generally know more about profits per partner. It's a highly publicized number, and it's a number that represents the outcome of all your efforts. At the end of the day, it all boils down to, 'How much do I make?'"

Gray said he is increasingly pushing for discounted hourly rates and alternative fee arrangements.

"The rate discussion is an interesting one, but I think the focus for a lot of folks like myself is less about the rate and more about efficiency and having the right people at the right rate doing the right work," Gray said. "You have to look at the whole agreement you have with the law firm."

While firms are intensely interested in the rates being charged by others, they are largely unwilling to discuss their own, as evidenced by the fact that about a dozen of Boston's largest firms rejected Lawyers Weekly's interview requests for this story.

"If you are a law firm, discussing rates is a very sensitive thing because the moment you do that you open yourself up to questions and conversations with clients," Rynowecer said. "I think they are well advised not to discuss their rates."

Many of the trends identified in the Real Rate Report support Rynowecer's own market research. For example, he said he was not surprised to see that some of the biggest rate decreases in Boston in recent years have been in practice areas such as real estate and finance and securities. The real estate market has lacked activity for some time, and while there have been some large and high-profile initial public offerings, the overall volume of that kind of work also has been underwhelming, he said.

Rynowecer was surprised, however, that one of the largest rate decreases in Boston since 2010 was for associates in intellectual property — one of the only local practice areas that is seeing meaningful growth. The hourly rate drop may say more about associates themselves than IP as a practice area, he said.

"We're seeing overwhelmingly that the climate is that clients are not willing to pay the rate for associates," he said. "Clients are much more tolerant of associates if there's a fixed fee. They don't want to pay for somebody who is learning."

That is not the only way clients are influencing rates. In fact, the director of practice development at Boston's Nutter, McClennen & Fish, Kitty Gormley, said most trends in legal services pricing are "being driven by a conversation between firms and clients," as evidenced by efforts such as the Association for Corporate Counsel's "ACC Value Challenge" campaign, which was influenced largely by a survey by CEB. The survey found that "while non-law firm costs increased by 20 percent over the past 10 years, large law firms' prices jumped almost 75 percent in the same period."

"It is absolutely a buyers' market. There is more supply than there is demand. Law firms want to grow at a rate that well exceeds the marketplace," Rynowecer said, adding that BTI knows of a number of corporations that have headed the issue off at the pass by sending out letters saying they will not accept any rate increases. "Rate increases were purely automatic from 2004 to 2007, and now it is a negotiated, heavily watched and monitored event by clients. You have to be prepared to negotiate with your client as to the value they're going to get."

According to a report released last week by BTI, the corporate legal market (a three-year compound growth rate measured by client spending) is growing at 1.1 percent nationally and at about 3 percent in Boston.

"The average law firm wants to grow between 5 and 8 percent," Rynowecer said.

Who's charging what in the legal community

Real Rate Report's broadest findings — that rate growth has slowed, that rates are highest in New York, that M&A work is very lucrative, that bigger firms charge higher hourly rates — are largely obvious.

If the devil really is in the details, however, then identifying exceptions, nuances and less-obvious findings may give attorneys a competitive edge. With that in mind, Lawyers Weekly dove deep into the Real Rate Report, created its own equations and analyzed thousands of data points for Boston, other New England markets and the nation as a whole.

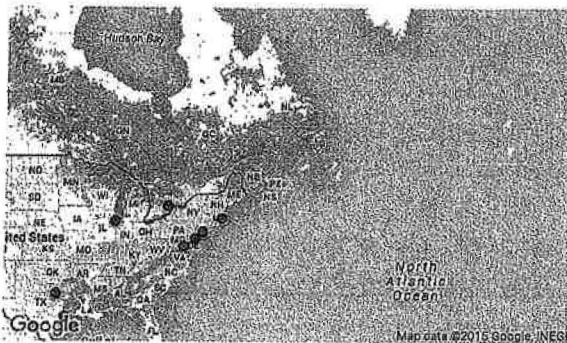
Lawyers Weekly's findings:

It's good to be in Boston: Nationwide, the average hourly rate for partners in 2012 was \$536.47, and for associates, \$370.25. Lawyers in Boston make more. The average hourly rate for partners here was \$598.69, and for associates it was \$388.21.

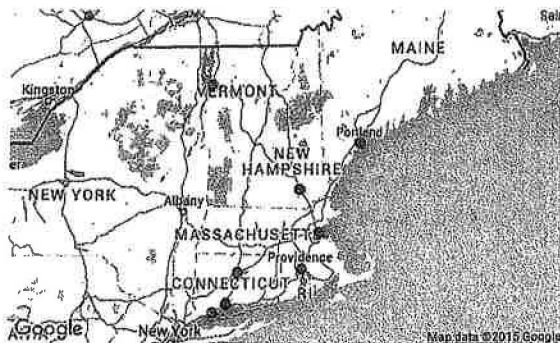
... Especially as an associate: Nationwide, partner and associate rates increased 3.1 percent and 4 percent, respectively, in 2012. Boston partners did not keep pace, though, with an hourly rate increase of just 2 percent last year. With rate growth of 5 percent, however, Boston associates outpaced their peers nationwide.

