

1 Sinclair Law Office
2 Andrew Thomas Sinclair (SB No. 72681)
3 300 Frank H. Ogawa Plaza
4 Rotunda Building, Suite 160
5 Oakland, CA 94612
6 Tel: (510) 465-5300
7 Fax: (510) 465-5356
8 ats@sinclairlawoffice.com

9 Carter Carter Fries & Grunschlag
10 Dov M. Grunschlag (SB No. 42040)
11 582 Market Street, Suite 518
12 San Francisco, CA 94104
13 Tel: (415) 989-4800
14 Fax: (415) 989-4864
15 dgrunschlag@carterfries.com

16 Calvo Fisher & Jacob LLP
17 Kathleen V. Fisher (SB No. 70838)
18 Rodney J. Jacob (SB No. 146428)
19 Maya S. Maravilla (SB No. 209081)
20 Alexander M. Freeman (SB No. 237811)
21 535 Pacific Avenue, Suite 201
22 San Francisco, CA 94133
23 Tel: (415) 374-8370
24 Fax: (415) 374-8373
25 kfisher@calvofisher.com
26 rjacob@calvofisher.com
27 mmaravilla@calvofisher.com
28 afreeman@calvofisher.com

Attorneys for Petitioners and Class

SUPERIOR COURT OF THE STATE OF CALIFORNIA
COUNTY OF ALAMEDA

Wendell G. Moen, Jay Davis Donna Ventura, Gregory M.
Bianchini, Alan Hindmarsh, Cal Wood and Sharon Wood,
on behalf of Themselves and Others Similarly Situated,
Petitioners,

v.

Regents of University of California, and Does, 1 through
99, inclusive,
Respondents.

No. RG 10530492

**Declaration of Richard M. Pearl
in Support of Motion for
Reasonable Attorneys' Fees**

Date: April 10, 2020

Time: 10:00 a.m.

Dept.: 21

Judge: Hon. Winifred Y. Smith

Reservation No.: R-2151296

1 I, Richard M. Pearl, hereby declare:

2 1. I am an attorney at law licensed and duly admitted to practice before all the
3 courts of the State of California. In this case, I have been retained by Class Counsel: the
4 Sinclair Law Office; Carter Carter Fries & Grunschlag; and Calvo Fisher & Jacob LLP,
5 to provide my expert opinion regarding the reasonableness of the attorneys' fees they are
6 requesting in this case. If called as a witness I could and would competently testify to the
7 following.

8 **Professional Background**

9 2. I am a member in good standing of the California State Bar. I am in private
10 practice as the principal of my own law firm, the Law Offices of Richard M. Pearl, in
11 Berkeley, California. My practice now consists almost entirely of cases and issues
12 involving reasonable attorneys' fees, including the representation of parties in fee
13 litigation and appeals, serving as an expert witness, and serving as a mediator and
14 arbitrator in disputes concerning attorneys' fees and related issues.

15 3. Briefly summarized, my background is as follows: I am a 1969 graduate of
16 Boalt Hall (now Berkeley) School of Law, University of California, Berkeley, California.
17 I took the California Bar Examination in August 1969 and passed it in November of that
18 year, but because I was working as an attorney in Atlanta, Georgia for the Legal Aid
19 Society of Atlanta (LASA), I was not admitted to the California Bar until February 1970.
20 I worked for LASA from October 1969 until the summer of 1971, when I then went to
21 work in California's Central Valley for California Rural Legal Assistance, Inc. (CRLA),
22 a statewide legal services program serving low-income persons. In 1974, I moved to
23 CRLA's central office in San Francisco, as the Director of its statewide support center for
24 other legal services programs. In 1977 I became CRLA's Director of Litigation, where
25 my responsibilities included supervising more than fifty attorneys. In 1982-1983, I
26 transitioned into private practice, first in a small law firm, then as a sole practitioner.
27 Martindale Hubbell rates my law firm "AV." I also have been selected as a Northern
28 California "Super Lawyer" in Appellate Law for 2005, 2006, 2007, 2008, 2010, 2011,

1 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, and 2020. A true and correct copy of
2 my resume is attached as Exhibit A.

3 4. Since 1982, my practice has been a general civil litigation and appellate
4 practice, with an increasing emphasis on cases and appeals involving court-awarded
5 attorneys' fees. In addition to serving as an advocate for litigants and their attorneys, I
6 also have frequently been retained as an expert witness and/or consultant on attorneys'
7 fee issues. I also have lectured and written extensively on court-awarded attorneys' fees
8 before a wide variety of groups, was a member of the California State Bar's Attorneys'
9 Fees Task Force, and have testified before the State Bar Board of Governors and the
10 California Legislature on attorneys' fee issues.

11 5. I am the author of CEB's *California Attorney Fee Awards, 3d Ed.* (Calif.
12 Cont. Ed. of Bar 2010) and its 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, and
13 March 2019 Supplements. I also authored *California Attorney Fee Awards, 2d Ed.* (Calif.
14 Cont. Ed. of Bar 1994), and its annual supplements from 1995 through 2008. I also co-
15 authored CEB's original *California Attorney's Fees Award Practice*, published in 1983,
16 and authored its 1984, 1985, 1987, 1988, 1990, 1991, 1992, and 1993 supplements. This
17 treatise has been cited by the California appellate courts on numerous occasions. See,
18 e.g., *Graham v. DaimlerChrysler Corp.* (2004) 34 Cal. 4th 553, 576, 584 (2004); *Lolley*
19 *v. Campbell* (2002) 28 Cal. 4th 367, 373; *In re Conservatorship of Whitley* (2010) 50 Cal.
20 4th 1206, 1214-15, 1217 (2010); *Syers Props III, Inc. v. Rankin* (2014) 226 Cal. App. 4th
21 691, 698, 700 (2014). Federal courts also have cited it. See *In re Hurtado* (E.D. Cal.
22 Nov. 6, 2015) Case No. 09-16160-A-13, 2015 WL 6941127; *TruGreen Cos., LLC v.*
23 *Mower Bros., Inc.* (D. Utah 2013) 953 F. Supp. 2d 1223, 1236 nn. 50, 51. In addition, I
24 authored a federal manual on attorneys' fees entitled "*Attorneys' Fees: A Legal Services*
25 *Practice Manual*," published by the Legal Services Corporation. I also co-authored the
26 chapter on "Attorney Fees" in Volume 2 of CEB's *Wrongful Employment Termination*
27 *Practice, 2d Ed.* (1997). My other written publications are set out in my Resume (Exhibit
28 A).