Middle of the (lead) pack: At that rate, Boston would not be catching up to New York anytime soon. Partners in the Big Apple charge more than \$100 more an hour than in any other city. Among the dozen cities where partners charged an average of more than \$500 an hour, Boston falls in the middle of the pack.

City	Partner rate	Associate rate
New York	\$756.68	\$491.62
San Francisco	\$651.33	\$424.65
Washington	\$649.24	\$411.15
San Jose, Calif.	\$634.98	\$429.04
Toronto	\$634.24	\$352.02
Los Angeles	\$620.34	\$412.53
Boston	\$598.69	\$388.21
Chicago	\$585.47	\$388.84
Calgary, Alberta	\$576.13	\$317.43
Houston	\$549.25	\$342.41
Philadelphia	\$516.56	\$317.89
Dallas	\$510.32	\$342.77



Class of New England: But at least Boston is the undisputed regional king. Among the other top markets in New England, only partners in Bridgeport, Conn., and Hartford, Conn., charge more than the Hub's associates.



City	Partner rate	Associate rate
Boston	\$598.69	\$388.21
Bridgeport, Conn.	\$477.84	\$308.88
Hartford, Conn.	\$397.27	\$278.06
New Haven, Conn.	\$335.91	\$302.97
Providence, R.I.	\$335.60	\$222.84
Manchester, N.H.	\$321.20	\$178.86
Burlington, VT	\$270.36	\$186.04
Portland, Maine	\$237.98	\$170.66

Red hot: On the whole, law firms had a tougher time winning rate hikes in 2012. The average partner and associate rates rose 2 percent and 5 percent, respectively, in Boston in 2012. In 2011, the average partner and associate rates increased 10 percent and 8 percent, respectively, in Boston. The biggest exceptions to the general decline in rate growth, by practice area and city, is shown in the charts below.

Biggest rate increases: 2011 – 2012

City	Practice area	Role	2011 rate	2012 rate	Growth
Providence	Litigation (ex. insurance)	Associate	\$195.43	\$235.98	+20.75%
Boston	M&A	Partner	\$697.06	\$833.02	+19.6%
Boston	Litigation	Associate	\$268.25	\$302.27	+12.68%
Hartford	Intellectual property	Associate	\$205.21	\$228.81	+11.99%
Boston	Litigation (ex. insurance)	Associate	\$317.36	\$354.17	+11.6%

Biggest rate increases: 2010 – 2012

City	Practice area	Role	2010 rate	2012 rate	Growth
Boston	Commercial and contracts	Partner	\$528.39	\$682.05	+29.08%
Boston	Litigation (ex. insurance)	Associate	\$274.99	\$354.17	+26.79%
Boston	M&A	Partner	\$652.05	\$833.02	+27.76%
Providence	Litigation (ex. insurance)	Associate	\$194.62	\$235.98	+21.31%
Boston	M&A	Associate	\$377.60	\$468.79	+21%

OBSERVATION: It was a great couple years for associates, particularly experienced ones, in Hartford, Conn. Overall, associates in Hartford saw their average hourly rate increase 23.15 percent from 2010 to 2012, from \$225.79 to \$278.06. Those with three to seven years of experience saw a 29.38 percent increase (\$220.68 to \$285.52) and those with seven or more years of experience saw a 26.59 percent increase (\$246.30 to \$311.79).

Ice cold: Others were much less fortunate. The next chart shows the largest rate declines, by practice area and city.

Largest rate declines from 2010 to 2012

City	Practice area	Role	2010 rate	2012 rate	Growth
Manchester	Litigation (ex. insurance)	Associate	\$262.86	\$170.13	-35.28%
Manchester	Litigation	Associate	\$179.12	\$150.43	-16.02%
Boston	IP	Associate	\$410.41	\$376.93	-8.16%
Boston	Finance and securities	Partner	\$630.74	\$591.64	-6.2%
New Haven	Litigation (ex. insurance)	Partner	\$326.57	\$309.46	-5.24%

OBSERVATION: So much for seniority. Partners in New Haven, Conn., with more than 21 years experienced saw their hourly rate hacked by 16.93 percent from 2010 to 2012.

Income (in)equality: In some practice areas and cities, the gap between low- and high-cost practitioners is bigger than others. The following charts show some examples.

Parity

City	Practice area	Role	1st-quartile rate	3rd-quartile rate
Burlington	Litigation	Associate	\$160	\$180
Manchester	Litigation	Associate	\$125	\$150
Hartford	IP	Partner	\$332	\$400
Providence	Litigation	Partner	\$147.22	\$185
Bridgeport	IP	Partner	\$280.54	\$350

Disparity

City	Practice area	Role	1st-quartile rate	3rd-quartile rate
Boston	Litigation	Partner	\$189	\$560
Boston	Litigation	Associate	\$169	\$400
Boston	Litigation (ex. insurance)	Partner	\$325	\$708.69
Providence	Corporate and general	Partner	\$220	\$463.6
Providence	Litigation (ex. insurance)	Partner	\$162.69	\$380

OBSERVATION: Good luck guessing what a litigation partner at a Boston firm with 101 to 250 lawyers makes. The first-quartile hourly rate for such lawyers is \$175, while the third-quartile rate is two-and-a-half times larger at \$615.63. Rates in Burlington, Vt., take their cue from the surface of Lake Champlain rather than the surrounding peaks and valleys. The first- and third-quartile hourly rates for associates — \$180 and \$190.42, respectively — differ by less than 6 percent; the first- and third-quartile rates for partners — \$250 and \$285, respectively — differ by just 14 percent.

How's your blood pressure? While it's nice to know which cities and practice areas are seeing the greatest growth and decline from one year to the next, consistency is what many lawyers strive for. With that in mind, Lawyers Weekly analyzed the volatility (as defined by the standard deviation of year-over-year percentage rate growth) of hourly rate growth from 2010 to 2012. See the following charts.

Volatility – Rocky Road

City	Practice area	Role	2010 rate	2011 rate	2012 rate
Boston	Real estate	Partner	\$387.25	\$452.92	\$380.19
Boston	Finance and securities	Partner	\$630.74	\$738.15	\$591.84
Providence	Corporate and general	Partner	\$344.66	\$395.1	\$341.93
Providence	Litigation (ex. Insurance)	Partner	\$262.99	\$318.31	\$297.9
Boston	Commercial and contracts	Associate	\$356.67	\$440.11	\$428.37

Volatility – Smooth sailing

City	Practice area	Role	2010 rate	2011 rate	2012 rate	Vo
Boston	M&A	Associate	\$377.5	\$418.68	\$486.79	0.1
Hartford	Litigation (ex. Insurance)	Partner	\$355.71	\$350.37	\$341.33	0.7
New Haven	Litigation	Associate	\$158.43	\$169.69	\$183.77	0.8
Boston	Employment and labor	Associate	\$308.45	\$312.92	\$315.36	0.9
Hartford	Litigation	Partner	\$261.41	\$268.38	\$259.95	1.2

A good place to grow: Experience does not always correlate to higher rates, but certain cities definitely respect their elders, i.e. partners with more than 21 years under their belts. See the following chart.

City	Avg. rate, less than 21 years exp.	Avg. rate, 21+ years ex
Hartford	\$345.01	\$424.91
Bridgeport	\$394.24	\$470.93
Boston	\$517.84	\$576.79

OBSERVATION: Experience is not much of an asset in New Haven, Conn., and Portland, Maine, where partners with more than 21 years' experience earn 10.7 percent and 2.83 percent less, respectively, than those with under 21 years in experience.

Making partner: Making partner is the main goal for many a young attorney, but the prize for crossing that finish line can vary greatly depending on where and what one practices. See the following chart.

Making partner makes bank

City	Practice area	Associate rate	Partner rate	Difference
Boston	M&A	\$466.79	\$633.02	62.35%
Hartford	Corporate and general	\$291.14	\$468.95	67.94%
Manchester	Litigation (ex. insurance)	\$170.13	\$278.13	63.48%
Boston	Regulatory and government	\$438.18	\$700.03	60.5%
Boston	Corporate and general	\$409.57	\$655.91	60.15%

***Making partner- Thanks, I guess**

City	Practice area	Associate rate	Partner rate	Difference
New Haven	Litigation	\$183.77	\$205.87	12.03%
Boston	Real estate	\$325.91	\$380.19	16.65%
Providence	Litigation	\$169.4	\$200.14	18.15%
Hartford	Litigation	\$208.24	\$259.95	24.83%
Providence	Litigation (ex. insurance)	\$235.98	\$297.9	26.24%

Other charts:**Highest rates by practice area: Boston**

Partner rate (associate)	Practice area	Firm size
\$941.50 (\$497.73)	Mergers and acquisitions	501-1,000
\$895 (\$542.14)	Commercial and contracts	501-1,000
\$792.92 (\$507.84)	Corporate and general	501-1,000

Highest rates by practice area: Elsewhere in New England

Partner rate (associate)	City	Practice area
\$488.85 (\$291.14)	Hartford, Conn.	Corporate and general
\$443.83 (\$282)	Bridgeport, Conn.	Corporate and general
\$390.66 (not available)	Bridgeport, Conn.	Litigation (excluding insurance)

OBSERVATION: Excluding firm size as a factor, M&A work remains the most lucrative in Boston by far at an hourly rate of \$833.02 for partners (\$456.79 for associates), but regulatory and government work sneaks into second place at \$700.03 for partners (\$436.16 for associates).

Lowest rates by practice area: Boston

Partner rate (associate)	Practice area	Firm size
\$247.78 (\$188.76)	Litigation	1-50
\$255.43 (\$163.54)	Litigation	51-100
\$290.20 (\$210)	Corporate and general	1-50

Lowest rates by practice area: Elsewhere in New England

Partner rate (associate)	City	Practice area
\$200.11 (\$160.43)	Manchester, N.H.	Litigation
\$200.14 (\$169.40)	Providence, R.I.	Litigation
\$205.87 (\$183.77)	New Haven, Conn.	Litigation

OBSERVATION: At an hourly rate of \$163.54, litigation associates at firms in Boston with 51-100 lawyers make less than their counterparts (at firms of all sizes) in Burlington, Vt. (\$166.96), Providence, R.I. (\$169.40), New Haven, Conn. (\$183.77), Bridgeport, Conn. (\$191.33) and Hartford, Conn. (\$208.24).