1 6. More than 95% of my practice is devoted to issues involving reasonable
2 attorney's fees, both as an advocate and as an expert. I have been counsel in over 200
3 attorneys' fee applications in state and federal courts, primarily representing other
4 attorneys. I also have briefed and argued more than 40 appeals, at least 30 of which have
5 involved attorneys' fees issues. I have successfully handled five cases in the California
6 Supreme Court involving court-awarded attorneys' fees: (1) *Maria P. v. Riles* (1987) 43
7 Cal. 3d 1281, which upheld a C.C.P. section 1021.5 fee award based on a preliminary
8 injunction obtained against the State Superintendent of Education, despite the fact that
9 the case ultimately was dismissed under C.C.P. section 583; (2) *Delaney v. Baker* (1999)
10 20 Cal. 4th 23, which held that heightened remedies, including attorneys' fees, are
11 available in suits against nursing homes under California's Elder Abuse Act; (3) *Ketchum*
12 *v. Moses* (2001) 24 Cal. 4th 1122, which held, inter alia, that contingent risk multipliers
13 remain available under California attorney fee law, despite the United States Supreme
14 Court's contrary ruling on federal law (note that in *Ketchum*, I was primary appellate
15 counsel in the Court of Appeal and "second chair" in the Supreme Court); (4) *Flannery v.*
16 *Prentice* (2001) 26 Cal. 4th 572, which held, again despite an adverse United States
17 Supreme Court ruling on federal law, that in the absence of an agreement to the contrary,
18 statutory attorneys' fees belong to the attorney whose services they are based upon; and
19 (5) *Graham v. DaimlerChrysler Corp.* (2004) 34 Cal. 4th 553, which held, *inter alia*, that
20 the catalyst theory of fee recovery remained valid under California law despite adverse
21 federal law and that lodestar multipliers could be applied to fee motion work. In that case,
22 I represented trial counsel in both the Court of Appeal (twice) and Supreme Court, as
23 well as on remand in the trial court. I also represented and argued on behalf of *amicus*
24 *curiae* in *Conservatorship of McQueen* (2014) 59 Cal. 4th 602, which held that statutory
25 attorneys' fees for appellate work were not considered "enforcement fees" under
26 California law; I presented the argument relied upon by the Court. Along with the
27 Western Center on Law and Poverty, I also prepared and filed an *amicus curiae* brief in
28 *Vasquez v. State of California* (2009) 45 Cal. 4th 243, which held that pre-filing
settlement demands were not required to obtain fees under Code of Civil Procedure

1 section 1021.5 in non-catalyst cases. I also have handled numerous other appeals
2 involving court-awarded attorneys' fees, including: *Davis v. City & County of San*
3 *Francisco* (9th Cir. 1992) 976 F.2d 1536; *Mangold v. CPUC* (9th Cir. 1995) 67 F.3d 1470;
4 *Velez v. Wynne* (9th Cir. Jan. 29, 2007) No. 04-17425, 2007 U.S. App. LEXIS 2194;
5 *Camacho v. Bridgeport Financial, Inc.* (9th Cir. 2008) 523 F.3d 973; *Center for*
6 *Biological Diversity v. County of San Bernardino (N.P. Nurseries)* (2010) 185
7 Cal.App.4th 866; *Environmental Protection Information Center v. California Department*
8 *of Forestry & Fire Protection et al* (2010) 190 Cal. App. 4th 217; *Heron Bay Home*
9 *Owners Association v. City of San Leandro* (2018) 19 Cal. App. 5th 376; *Guerrero v.*
10 *California Dept. of Corrections and Rehabilitation* (9th Cir. 2017) 2017 U.S.App.LEXIS
11 12450; *Orr v. Plumb*, 2019 U.S.App.LEXIS 34531 (9th Cir. 2019); and *Robles v. EDD*
12 (2019) 38 Cal.App.5th 191. For an expanded list of my appellate decisions, see Exhibit
A, pp. 4-8.

13 7. I have been retained by various governmental entities, including the State
14 of California on several occasions, at my then current rates, to consult with them and
15 serve as an expert witness regarding their affirmative attorney fee claims. See, e.g., *In re*
16 *Tobacco Cases I* (2013) 216 Cal.App.4th 570, 584.

17 8. I am frequently called upon to opine about the reasonableness of attorneys'
18 fees, and numerous state and federal courts, including this Court, have relied on my
19 testimony on those issues. The following California appellate cases have referenced my
20 testimony favorably:

- 21 • *Kerkeles v. City of San Jose*, 243 Cal.App.4th 88 (2015);
- 22 • *Habitat and Watershed Caretakers v. City of Santa Cruz*, 2015 Cal. App.
23 Unpub. LEXIS 7156 (2015);
- 24 • *Laffitte v. Robert Half Int'l Inc.*, 231 Cal.App.4th 860 (2014), *aff'd* (2016)
25 1 Cal.5th 480;
- 26 • *In re Tobacco Cases I*, 216 Cal.App.4th 570 (2013);
- 27
- 28

- 1 • *Heritage Pacific Financial, LLC v. Monroy*, 215 Cal.App.4th 972
2 (2013);
- 3 • *Wilkinson v. South City Ford*, 2010 Cal. App. Unpub. LEXIS 8680
4 (2010);
- 5 • *Children's Hospital & Medical Center v. Bonta*, 97 Cal.App.4th 740
6 (2002);
- 7 • *Church of Scientology v. Wollersheim*, 42 Cal.App.4th 628 (1996).
- 8 9. The following federal cases also have referenced my testimony favorably:
- 9 • *Antoninetti v. Chipotle Mexican Grill, Inc.*, No. 08-55867 (9th Cir. 2012),
10 Order filed Dec. 26, 2012, at 6;
- 11 • *Prison Legal News v. Schwarzenegger*, 608 F.3d 446, 455 (9th Cir. 2010)
12 (the expert declaration referred to is mine);
- 13 • *Independent Living Center of S. Cal. v. Kent*, 2020 U.S.Dist.LEXIS 13019
14 (C.D. Cal. 2020);
- 15 • *Ridgeway v. Wal-Mart Stores, Inc.*, 269 F. Supp. 3d 975 (N.D. Cal. 2017);
- 16 • *Beaver v. Tarsadia Hotels*, 2017 U.S.Dist.LEXIS 160214 (S.D. Cal. 2017);
- 17 • *Notter v. City of Pleasant Hill*, 2017 U.S.Dist.LEXIS 197404, 2017 WL
18 5972698 (N.D. Cal. 2017);
- 19 • *Villalpondo v. Exel Direct, Inc.*, 2016 WL 1598663 (N.D. Cal. 2016);
- 20 • *State Compensation Insurance Fund v. Khan et al*, Case No. SACV 12-
21 01072- CJC(JCGx) (C.D. Cal.), Order Granting in Part and Denying in Part
22 the Zaks Defendants' Motion for Attorneys' Fees, filed July 6, 2016 (Dkt.
23 No. 408);
- 24 • *In re Cathode Ray Tube Antitrust Litig.*, Master File No. 3:07-cv-5944 JST,
25 MDL No. 1917 (N.D. Cal. 2016) 2016 U.S. Dist. LEXIS 24951(Report
26 And Recommendation Of Special Master Re Motions (1) To Approve
27 Indirect Purchaser Plaintiffs' Settlements With the Phillips, Panasonic,
28

1 Hitachi, Toshiba, Samsung SDI, Technicolor, And Technologies Displays
2 Americas Defendants, and (2) For Award Of Attorneys' Fees,
3 Reimbursement Of Litigation Expenses, And Incentive Awards To Class
4 Representative, Dkt. 4351, dated January 28, 2016, *adopted in relevant*
5 *part*, 2016 U.S. Dist. LEXIS 88665;