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EXHIBIT 3



ALM LEGAL INTELLIGENCE
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2018 NLJ Billing Survey

Source: National Law Journal

Category: National Law Journal

The National Law Journal's survey of billing rates of the largest U.S. law firms provides the high, low and average rates for partners and associates.

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Year	Firm Name	Location	Average FTE Attorneys	Partner Billing Rate High	Partner Billing Rate Low	Partner Billing Rate Avg	Associate Billing Rate High	Associate Billing Rate Low	Associate Billing Rate Avg	Counsel Avg	Counsel Low	Counsel High	NLJ Billing Source	Notes
2013	Adams and Reese	New Orleans, LA	277	\$600.00	\$278.00	\$350.00	\$320.00	\$290.00	\$260.00	\$488.00	\$405.00	\$500.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Akersman Senterfitt	Miami, FL	602	\$810.00	\$350.00	\$480.00	\$425.00	\$175.00	\$300.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Akin Gump Strauss Hauer & Feld	Washington, DC	608	\$1220.00	\$618.00	\$795.00	\$660.00	\$365.00	\$525.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Allan Malkin Leck Gamble Mallory & Natis	Los Angeles, CA	187	\$600.00	\$528.00	\$615.00							National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Alston & Bird	Atlanta, GA	806	\$875.00	\$495.00	\$875.00	\$575.00	\$280.00	\$425.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Andrews Kurth	Houston, TX	348	\$1090.00	\$745.00	\$690.00	\$1090.00	\$285.00	\$870.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Archer & Greiner	Haddonfield, NJ	206	\$460.00	\$330.00	\$400.00	\$285.00	\$200.00	\$245.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Arent Fox	Washington, DC	323	\$680.00	\$300.00	\$650.00	\$595.00	\$275.00	\$395.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Arnall Golden Gregory	Atlanta, GA	138	\$820.00	\$430.00	\$460.00							National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Arnold & Porter	Washington, DC	748	\$659.00	\$870.00	\$815.00	\$810.00	\$345.00	\$500.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Amstein & Lehr	Chicago, IL	141	\$595.00	\$360.00	\$485.00	\$350.00	\$175.00	\$250.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.



2013 Baker & Hostetler	Cleveland, OH	810	\$685.00	\$250.00	\$480.00	\$485.00	\$120.00	\$280.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Baker & McKenzie	Chicago, IL	4004	\$1130.00	\$280.00	\$755.00	\$825.00	\$100.00	\$395.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Baker, Donelson, Bearman, Caldwell & Berkowitz	Manphis, Tenn.	687	\$465.00	\$340.00	\$400.00	\$465.00	\$245.00	\$265.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Ballard Spahr	Philadelphia, PA	478	\$860.00	\$385.00	\$475.00	\$485.00	\$235.00	\$315.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Barnes & Thornburg	Indianapolis, IN	467	\$590.00	\$350.00	\$460.00	\$370.00	\$280.00	\$320.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Benesch, Friedlander, Coplan & Aronoff	Cleveland, OH	760	\$835.00	\$380.00	\$455.00	\$475.00	\$165.00	\$280.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Best Best & Krieger	Riverside, CA	176	\$855.00	\$340.00	\$455.00	\$485.00	\$235.00	\$280.00	\$415.00	\$325.00	\$585.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Bingham McCutchen	Boston, MA	600	\$1080.00	\$220.00	\$785.00	\$805.00	\$185.00	\$450.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Blank Rome	Philadelphia, PA	471	\$940.00	\$445.00	\$840.00	\$565.00	\$175.00	\$350.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Bond, Schoeneck & King	Syracuse, NY	184	\$520.00	\$240.00	\$355.00	\$285.00	\$160.00	\$225.00	\$385.00	\$285.00	\$485.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Bowles Rice	Charleston, WV	128	\$285.00	\$185.00	\$230.00	\$180.00	\$115.00	\$135.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Bracewell & Giuliani	Houston, TX	432	\$1125.00	\$975.00	\$760.00	\$700.00	\$275.00	\$440.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	

2013	Bradley Arant Boult Cummings	Birmingham, AL	398	\$605.00	\$328.00	\$438.00	\$340.00	\$200.00	\$260.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Broad and Cassel	Orlando, FL	160	\$465.00	\$295.00	\$380.00							National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Brownstein Hyatt Farber Schreck	Denver, CO	216	\$700.00	\$310.00	\$920.00	\$346.00	\$265.00	\$305.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Bryan Cave	St. Louis, MO	890	\$860.00	\$403.00	\$980.00	\$570.00	\$210.00	\$405.00	\$600.00	\$320.00	\$910.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Buchalter Nemer	Los Angeles, CA	134	\$685.00	\$475.00	\$805.00	\$375.00	\$380.00	\$365.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Burr & Forman	Birmingham, AL	248	\$625.00	\$240.00	\$355.00	\$350.00	\$200.00	\$245.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Butzel Long	Bloomfield Hills, MI	125	\$535.00	\$350.00	\$440.00	\$415.00	\$215.00	\$305.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Cadwalader, Wickersham & Tatt	New York, NY	435	\$1050.00	\$600.00	\$930.00	\$750.00	\$365.00	\$605.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Carlton Fields	Tampa, FL	276	\$840.00	\$455.00	\$600.00							National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Connell Foley	Roseland, NJ	121	\$675.00	\$275.00	\$425.00	\$325.00	\$200.00	\$265.00	\$450.00	\$275.00	\$525.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Cooley	Palo Alto, CA	632	\$880.00	\$680.00	\$520.00	\$630.00	\$180.00	\$525.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Covington & Burling	Washington, DC	738	\$680.00	\$605.00	\$780.00	\$685.00	\$320.00	\$415.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.

2013 Cox Smith Matthews	San Antonio, TX	117	\$598.00	\$398.00	\$505.00	\$485.00	\$230.00	\$320.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Cozen O'Connor	Philadelphia, PA	509	\$1080.00	\$300.00	\$655.00	\$200.00	\$235.00	\$345.00	\$560.00	\$360.00	\$760.00		National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Curtis, Mallett-Prevost, Colt & Mosle	New York, NY	322	\$860.00	\$730.00	\$800.00	\$785.00	\$345.00	\$400.00					National Law Journal, December 2012	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Davis Graham & Stubbs	Denver, CO	140	\$595.00	\$350.00	\$435.00	\$340.00	\$150.00	\$245.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Davis Polk & Wardwell	New York, NY	787	\$985.00	\$860.00	\$975.00	\$975.00	\$130.00	\$615.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Debevoise & Plimpton	New York, NY	615	\$1075.00	\$965.00	\$1055.00	\$760.00	\$120.00	\$400.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Dechert	New York, NY	603	\$1095.00	\$870.00	\$900.00	\$730.00	\$395.00	\$530.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Dentons			\$1050.00	\$945.00	\$700.00	\$685.00	\$210.00	\$420.00					National Law Journal, December 2013	Location and Average FTE Attorneys' data not available due to merger in 2013. Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Dickinson Shapiro	Washington, DC	309	\$1250.00	\$590.00	\$760.00	\$685.00	\$310.00	\$475.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Dinsmore & Shohi	Cincinnati, OH	422	\$850.00	\$250.00	\$400.00	\$390.00	\$140.00	\$235.00	\$345.00	\$140.00	\$615.00		National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 DLA Piper	New York, NY	4036	\$1025.00	\$450.00	\$765.00	\$750.00	\$250.00	\$610.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Dorsey & Whitney	Minneapolis, MN	517	\$655.00	\$340.00	\$435.00	\$910.00	\$215.00	\$315.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.

2013 Duane Morris	Philadelphia, PA	613	\$710.00	\$430.00	\$620.00	\$490.00	\$295.00	\$370.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.J. 350 published in April 2013.
2013 Edwards Wildman Palmer	Boston, MA	572	\$765.00	\$210.00	\$535.00	\$415.00	\$245.00	\$325.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.J. 350 published in April 2013.
2013 Faegre Baker Daniels	Minneapolis, MN	663	\$560.00	\$355.00	\$455.00	\$315.00	\$110.00	\$260.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.J. 350 published in April 2013.
2013 Foley & Lardner	Milwaukee, WI	672	\$680.00	\$405.00	\$500.00	\$470.00	\$210.00	\$355.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.J. 350 published in April 2013.
2013 Foley Hoag	Boston, MA	223	\$775.00	\$590.00	\$670.00	\$385.00	\$260.00	\$325.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.J. 350 published in April 2013.
2013 Fox Rothschild	Philadelphia, PA	480	\$750.00	\$335.00	\$530.00	\$560.00	\$245.00	\$310.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.J. 350 published in April 2013.
2013 Fried, Frank, Harris, Shriver & Jacobson	New York, NY	478	\$1100.00	\$930.00	\$1000.00	\$760.00	\$375.00	\$595.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.J. 350 published in April 2013.
2013 Gardere Wynne Sewell	Dallas, TX	223	\$775.00	\$430.00	\$635.00	\$445.00	\$235.00	\$310.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.J. 350 published in April 2013.
2013 Gibbons	Newark, NJ	210	\$865.00	\$440.00	\$560.00	\$475.00	\$295.00	\$390.00	\$460.00	\$385.00	\$750.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.J. 350 published in April 2013.
2013 Gibson, Dunn & Crutcher	New York, NY	1066	\$1800.00	\$765.00	\$980.00	\$930.00	\$175.00	\$590.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.J. 350 published in April 2013.
2013 Gordon & Rees	San Francisco, CA	467	\$475.00	\$375.00	\$420.00	\$325.00	\$285.00	\$300.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.J. 350 published in April 2013.
2013 Greenberg Traurig	New York, NY	1699	\$895.00	\$380.00	\$655.00	\$595.00	\$200.00	\$380.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.J. 350 published in April 2013.