- 6 • *Gutierrez v. Wells Fargo Bank*, 2015 U.S. Dist. LEXIS 67298 (N.D. Cal.
7 2015);
- 8 • *Holman v. Experian Information Solutions, Inc.*, 2014 U.S. Dist. LEXIS
9 173698 (N.D. Cal. 2014);
- 10 • *In re TFT-LCD (Flat Panel) Antitrust Litig.*, No. M 07-1827 SI, MDL No.
11 1827 (N.D. Cal.), Report and Recommendation of Special Master Re
12 Motions for Attorneys' Fees And Other Amounts By Indirect-Purchaser
13 Class Plaintiffs And State Attorneys General, Dkt. 7127, filed Nov. 9,
14 2012, adopted in relevant part, 2013 U.S. Dist. LEXIS 49885 (N.D. Cal.
15 2013) ("*TFT-LCD (Flat Panel) Report & Recommendation*");
- 16 • *Walsh v. Kindred Healthcare*, 2013 U.S. Dist. LEXIS 176319 (N.D. Cal.
17 2013);
- 18 • *A.D. v. California Highway Patrol*, 2009 U.S. Dist. LEXIS 110743, at *4
19 (N.D. Cal. 2009), rev'd on other grounds, 712 F.3d 446 (9th Cir. 2013),
20 reaffirmed and additional fees awarded on remand, 2013 U.S. Dist. LEXIS
21 169275 (N.D. Cal. 2013);
- 22 • *Hajro v. United States Citizenship & Immigration Service*, 900 F. Supp. 2d
23 1034, 1054 (N.D. Cal 2012);
- 24 • *Rosenfeld v. United States Dep't of Justice*, 904 F. Supp. 2d 988, 1002
25 (N.D. Cal. 2012);

- 1 • *Stonebrae, L.P. v. Toll Bros., Inc.*, 2011 U.S. Dist. LEXIS 39832, at *9
2 (N.D. Cal. 2011) (thorough discussion), aff'd 2013 U.S. App. LEXIS 6369
3 (9th Cir. 2013);
- 4 • *Armstrong v. Brown*, 2011 U.S. Dist. LEXIS 87428 (N.D. Cal. 2011);
- 5 • *Lira v. Cate*, 2010 WL 727979 (N.D. Cal. 2010);
- 6 • *Californians for Disability Rights, Inc. v. California Dep't of*
7 *Transportation*, 2010 U.S. Dist. LEXIS 141030 (N.D. Cal. 2010);
- 8 • *A.D. v. California Highway Patrol*, 2009 U.S. Dist. LEXIS 110743
9 (N.D. Cal. 2009) (police misconduct action), *rev's 'd on other grounds* 636
10 F.3d 955 (9th Cir. 2013);
- 11 • *Nat'l Federation of the Blind v. Target Corp.*, 2009 U.S. Dist. LEXIS
12 67139 (N.D. Cal. 2009);
- 13 • *Prison Legal News v. Schwarzenegger*, 561 F.Supp.2d 1095 (N.D. Cal.
14 2008) (an earlier motion);
- 15 • *Bancroft v. Trizechahn Corp.*, No. CV 02-2373 SVW (FMOx), Order
16 Granting Plaintiffs Reasonable Attorneys' Fees and Costs In the Amount of
17 \$168,886.76, Dkt. 278 (C.D. Cal. Aug. 14, 2006);
- 18 • *Willoughby v. DT Credit Corp.*, No. CV 05-05907 MMM (CWx), Order
19 Awarding Attorneys' Fees After Remand, Dkt. 65 (C.D. Cal. July 17,
20 2006); *Oberfelder v. City of Petaluma*, 2002 U.S. Dist. LEXIS 8635 (N.D.
21 Cal. 2002), aff'd 2003 U.S. App. LEXIS 11371 (9th Cir. 2003).

22
23 **Counsel's Requested Hourly Rates Are Reasonable.**

24
25 10. Under California law, Class Counsel are entitled to their requested hourly
26 rates if those rates are “within the range of reasonable rates charged by and judicially
27 awarded comparable attorneys for comparable work.” *Children’s Hosp. & Med. Ctr. v.*

1 *Bonta* (2002) 97 Cal.App.4th 740, 783. In my opinion, the hourly rates requested for
2 work performed by Class Counsel meet this standard.

3 11. Through my writing and practice, I have become very familiar with the
4 attorneys' fees charged by attorneys in California and elsewhere. I have obtained this
5 familiarity in several ways: (1) by representing litigants and/or their attorneys in
6 attorneys' fee litigation; (2) by serving as a consultant and/or expert in numerous fee
7 matters; (3) by discussing fees with other attorneys; (4) by reviewing declarations
8 regarding prevailing market rates and other factors filed in mine and other attorneys'
9 cases; and (5) by reviewing attorneys' fee applications and awards in other cases, as well
10 as surveys and articles on attorney's fees in the legal newspapers and treatises.

11 12. In this case, I have been made aware of the hourly rates requested by Class
12 Counsel for their work in this litigation. I also have become familiar with the nature of
13 this case, its excellent results, and the level of work produced by counsel, well as
14 counsel's respective backgrounds and experience. Specifically, I am aware that counsel
15 request the following hourly rates:

LAW FIRM	BILLER	LAW SCHOOL GRADUATION	HOURLY RATE	YEARS of EXPERIENCE (Last Year Working on Case)
<i>Carter Carter Fries & Grunschlag</i>				
	Dov Grunschlag	1966	\$975	54
<i>Sinclair Law Office</i>				
	Andrew Thomas Sinclair	1976	\$875	44
<i>Calvo Fisher & Jacob LLP</i>				
	Kathleen V. Fisher	1976	\$875	44
	William N. Hebert	1988	\$775	27 th year (2015)
	Rodney J. Jacob	1990	\$775	30
	Maya S. Maravilla	2000	\$650	20
	Alexander M. Freeman	2004	\$625	16
	Dominique S. Palacios		\$300	25

	(Senior Paralegal)			
	Matthew Leon Guerrero (Paralegal)		\$225	6
<i>Stember Feinstein Doyle Payne & Kravec, LLC</i>				
	Edward Feinstein	1973	\$875	41 th year (2014)
	John Stember	1976	\$875	38 th year (2014)
	William Payne	1979	\$875	35 th year (2014)
	Maureen Davidson- Welling	2007	\$545	7 th year (2014)
	Lauren Hoye	2009	\$400	5 th year (2014)
	Kathryn Bailey	2010	\$375	4 th year (2014)
	Morshe Marvit	2010	\$375	4 th year (2014)
	Lynne Pistritto	2010	\$375	4 th year (2014)
<i>Stember Cohn and Davidson-Welling, LLC</i>				
	John Stember	1976	\$875	38 th year (2014)
	Maureen Davidson- Welling	2007	\$545	7 th year (2014)

13. In my opinion, for the reasons discussed below, these hourly rates that Class Counsel request are quite reasonable for this hard-fought litigation.