2013 Harris Beach	Rochester, NY	204	\$900.00	\$265.00	\$385.00	\$285.00	\$175.00	\$260.00	\$385.00	\$175.00	\$600.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.L.J. 350 published in April 2013.
2013 Harter Secrest & Emery	Rochester, NY	130	\$465.00	\$300.00	\$365.00	\$280.00	\$195.00	\$290.00	\$325.00	\$260.00	\$380.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.L.J. 350 published in April 2013.
2013 Haynes and Boone	Dallas, TX	489	\$1020.00	\$450.00	\$670.00	\$580.00	\$310.00	\$405.00	\$510.00	\$220.00	\$840.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.L.J. 350 published in April 2013.
2013 Hogan Lovells	Washington, DC	2280	\$1000.00	\$705.00	\$635.00							National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.L.J. 350 published in April 2013.
2013 Holland & Hart	Denver, CO	409	\$728.00	\$265.00	\$435.00	\$415.00	\$165.00	\$275.00	\$380.00	\$185.00	\$585.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.L.J. 350 published in April 2013.
2013 Holland & Knight	Washington, DC	926	\$1036.00	\$336.00	\$595.00	\$275.00	\$210.00	\$325.00	\$680.00	\$480.00	\$775.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.L.J. 350 published in April 2013.
2013 Honigman Miller Schwartz and Cohn	Detroit, MI	227	\$580.00	\$290.00	\$360.00	\$225.00	\$205.00	\$320.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.L.J. 350 published in April 2013.
2013 Hughes Hubbard & Reed	New York, NY	344	\$995.00	\$725.00	\$680.00	\$675.00	\$385.00	\$655.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.L.J. 350 published in April 2013.
2013 Husch Blackwell	St. Louis, MO	514	\$925.00	\$235.00	\$430.00	\$465.00	\$190.00	\$280.00	\$305.00	\$230.00	\$600.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.L.J. 350 published in April 2013.
2013 Ica Miller	Indianapolis, IN	381	\$590.00	\$335.00	\$460.00	\$305.00	\$245.00	\$270.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.L.J. 350 published in April 2013.
2013 Irell & Manella	Los Angeles, CA	184	\$975.00	\$800.00	\$690.00	\$750.00	\$395.00	\$535.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.L.J. 350 published in April 2013.
2013 Jackson Kelly	Charleston, WV	200	\$370.00	\$175.00	\$260.00	\$265.00	\$145.00	\$195.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the N.L.J. 350 published in April 2013.

2013 Jackson Lewis	Los Angeles, CA	890	\$440.00	\$310.00	\$380.00	\$315.00	\$275.00	\$200.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Jackson Walker	Dallas, TX	328	\$550.00	\$450.00	\$600.00	\$385.00	\$265.00	\$335.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Jaffer, Mangels, Butler & Mitchell	Los Angeles, CA	128	\$975.00	\$580.00	\$600.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Jenner & Block	Chicago, IL	432	\$925.00	\$585.00	\$745.00	\$580.00	\$380.00	\$485.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Jones Day	New York, NY	2369	\$975.00	\$445.00	\$745.00	\$775.00	\$205.00	\$435.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Jones Walker	New Orleans, LA	361	\$425.00	\$275.00	\$365.00	\$240.00	\$200.00	\$225.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Kasowitz, Benson, Torres & Friedman	New York, NY	365	\$1195.00	\$800.00	\$835.00	\$625.00	\$200.00	\$340.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Kalton Muchin Rosenman	Chicago, IL	595	\$745.00	\$500.00	\$815.00	\$595.00	\$340.00	\$455.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Kaye Scholer	New York, NY	414	\$1090.00	\$715.00	\$960.00	\$680.00	\$320.00	\$510.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Kelley Drye & Warren	New York, NY	288	\$815.00	\$435.00	\$640.00	\$500.00	\$305.00	\$430.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Kilpatrick Townsend & Stockton	Atlanta, GA	582	\$775.00	\$400.00	\$550.00	\$475.00	\$315.00	\$385.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 King & Spalding	Atlanta, GA	838	\$895.00	\$545.00	\$775.00	\$730.00	\$125.00	\$460.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.



2013	Kirland & Ellis	Chicago, IL	1517	\$695.00	\$590.00	\$826.00	\$715.00	\$235.00	\$540.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Knobbe, Martens, Olson & Bear	Irvine, CA	288	\$785.00	\$440.00	\$555.00	\$535.00	\$295.00	\$345.00	\$695.00	\$885.00	\$895.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Kramer Levin Natfalis & Frankel	New York, NY	320	\$1028.00	\$740.00	\$845.00	\$750.00	\$400.00	\$580.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Lane Powell	Seattle, WA	172	\$485.00	\$385.00	\$430.00	\$330.00	\$225.00	\$265.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Latham & Watkins	New York, NY	2033	\$1110.00	\$885.00	\$985.00	\$725.00	\$465.00	\$605.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Lathrop & Gage	Kansas City, MO	266	\$790.00	\$285.00	\$420.00	\$375.00	\$165.00	\$250.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Leonard, Street and DeNardis	Minneapolis, MN	184	\$490.00	\$295.00	\$405.00	\$305.00	\$265.00	\$265.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Levis Roca Rothgerber			\$895.00	\$380.00	\$505.00	\$625.00	\$705.00	\$400.00				National Law Journal, December 2013	Location and Average FTE Attorneys' data not available due to merger in 2013. Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Lindquist & Vennum	Minneapolis, MN	181	\$800.00	\$480.00	\$520.00	\$470.00	\$275.00	\$365.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Littler Mendelson	San Francisco, CA	509	\$815.00	\$385.00	\$550.00	\$420.00	\$245.00	\$290.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Lowenstein Sandier	Roseland, NJ	254	\$755.00	\$510.00	\$615.00	\$650.00	\$280.00	\$380.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013	Manatt, Phelps & Phillips	Los Angeles, CA	325	\$785.00	\$640.00	\$740.00							National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.



2013 McCarter & English	Newark, NJ	373	\$625.00	\$450.00	\$630.00	\$370.00	\$220.00	\$300.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 McDermott Will & Emery	Chicago, IL	1024	\$835.00	\$525.00	\$710.00							National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 McIlroy, Dauboch, Mulvaney & Carpenter	Monticello, NJ	288	\$605.00	\$325.00	\$440.00	\$325.00	\$200.00	\$295.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 McGuireWoods	Richmond, VA	941	\$725.00	\$460.00	\$595.00	\$625.00	\$285.00	\$560.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 McKenna Long & Aldridge	Atlanta, GA	509	\$850.00	\$480.00	\$530.00	\$425.00	\$375.00	\$395.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Michael Best & Friedrich	Milwaukee, WI	166	\$850.00	\$260.00	\$445.00	\$350.00	\$190.00	\$275.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Miles & Stockbridge	Baltimore, MD	207	\$725.00	\$330.00	\$470.00	\$375.00	\$230.00	\$265.00	\$425.00	\$215.00	\$675.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Miller & Martin	Chattanooga, TN	133	\$585.00	\$245.00	\$385.00	\$270.00	\$160.00	\$215.00	\$355.00	\$210.00	\$440.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Morgan, Lewis & Bockius	Philadelphia, PA	1334	\$765.00	\$430.00	\$620.00	\$565.00	\$270.00	\$390.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Morris, Manning & Martin	Atlanta, GA	142	\$575.00	\$400.00	\$480.00							National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Morrison & Foerster	San Francisco, CA	1010	\$1195.00	\$595.00	\$965.00	\$725.00	\$230.00	\$925.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Nixon Peabody	Boston, MA	612	\$850.00	\$285.00	\$520.00	\$550.00	\$180.00	\$300.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.

2013 Norton Rose Fulbright			\$600.00	\$520.00	\$776.00	\$515.00	\$300.00	\$400.00			National Law Journal, December 2013	Location and Average FTE Attorneys data not available due to merger in 2011. Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Nuttall McInnenn & Fish	Boston, MA	135	\$715.00	\$470.00	\$575.00	\$480.00	\$295.00	\$375.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 O'Melveny & Myers	Los Angeles, CA	738	\$350.00	\$315.00	\$716.00						National Law Journal, December 2012	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Orrick, Herrington & Sutcliffe	San Francisco, CA	977	\$945.00	\$305.00	\$923.00	\$275.00	\$170.00	\$310.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Parker Poe Adams & Bernstein	Charlotte, NC	178	\$300.00	\$425.00	\$460.00						National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Patton Boggs	Washington, DC	465	\$780.00	\$480.00	\$965.00	\$475.00	\$325.00	\$405.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Paul Hastings	New York, NY	898	\$900.00	\$750.00	\$815.00	\$755.00	\$335.00	\$540.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Paul, Weiss, Rifkind, Wharton & Garrison	New York, NY	803	\$1120.00	\$760.00	\$1040.00	\$760.00	\$280.00	\$600.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Pepper Hamilton	Philadelphia, PA	493	\$850.00	\$475.00	\$630.00	\$460.00	\$245.00	\$380.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Perkins Cole	Seattle, WA	823	\$940.00	\$320.00	\$800.00	\$595.00	\$210.00	\$405.00	\$665.00	\$270.00	\$780.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Pillsbury Winthrop Shaw Pittman	Washington, DC	605	\$1070.00	\$815.00	\$965.00	\$880.00	\$375.00	\$520.00			National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.	
2013 Polsinelli	Kansas City, MO	573	\$780.00	\$320.00	\$410.00	\$345.00	\$220.00	\$285.00	\$370.00	\$300.00	\$425.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.



2013 Proskauer Rose	New York, NY	746	\$950.00	\$725.00	\$680.00	\$675.00	\$285.00	\$465.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Quarles & Bredy	Milwaukee, WI	413	\$600.00	\$350.00	\$470.00	\$600.00	\$210.00	\$335.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Quinn Emanuel Urquhart & Sullivan	New York, NY	697	\$1075.00	\$810.00	\$915.00	\$875.00	\$320.00	\$410.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Reed Smith	Pittsburgh, PA	1466	\$845.00	\$845.00	\$710.00	\$530.00	\$295.00	\$420.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Richards, Layton & Finger	Wilmington, DE	138	\$850.00	\$475.00	\$690.00	\$450.00	\$250.00	\$350.00	\$465.00	\$430.00	\$475.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Riker Danzig Berman Hyland & Perretti	Morristown, NJ	161	\$485.00	\$430.00	\$455.00	\$285.00	\$210.00	\$250.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Robinson & Cole	Hartford, CT	208	\$450.00	\$285.00	\$410.00							National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Rubin & Tucker	Costa Mesa, CA	199	\$675.00	\$345.00	\$490.00	\$600.00	\$230.00	\$320.00	\$480.00	\$435.00	\$575.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Saul Ewing	Philadelphia, PA	228	\$890.00	\$365.00	\$530.00	\$575.00	\$225.00	\$340.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Sedgwick	San Francisco, CA	347	\$615.00	\$305.00	\$425.00	\$475.00	\$250.00	\$325.00	\$450.00	\$350.00	\$600.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Seward & Kissel	New York, NY	182	\$850.00	\$825.00	\$735.00	\$600.00	\$200.00	\$400.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Seyfarth Shaw	Chicago, IL	793	\$880.00	\$375.00	\$610.00	\$505.00	\$225.00	\$365.00	\$470.00	\$245.00	\$800.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.