Rates Found Reasonable in Other Cases

14. Initially, the hourly rates requested by counsel are well within the range of the San Francisco Bay Area rates found reasonable by various local courts for reasonably comparable services:

- In *National Federation of the Blind of California v. Uber Technologies, Inc.*, N.D. Cal. No. 14-cv-04086 NC, Amended Order Granting In Part Plaintiffs’ Motion for Attorneys’ Fees and Costs, filed November 8, 2019 (Dkt. No. 203), a class action

1 against Uber alleging that it violated federal antidiscrimination laws by allowing
 2 its drivers to refuse to accept service dogs, the court found the following 2019
 3 hourly rates reasonable for monitoring Uber’s compliance with the settlement:

<u>Class</u>	<u>Rate</u>
1997	\$800
2011	\$525
2016	\$400
Senior Paralegal	\$350
Paralegals	\$250-275

- 10 • In *Bartoni et al v. American Medical Response West*, Alameda County
 11 Superior Court No. RG08-382130, Order Granting Plaintiffs’ Motions
 12 on Final Approval Of Class Settlement filed July 12, 2019, a meal and
 13 rest break class action, based in part on my testimony, this Court found
 14 the following hourly rates reasonable:

LAW FIRM	BAR ADMISSION DATE	RATE	BILLING YEAR (Last Year Working on Case)
<i>Leonard Carder / Hinton Alfert Sumner & Kaufmann</i>			
	1990	\$860	
	1999	\$710	
	2008	\$445	6 th year (2014)
	2013	\$445	
	2001	\$440	

1	Schneider Wallace Cottrell Konecky Wotkyns			
2		1996	\$835	
3		2009	\$525	
4		2014	\$450	
5		1997	\$675	15 th year
6				(partner)
7				(2012)
8		2004	\$475	5 th year
9				(2009)
10		2005	\$450	4 th year
11				(2008)
12		2006	\$425	3 rd year
13				(2009)
14		2007	\$400	2 nd year
15				(2009)
16		2003	\$525	10 th year
17				(2013)
18		2014	\$350	1 st year
19				(2014)
20	Kralowec Law, P.C.			
21		1992	\$810	
22		1986	\$795	
23		2008	\$500	6 th year
24				(2014)
25		2008	\$525	7 th year
26				(2016)
27				
28				

<i>Schubert Jonckheer & Kolbe LLP</i>			
	1992	\$600	18 th year (2010)

- In *Shaw et al v. AMN Service, LLC et al*, N.D. Cal. No. 3:16-cv-02816 JCS, Order Granting Plaintiffs’ Motion for Reasonable Attorneys’ Fees and Costs, filed May 31, 2019 [Doc. 167], a wage and hour class action, based in part on my testimony the court found the following hourly rates reasonable, before applying a 2.4 lodestar multiplier:

BAR ADMISSION DATE	RATE
1996	\$835
2009	\$750
2014	\$675
1996 (Florida)	\$600
2016	\$400
2017	\$380

- In *Armstrong v. Brown*, N.D. Cal. No. 4:94-cv-02307-CW, Stipulated Order Confirming Undisputed Attorneys’ Fees and Costs for the Third Quarter of 2018, filed January 2, 2019 (Dkt. No. 2804), a prisoners’ rights class action, the court approved the following 2018 hourly rates for monitoring the injunction in that matter:

<u>Years of Experience</u>	<u>Rate</u>
40	\$965
34	\$835
21	\$790
25 (Of Counsel)	\$700

Years of Experience Rate
 14 (Partner) \$675

- In *Department of Fair Employment and Housing v. Law School Admission Council, Inc.*, N.D. Cal. No. 12-cv-08130-JCS, filed Nov. 5, 2018, reported at 2018 WL 5791869, an action for civil contempt based on violation of a consent decree, based in part on my testimony, the court found the following hourly rates reasonable:

Years of Experience:	Rates:
35	\$850
5 and 6	\$425
Law Clerk and 1st year	\$290

- In *Kaku v. City of Santa Clara, Santa Clara Superior Court*, No. 17CV319862, Fee Order filed January 22, 2019, reported at 2019 WL 331053 (Cal.Super. 2019), a voting rights action under the California Voting Rights Act, based in part on my testimony, the court found the following 2018 hourly rates reasonable, before applying a 1.4 multiplier:

Firm	Graduation Year	2018 Rate
Goldstein, Borgen, Dardarian & Ho		
	1970	\$875
	1994	\$860
	2013	\$450
	2015	\$405
	2016	\$375
Law Clerk	--	\$295
Statistician & Senior Paralegal	--	\$300
Paralegal	--	\$250
Law Office of Robert Rubin		
	1978	\$975
	2013	\$615
Asian Law Alliance		
	1978	\$550
	2009	\$375

- In *In re Anthem, Inc. Data Breach Litig.*, 2018 U.S. Dist. LEXIS140137, at *121 (N.D. Cal. Aug. 17, 2018), a class action settlement resulting from a data breach, the court, as part of its lodestar cross-check, found the following 2017 rates reasonable:

Firm	Years of Experience	2018 Rate
Altshuler Berzon		
	23-25	\$820-\$860
	16-19	\$690-770
	5-7	\$405-460
Law Clerks	--	\$285
Paralegals	--	\$250
Gibbs Law Group		
	23-29	\$740-805
	10-17	\$575-685
	17 (Assoc.)	\$395
	1-9	\$275-\$525
	5-6 (Contract Atty)	\$350-\$375
	Paralegals	\$190-\$220
Lieff Cabraser		
	11-16	\$510-\$675
	2-6	\$370-\$455
	0-13 (Contract Atty)	\$415
	Paralegals	\$360
Finkelstein Thompson LLP		
	24-48	\$850
	17	\$600
	20 (Of Counsel)	\$850
	12 (Of Counsel)	\$475
	4	\$300

- In *Max Sound Corp. v. Google Inc.* (N.D. Cal. Sept. 25, 2017) 2017 U.S. Dist. LEXIS 168541, a patent action dismissed by the court on defendants' motion, the court found the following hourly rates reasonable:

California Bar Admission Date	Rates Over 2-year Period
1995	\$905

2000	\$650-950
2007	\$504-608
2012	\$336-575

- In *In re National Collegiate Athletic Assn. Athletic Grant-In-Aid Antitrust Litigation* (N.D. Cal. Dec. 6, 2017) 2017 U.S. Dist. LEXIS 201108, *affirmed* (9th Cir. 2019) 2019 U.S. App. LEXIS 11474, a class antitrust action, the court found the following hourly rates reasonable:

<u>Law Firm</u>	<u>Rate</u>
<i>Hagens Berman Sobol Shapiro LLP</i>	
Senior Attorney	\$950
Other Partners	\$578-760
Associates	\$295-630
<i>Pearson, Simon & Warshaw LLP</i>	
Senior Attorneys	\$835-1,035
Other Partner	\$715-870
Of Counsel	\$450-900
Associates	\$350-635
Staff & Law Clerks	\$175-225
<i>Pritzker Levine</i>	
Partners	\$695
Of Counsel and Associates	\$495-625

- In *Ridgeway v. Wal-Mart Stores, Inc.* (N.D. Cal. 2017) 269 F. Supp. 3d 975, *aff'd on the merits*, 269 F.3d 1066 (9th Cir. 2020), a wage and hour class action, the district court issued a statutory fee award against Wal-Mart based on the following 2017 rates (plus a 2.0 multiplier), to partially offset a 25% common fund fee award payable by the class:

<u>Years of Experience</u>	<u>Rate</u>
46	\$900
40	\$890
38	\$870

<u>Years of Experience</u>	<u>Rate</u>
36	\$850
34	\$830
20	\$730
37 (senior assoc.)	\$700
29 (senior assoc.)	\$670
19 (senior assoc.)	\$610
11	\$500
7	\$450-500
6	\$425
3	\$355
4	\$330
1	\$300
Senior Paralegal	\$225
Paralegal	\$195
Law Clerk	\$225

- In *Nitsch v. Dreamworks Animation SKG, Inc.*, N.D. Cal. No. 5:14-cv-04062-LHK, Order Granting in Part and Denying in Part Motion for Attorney’s Fees (Dkt. No. 402), an antitrust class action brought by former employees of the defendants, the court found the following hourly rates reasonable, before applying a 2.0 multiplier:

<u>Years of Experience</u>	<u>Rate</u>
44	\$1,200
35	\$950
28	\$870
21	\$735

- In *Armstrong v. Brown*, N.D. Cal. No. 4:94-cv-02307-CW, Stipulated Order Confirming Undisputed Attorneys’ Fees and Costs for the Third Quarter of 2017, filed December 19, 2017 (Dkt. No. 2708), a prisoners’ rights class action, the court

1 approved the following 2017 hourly rates for monitoring the injunction in that
2 matter:

<u>Years of Experience</u>	<u>Rate</u>
37	\$950
33	\$825
20	\$780
24 (Of Counsel)	\$700
12 (Partner)	\$650
9 (Associate)	\$490
8	\$480
7	\$470
6	\$440
Paralegals	\$240-325

- 10
- 11 • In *California Building Industry Association v. City of San Jose et al.*, Santa Clara
12 County Superior Court, No. 110CV167289, Order on Submitted Matter filed
13 December 23, 2016, an action against the City of San Jose’s affordable housing
14 ordinance, the court awarded appellate fees to the Intervenors and found the
15 following 2016 hourly rates reasonable:

<u>Year Admitted</u>	<u>Rate</u>
16 1980	\$810
17 1998	\$710

- 18
- 19 • In *Animation Workers Antitrust Litigation*, N.D. Cal. No. 14-CV-4062 LHK,
20 Order Granting Plaintiff’s Motion for Attorneys’ Fees, Expenses, and Service
21 Awards for Settlements with Sony Pictures Imageworks, Inc., Sony Pictures
22 Animation Inc., and Blue Sky Studios Inc., filed November 11, 2016, reported at
23 2016 U.S.Dist.LEXIS 156720, a class action alleging defendants violated the
24 antitrust laws by restricting their employees’ ability to change employers, in which
25 the court found the following 2016 hourly rates reasonable:

<u>Years of Experience</u>	<u>Rate</u>
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44	\$1,200
27	\$845
22	\$735
Paralegals	Up to \$290

- In *National Federation of the Blind of California v. Uber Technologies, Inc.*, N.D. Cal. No. 14-cv-04086 NC, Order Granting Final Approval and Attorneys’ Fees, filed December 6, 2016 (Dkt. No. 139), a class action against Uber alleging that it violated federal antidiscrimination laws by allowing its drivers to refuse to accept service dogs, in which the court found the following 2016 hourly rates reasonable (before applying a 1.5 lodestar multiplier under California law):

<u>Class</u>	<u>Rate</u>
1980	\$900
1985	\$895
1997	\$740
2005	\$645
2010	\$475
2011	\$460
2014	\$355
Paralegals	\$275
Summer Associates	\$275-280
2	\$265

- In *Civil Rights Education and Enforcement Center v. Ashford Hospitality Trust, Inc.* (N.D. Cal. March 22, 2016) 2016 U.S. Dist. LEXIS 37256, an action challenging defendants’ hotels’ failure to provide wheelchair accessible transportation, the Court found the following 2015 hourly rates reasonable:

<u>Years of Experience</u>	<u>Rate</u>
41	\$900
24	\$750
10	\$550
8	\$500

<u>Years of Experience</u>	<u>Rate</u>
5	\$430
Paralegal	\$250

- In *Armstrong v. Brown*, N.D. Cal. No. 4:94-cv-02307-CW, Stipulated Order Confirming Undisputed Attorneys’ Fees and Costs for the Fourth Quarter of 2015, filed February 2, 2016 (Dkt. No. 2576), a prisoners’ rights class action, the court approved the following 2015 hourly rates for monitoring the injunction in that matter:

<u>Years of Experience</u>	<u>Rate</u>
35	\$840
31	\$710
18	\$690
21 (Of Counsel)	\$590
9 (Partner)	\$525
9 (Associate)	\$490
8	\$480
7	\$470
6	\$440
Paralegals	\$220-290

15. My own rates, which several courts have found reasonable and many clients have paid, has increased 12.9% since 2015, an average annual rate of 3.225%. My current rate is \$900 per hour, and the San Francisco Superior Court found my 2018 rate of \$850 per hour reasonable in *Brown v. California Unemployment Insurance Appeals Board*, San Francisco Superior Court No. CPF-12-512499.

Surveys of Law Firms Rates

16. Class Counsel’s rates here also are consistent with the range of rates described in several credible legal rate surveys and articles, including the following:

17. On August 27, 2019, Law.Com published an article by Mike Scarcella and Macia Coyle, entitled “What New Supreme Court Cases Reveal About Big Law Billing

1 Rates” (copy attached as Exhibit B). That article revealed that top-flight appellate
2 attorneys with reputations and experience comparable to counsel’s here charged
3 comparable or even higher rates. For example, Theodore Olson at Gibson Dunn charges
4 \$1,800 per hour, while Thomas Goldstein at Goldstein & Russell billed at \$1,350 per
5 hour.

6 18. In December 2015, Thomson Reuters published its Legal Billing Report,
7 Volume 17, Number 3. A true and correct copy of the pages of that report listing
8 California and West Region firms is attached to hereto as Exhibit C. It shows that the
9 rates claimed by Plaintiff’s law firms here are well within the range of rates charged by
10 other Bay Area law firms for reasonably comparable work.

11 19. On January 5, 2015, the National Law Journal published an article about its
12 most recent rate survey entitled "Billing Rates Rise, Discounts Abound." A true and
13 correct copy of that article is attached hereto to the as Exhibit D. It contains the rates
14 charged by numerous Bay Area law firms handling comparably complex litigation, and
15 that even in 2014, many firms were billing at more than \$1,000 per hour.

16 20. On January 13, 2014, the National Law Journal published an article by
17 Karen Sloan about its most recent rate survey entitled “\$1,000 Per Hour Isn’t Rare
18 Anymore; Nominal billing rates rise, but discounts ease below.” That article included a
19 chart listing the billing rates of the 50 firms that charge the highest average hourly rates
20 for partners. A true and correct copy of that article is attached as Exhibit E. Of the 50
21 firms listed, several have offices in the Bay Area and many others have significant
22 litigation experience in this area.

23 21. In an article entitled “On Sale: The \$1,150-Per Hour Lawyer,” written by
24 Jennifer Smith and published in the Wall Street Journal on April 9, 2013, the author
25 describes as long as six years ago the rapidly growing number of lawyers billing at
26 \$1,150 or more revealed in public filings and major surveys. A true and correct copy of
27 that article is attached hereto as Exhibit F. The article also notes that in the first quarter
28

of 2013, the 50 top-grossing law firms billed their partners at an average rate between \$879 and \$882 per hour. This average would include attorneys in the 8-10 year span since that is the time those who are going to make partner normally do so, suggesting that the more experienced attorneys are frequently billing over \$1000.