2013 Sheppard, Mullin, Richter & Hampton	Los Angeles, CA	521	\$675.00	\$490.00	\$685.00	\$395.00	\$276.00	\$415.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NJ 350 published in April 2013.
2013 Shumaker, Loop & Kendrick	Toledo, OH	226	\$685.00	\$295.00	\$465.00	\$355.00	\$175.00	\$280.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NJ 350 published in April 2013.
2013 Shotts & Bowen	Miami, FL	221	\$660.00	\$250.00	\$430.00	\$345.00	\$195.00	\$260.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NJ 350 published in April 2013.
2013 Skadden, Arps, Slate, Meagher & Flom	New York, NY	1735	\$1160.00	\$845.00	\$1035.00	\$845.00	\$340.00	\$820.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NJ 350 published in April 2013.
2013 Snel & Wilmer	Phoenix, AZ	422	\$695.00	\$295.00	\$495.00	\$420.00	\$165.00	\$290.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NJ 350 published in April 2013.
2013 Squire Sanders	Cleveland, OH	1257	\$650.00	\$350.00	\$655.00	\$630.00	\$260.00	\$355.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NJ 350 published in April 2013.
2013 Stevens & Lee	Reading, PA	167	\$800.00	\$325.00	\$625.00								National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NJ 350 published in April 2013.
2013 Stinson Morrison Hecker	Kansas City, MO	280	\$695.00	\$290.00	\$475.00	\$660.00	\$185.00	\$280.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NJ 350 published in April 2013.
2013 Stool Rives	Portland, OR	371	\$690.00	\$320.00	\$475.00	\$425.00	\$190.00	\$260.00	\$410.00	\$320.00	\$650.00		National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NJ 350 published in April 2013.
2013 Strasburger & Price	Dallas, TX	208	\$770.00	\$225.00	\$420.00	\$455.00	\$215.00	\$290.00	\$445.00	\$225.00	\$680.00		National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NJ 350 published in April 2013.
2013 Yarr, Stettinius & Hollister	Cincinnati, OH	303	\$635.00	\$285.00	\$416.00	\$475.00	\$200.00	\$285.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NJ 350 published in April 2013.
2013 Thompson & Knight	Dallas, TX	281	\$740.00	\$425.00	\$535.00	\$810.00	\$240.00	\$370.00					National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NJ 350 published in April 2013.



2013 Thompson Coburn	St. Louis, MO	305	\$610.00	\$330.00	\$440.00	\$350.00	\$220.00	\$270.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Troutman Sanders	Atlanta, GA	575	\$975.00	\$400.00	\$820.00	\$570.00	\$245.00	\$340.00	\$510.00	\$325.00	\$975.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Ulmer & Berne	Cleveland, OH	178	\$415.00	\$315.00	\$360.00							National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Vamum	Grand Rapids, MI	134	\$465.00	\$260.00	\$360.00							National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Venable	Washington, DC	501	\$1075.00	\$470.00	\$690.00	\$575.00	\$295.00	\$430.00	\$665.00	\$435.00	\$610.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Vinson & Elms	Houston, TX	677	\$770.00	\$475.00	\$650.00	\$565.00	\$275.00	\$950.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Walter Lansden Dorich & Davis	Nashville, TN	168	\$600.00	\$350.00	\$460.00	\$335.00	\$190.00	\$245.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Weil, Gotshal & Manges	New York, NY	1201	\$1075.00	\$825.00	\$930.00	\$780.00	\$300.00	\$600.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 White & Case	New York, NY	1600	\$1050.00	\$760.00	\$975.00	\$1050.00	\$220.00	\$325.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Wiley Rein	Washington, DC	272	\$950.00	\$660.00	\$665.00	\$535.00	\$325.00	\$445.00	\$580.00	\$360.00	\$600.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Williams Mullen	Richmond, VA	231	\$410.00	\$360.00	\$355.00	\$350.00	\$280.00	\$295.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.
2013 Wilkie Farr & Gallagher	New York, NY	540	\$1080.00	\$790.00	\$550.00	\$750.00	\$350.00	\$550.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013.



2013 Wilmer Cutler Pickering Hale and Dorr	Washington, DC	861	\$1260.00	\$733.00	\$905.00	\$595.00	\$75.00	\$290.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 500 published in April 2013.
2013 Winston & Strawn	Chicago, IL	642	\$895.00	\$650.00	\$600.00	\$580.00	\$425.00	\$520.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 500 published in April 2013.
2013 Wolff & Samson	West Orange, NJ	129	\$450.00	\$326.00	\$400.00	\$450.00	\$225.00	\$340.00	National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 500 published in April 2013.
2013 Wyatt, Tarrant & Combs	Louisville, KY	165	\$500.00	\$280.00	\$418.00				National Law Journal, December 2013	Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 500 published in April 2013.