Rates Charged by Other Law Firms

22. Counsel’s rates also are supported by the standard hourly non-contingent rates for comparable civil litigation stated in court filings, depositions, surveys, or other reliable sources by numerous California law firms or law firms with offices or practices in California. These rates include, in alphabetical order:

Altshuler Berzon LLP

<u>2018 Rates</u>	<u>Graduation Year</u>	<u>Rate</u>
	1968-1983	\$940
	1985	920
	1989	900
	1991	885
	1992	875
	1994	835
	1998	795
	2000	740
	2001	725
	2008	540
	2009	515
	2010	485
	2012	435
	2013	415
	2014	390
	2015	365
	Law Clerks	285
	Paralegals	250
<u>2017 Rates:</u>	<u>Years of Experience/Level</u>	<u>Rate</u>
	Senior Partners	\$930

1		Junior Partners (1991-2001)	875-690
2		Associates (2008-2013)	510-365
3	<u>2015 Rates:</u>	<u>Years of Experience/Level</u>	<u>Rate</u>
4		32	\$895
5		Junior Partners	825-630
6		Associates	450-340
7		Paralegals	250

Arnold Porter LLP

8	<u>2015 Rates:</u>	<u>Years of Experience</u>	<u>Rate</u>
9		40	\$1,085
10		20	920
11		6	710
12		4	640

13	<u>2014 Rates:</u>	<u>Years of Experience</u>	<u>Rate</u>
14		49	\$995
15		45	720
16		39	655

The Arns Law Firm LLP

17	<u>2014 Rates:</u>	<u>Years of Experience</u>	<u>Rate</u>
18		37	\$950
19		Law Clerks	165

Bingham McCutchen

20	<u>2013 Rates:</u>	Average Partner	\$795
21		Highest Partner	1,080
22		Lowest Partner	220
23		Average Associate	450
24		Highest Associate	605
25		Lowest Associate	185

Boies Schiller & Flexner LLP

26	<u>2017 Rates:</u>	<u>Bar Admittance or Law School</u>	<u>Rate:</u>
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1 ***Boies Schiller & Flexner LLP***

2 Graduation

3	1986	\$1,049
4	2006	\$972
5	1999-2002	\$830
6	2004	\$760
7	2006	\$680
8	2007	\$714
9	2009	\$800

10 2016 Rates:

<u>Bar Admittance</u>	<u>Rate</u>
11 1988	\$960
12 2000	830
13 2001	880

14 ***Bramson, Plutzik, Mahler & Birkhauser, LLP***

<u>2015 Rates:</u>	<u>Years of Experience</u>	<u>Rate</u>
15	38	\$745
16	34	745
17	27	745
18	30 (Associate)	675
19	Paralegal	160

20 ***Chavez & Gertler***

<u>2019 Rates</u>	<u>Years of Experience</u>	<u>Rate</u>
21	36	\$875

<u>2014 Rates</u>	<u>Years of Experience</u>	<u>Rate</u>
22	35	\$775
23	31	750
24	33	695
25	12	575
26	5	395
27	Legal Assistant	225

Cooley LLP

<u>2017 Rates:</u>	<u>Years of Exp.</u>	<u>2012</u>	<u>2013</u>	<u>Rate:</u>
	22			\$905
<u>2012-2014 Rates:</u>	<u>Years of Experience</u>			
	31	\$975	\$1,035	\$1,095
	17	670	710	770
	9	550	645	685
	7	500	585	685
	6		530	620
	3		355	445
	Paralegal		260	325
	Paralegal	245	260	275
				290

Cotchett, Pitre & McCarthy, LLP

<u>2014 Rates:</u>	<u>Years of Experience</u>	<u>Rate</u>
	49	\$900
	33	775
	22	775
	15	500
	Senior Associates	415
	4	360
	Paralegals, case assistants, law clerks	225-250

Covington Burling

<u>2015 Rates:</u>	<u>Years of Experience</u>	<u>Rate</u>
	30	\$805
	2	410
<u>2014 Rates:</u>	<u>Level</u>	<u>Rate</u>
	Average Partner	\$780
	Highest Partner	890

1 ***Covington Burling***

2	Lowest Partner	605
3	Average Associate	415
4	Highest Associate	565
	Lowest Associate	320

5 ***Duane Morris LLP***

6	<u>2018 Rates:</u>	<u>Law School Grad Yr.</u>	<u>Rate</u>
7		1973	\$1,005
8		2008	605
9		2011	450
10		2017	355
		Senior Paralegal	395
11	<u>2016 Rates:</u>	<u>Years of Experience</u>	<u>Rate</u>
12		43	\$880
13		41	880
14		26	720
		25	695

15 ***Feinberg, Jackson, Worthman & Wasow LLP***

16	<u>2016 Rates:</u>	<u>Years of Experience</u>	<u>Rate</u>
17		28	\$800

18 ***Fenwick & West***

19	<u>2014 Rates</u>	<u>Years of Experience</u>	<u>Rate</u>
20		45	\$750
21		35	750
22		23	725
23		19	695
24		5	400
25		3	350
		Paralegal	125

26 ***Gibson Dunn & Crutcher LLP***

27	<u>2017 Rates (*rate</u>	<u>Bar Admittance or Law</u>	<u>Rates</u>
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1 increased in
2 September 2017)

School Graduation

3	1987	*\$852/\$956
4	1987	\$944
5	1997	\$960
6	2006	\$736
7	2008	*\$592/\$696
8	2013	*\$404/\$600
9	2015	\$520
10	2016	\$472

Non-Attorney

\$216-\$335

2016 Rates:

Bar Admittance

Rate

11	1987	\$852
12	2010	540
13	2013	404

2015 Rates:

Years of Experience

Rate

14	37	\$1,125
15	23	955
16	3	575

2014 Rates:

Years of Experience

Rate

17	36	\$1,080
18	22	910
19	9 (Of Counsel)	740
20	6	690
21	2	485

Haddad & Sherwin

2018 Rates:

Years of Experience:

Rates:

22	27	\$800
23	23	\$800
24	9	\$475
25	6	\$425

2017 Rates:

Years of Experience:

Rates:

26	26	\$775
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1	22	\$775
2	10	\$475
3	5	\$425
4	Paralegals	\$240

Hagens Berman Sobol Shapiro LLP

5	<u>Levels:</u>	<u>Rates:</u>
6	2017 Rates: Senior Attorney	\$950
7	Other Partners	\$578-760
8	Associates	\$295-630

Hausfeld LLP

10	<u>2014 Rates:</u>	<u>Years of Experience</u>	<u>Rate</u>
11		45	\$985
12		37	935-895
13		15	610-510
14		14	600
15		7	490
16		3	370
17		Paralegals	300-320
18		Law Clerks	325

Jones Day

19	<u>2016 Rates:</u>	<u>Bar Admission Year</u>	<u>Rate</u>
20		2001	\$900
21		2014	450
22	<u>2015 Rates:</u>	<u>Bar Admission Year</u>	<u>Rate</u>
23		2001	\$875
24		2014	400

Keker & Van Nest, LLP

25	<u>2017 Rates:</u>	<u>Years of Experience</u>	<u>Rate</u>
26		9	\$650
27		5	525

1 ***Keker & Van Nest, LLP***

2	Other Partners	525-975
3	Associates	340-500
4	Paralegals/Support Staff	120-260

5 ***Kirkland & Ellis***

6	<u>2017 Rates</u>	Years of Experience	Rate
7		20	\$1,165
8		9	\$995
9		8	\$965
10		5	\$845
11		4	\$845
12		3	\$810
13		2	\$555

14 ***Krawolec LLC***

15	<u>2018 Rates</u>	<u>Bar Admission Date:</u>	<u>Rates:</u>
16		1992	\$810
17		1986	\$795
18		2008	\$500-525

19 ***Latham & Watkins***

20	<u>2016 Rates:</u>	<u>Level</u>	<u>Rate</u>
21		Average Partner	\$1,185.83
22		Highest Partner	1,595
23		Lowest Partner	915
24		Average Associate	754.62
25		Highest Associate	1,205
26		Lowest Associate	395
27	<u>2013 Rates:</u>	Average Partner	\$990
28		Highest Partner	1,100
		Lowest Partner	895
		Average Associate	605
		Highest Associate	725
		Lowest Associate	465

1 ***Leonard Carder / Hinton Alfert Sumner & Kaufmann***

2 2018 Rates: Bar Admission Date Rate

3 1990 \$860

4 1999 \$710

5 2008 \$445

6 2013 \$445

7 2001 \$440

7 ***Lieff Cabraser Heimann & Bernstein, LLP***

8 2015 Rates: Years of Bar Admission Rate

9 1972 \$975

10 1989 850

11 2001 625

12 2006 435

13 2009 435

13 2014 Rates: Years of Bar Admission Rate

14 1998 \$825

15 2001 600

16 2006 435

17 2009 415

18 2013 325

18 Paralegal/Clerk 305

19 2013 Rates:

20 1975 \$925

21 1998 800

22 2001 525

23 2003 490

24 2006 415

25 2009 395

26 2013 320

27 Paralegal/Clerk 285

26 ***Minami Tamaki LLP***

27 2015 Rates: Years of Experience Rate

1 ***Minami Tamaki LLP***

2		39	\$795
3	<u>2014 Rates:</u>	<u>Years of Experience</u>	<u>Rate</u>
4		38	\$1,025
5		22	815
6		17	790
7		38 (Of Counsel)	650
8		7	620
9		6	605
10		5	595
11		4	535
12		2	430
13		Paralegal	250

12 ***Morrison Foerster LLP***

13	<u>2018 Rates</u>	<u>Years of Practice</u>	<u>Rate</u>
14		40	\$1,050
15		22	950
16		11	875
17		3	550
18		Paralegal	325
19	<u>2017 Rates:</u>	<u>Bar Admission Date</u>	<u>Rate</u>
20		2007	\$608
21		2012	575
22	<u>2016 Rates:</u>	<u>Bar Admission Date</u>	<u>Rate</u>
23		1975	\$1,025
24		1999	975
25		1993	975
26	<u>2013 Rates:</u>	<u>Level</u>	<u>Rate</u>
27		Average Partner	\$865
28		Highest Partner	1,195
		Lowest Partner	595
		Average Associate	525

1 ***Morrison Foerster LLP***

2	Highest Associate	725
3	Lowest Associate	230

4 ***O'Melveny & Myers***

5	<u>2019 Rates:</u>	<u>Level</u>	<u>Rate</u>
6		Senior Partner	\$1250
7		Partner (1998 Bar Admittee)	1,050
8		3 rd Year Associate	640
9		2 nd Year Associate	565

10	<u>2016 Rates:</u>	<u>Bar Admission Date</u>	<u>Rate</u>
11		1985	\$1,175
12		2004	895
13		2005	780
14		2007	775
15		2010	725
16		2011	700
17		2012	655
18		2013	585
19		2014	515
20		2015	435

21	<u>2013 Rates:</u>	<u>Level</u>	<u>Rate</u>
22		Average Partner	\$715
23		Highest Partner	950
24		Lowest Partner	615

25 ***Orrick Herrington & Sutcliffe***

26	<u>2014 Rates:</u>	<u>Years of Experience</u>	<u>Rate</u>
27		Average Partner	\$845
28		Highest Partner	1,095
		Lowest Partner	715
		Average Associate	560
		Highest Associate	710
		Lowest Associate	375

Rosen, Bien, Galvan & Grunfeld LLP

1		2009	\$585
2		Associates:	
3		2010	\$540
4		2011	\$525
5		2013	\$460
6		2015	\$440
7		2016	\$400
8		2017	\$350
9		Senior Paralegals:	\$350
10		Litigation	\$225
11		Support/Paralegal Clerks:	
12		Law Students:	\$275
13		Word Processing:	\$85
14	Associates:	2009	\$535
15		2010	\$525
16		2011	\$500
17		2013	\$440
18		2015	\$410
19		2016	\$375
20	Paralegals:		\$340-240
21	Litigation		\$225
22	Support/Paralegal		
23	Clerks:		
24	Law Students:		\$275
25	Word Processing:		\$85
26	2017 Rates:	<u>Class/Level</u>	<u>Rate</u>
27		Partners	
28		1962	\$1,000
		1980	950
		1981	900
		1984	825
		1997	780
		2005	650
		Of Counsel	
		1983	800
		1993	700
		2003	675
		Associates	
		2008	575
		2009	515

Rosen, Bien, Galvan & Grunfeld LLP

1		2010	500
2		2011	490
3		2013	425
4		2015	400
5		2016	375
6		Paralegals	325-240
7		Litigation	225
8		Support/Paralegal Clerks	
9		Law Students	275
10		Word Processing	85
11	<u>2016 Rates:</u>	<u>Class/Level</u>	<u>Rate</u>
12		1962	\$995
13		1980	900
14		1985	800
15		1997	740
16		2008	545
17		2009	490
18		Certified Law Student	275
19		Paralegal	275
20	<u>2015 Rates:</u>	<u>Years of Experience/Level</u>	<u>Rate</u>
21		Partners	
22		53	\$930
23		35	840
24		33	775
25		31	710
26		18	690
27		9	525
28		Of Counsel	590-610
29		Associates	
30		9	490
31		8	\$480
32		7	470
33		6	440
34		5	420
35		4	400
36		3	380
37		Paralegals	250-295
38		Litigation	200-220
39		Support/Paralegal Clks	
40		Law Students	275

Rosen, Bien, Galvan & Grunfeld LLP

1	Word Processing	85	
2	<u>2014 Rates:</u>	<u>Years of Experience/Level</u>	<u>Rate</u>
3	Partners		
4	52	\$900	
5	34	800	
6	30	675	
7	17	650	
8	Of Counsel	580	
9	Associates		
10	8	470	
11	8	460	
12	7	450	
13	6	440	
14	5	410	
15	4	390	
16	2	350	
17	Paralegals	230-290	
18	Litig. Support/Paralegal Clks	180-215	
19	Law Students	260	
20	Word Processing	80	

Schneider Wallace Cottrell Brayton Konecky LLP

21	<u>2018 Rates:</u>	<u>Bar Date:</u>	<u>Rate:</u>
22	<u>Partners:</u>	1992-2000	\$835
23		1992	\$775
24	<u>Of Counsel/Assocs</u>		
25		1977-1994	\$825
26		1998-1990	\$775
27		2008-2009	\$675-\$750
28		2013-2013	\$625-675
29		2017-2018	\$600

30	<u>2017 Rates:</u>	<u>Law School Grad. Year</u>	<u>Rate</u>
31		1993	\$835
32		1997	750
33		2009	650
34		Paralegals and Legal Assistants	300
35		Associates	350-700
36		Law Clerks/Paralegals	135-300

1 ***Schneider Wallace Cottrell Brayton Konecky LLP***

2 2015 Rates: Years of Experience/Level Rate

3 Partners – 14-23 \$750

4 Associates 350-700

5 Law Clerks/Paralegals 135-300

6 2014 Rates: Years of Experience Rate

7 Partners

8 13-22 \$750

9 Associates/Of Counsel 575

10 20 535-345

11 37 295

12 10-13 650

13 0-3 350-475

14 Paralegals/Law Clerks 135-300

15 ***Sheppard, Mullin, Richter & Hampton***

16 2014 Rates: Level Rate

17 Highest Partner \$875

18 Lowest Partner 490

19 Average Partner 685

20 Highest Associate 535

21 Lowest Associate 275

22 Average Associate 415

23 ***Skadden, Arps, Slate, Meagher & Flom***

24 2013 Rates: Average Partner \$1,035

25 Highest Partner 1,150

26 Lowest Partner 845

27 Average Associate 620

28 Highest Associate 845

29 Lowest Associate 340

30 ***Stebner and Associates***

31 2015 Rates: Years of Experience Rate

32 28 \$750

33 Associates 350-375

34 Of Counsel 575

35 Law Clerks 175

36 Legal Assistants 150

37 2014 Rates:

38 27 \$695

39 22 630

1 ***Law Offices of James Sturdevant***

2 2019 Rates: Years of Experience Rate
3 46 \$975

4 ***Villegas/Carrera LLP***

5 2019 Rates: Years of Experience Rate
6 26 \$894
7 23 826
8 3 350

9 ***Wilson Sonsini Goodrich & Rosati PC***

10 2017 Rates: Bar Admission Date Rate
11 2000 \$950

12 25. The foregoing data shows that the rates charged by Class Counsel for their
13 work in this litigation are well within, and sometimes significantly below, the range of
14 rates charged by comparably qualified attorneys for reasonably similar work.

15 26. In my experience, fee awards are almost always determined based on
16 current rates, *i.e.*, the attorney's rate at the time a motion for fees is made, rather than the
17 historical rate at the time the work was performed. This is a common and accepted
18 practice to compensate attorneys for the delay in being paid. The hourly rates set forth
19 above are those charged where full payment is expected promptly upon the rendition of
20 the billing and without consideration of factors other than hours and rates. If any
21 substantial part of the payment were to be deferred for any substantial period of time, for
22 example, the fee arrangement would be adjusted accordingly to compensate the attorneys
23 for those factors.

24 27. The expense and risk of public interest litigation has not diminished over
25 the years; to the contrary, these cases are in many ways more difficult than ever. As a
26 result, fewer and fewer attorneys and firms are willing to take on such litigation, and the
27 few who are willing to do so can only continue if their fee awards reflect true market
28 value.

1 **The Number of Hours Is Within the Expected Range**

2 28. I have reviewed a meaningful sample of the documents filed in this action,
3 including the preliminary approval motion, the rulings obtained, the Court’s docket, and
4 the facts and procedural history set forth in the Fee Motion and supporting declarations,
5 as well as the stage by stage breakdown and description of counsel’s hours set out in
6 Andrew Thomas Sinclair’s Declaration at paragraphs 6 through 81, and Attachment
7 thereto. Based on that review, as well as my extensive experience with comparable class
8 action cases, in my opinion, the number of hours expended by Class Counsel appear to be
9 consistent with the number of hours I would expect to have been spent in a case of this
10 duration, intensity, and complexity. *See, e.g., Villalpando*, 2016 WL 7740854, at *4
11 (hours spent by class counsel reasonable “given the nature of the case and the defenses
12 presented, the work class counsel had to undertake, the manner in which class counsel
13 allocated their work, and the results achieved”).

14 **The Non-Lodestar Factors Also Support Class Counsel’s Fee**

15 29. Given that Class Counsel’s actual lodestar is greater than their requested fee, the
16 non-lodestar factors are relevant not because a positive lodestar enhancement is requested but
17 because they also strongly support the amount requested. First, it is my understanding that only a
18 very small percentage of counsel’s fees (less than 3.7%) were paid by the Petitioners or anyone
19 else; any further compensation was entirely contingent on obtaining a significant victory on the
20 merits or through settlement; this enormous contingent risk that counsel undertook to prosecute
21 this case over a ten-year period, including two appeals, against a well-financed defendant and
22 excellent opposing counsel, would in my opinion justify a significant lodestar enhancement had
23 one been requested and the fee not been capped by agreement at \$12,000,000. Likewise, unlike
24 cases involving a mandatory fee-shifting statute, there was a double contingency here: not only
25 did counsel have to win the case on the merits – a formidable task in itself – but they also had to
26 do so on a basis that would justify fee-shifting, in this case a constructive common fund
27 settlement. As counsel explain, a common fund fee here was not something counsel could bank

1 on because the primary relief was a writ of mandate reinstating University coverage; money
2 damages were incidental and could very well have been denied or bargained away.

3 31. Moreover, the issues were quite novel and complex, especially the implied contract
4 claim to health care benefits from a public employer.

5 32. Lastly, from my viewpoint, the results obtained were exceptional, fully
6 accomplishing the clients' goals. To obtain the future relief sought, which was the clients'
7 primary goal, and then also recover \$84.5 million for the class, is exceptional by any
8 standard. That counsel were able to negotiate a fee award in addition to the \$84.5 million fund
9 for the class also supports the fee requested because it allows their clients to recover *all* their
10 damages, without having to pay some of those damages for their attorneys' fees. The fact that
11 the settlement also provides for a thoroughly thought-out and enforceable payment mechanism to
12 ensure the class actually recover their damages only buttresses that conclusion.

13 33. Under these facts, a significant multiplier of at least 1.3 would be justified to reflect
14 a fee that would be reasonable in the legal marketplace. By comparison, the \$12,000,000 fee
15 requested here is undoubtedly reasonable.

16 **A Percentage-Based Cross-Check Supports the Fee Requested**

17 34. The requested \$12,000,000 fee award also is supported by cross-checking it against
18 a fee determined by the percentage-of-recovery method. See *Laffitte*, 1 Cal.5th at 495. Given that
19 the fee requested is only 12.4% of the total fund, as opposed to the generally accepted 25-30%
20 benchmarks, and that substantial injunctive relief was obtained, the reasonableness of counsel's
21 lodestar-based fee is, in my view, beyond any reasonable dispute.

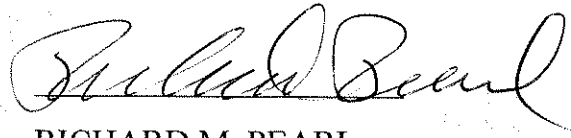
22
23 If called as a witness, I could and would competently testify from my personal knowledge
24 to the facts stated herein. I declare under penalty of perjury that the foregoing is true and correct.

25 //

26 //

27 //

1 Executed this ⁹²16th day of March 2020, in Berkeley, California.

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5 RICHARD M. PEARL

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EXHIBIT A

RESUME OF RICHARD M. PEARL

RICHARD M. PEARL

LAW OFFICES OF RICHARD M. PEARL

1816 Fifth Street

Berkeley, CA 94710

(510) 649-0810

(510) 548-3143 (facsimile)

rpearl@interx.net (e-mail)

EDUCATION

University of California, Berkeley, B.A., Economics (June 1966)

Boalt Hall School of Law, Berkeley, J.D. (June 1969)

BAR MEMBERSHIP

Member, State Bar of California (admitted February 1970)

Member, State Bar of Georgia (admitted June 1970) (inactive)

Admitted to practice before all California State Courts; the United States Supreme Court; the United States Court of Appeals for the District of Columbia and Ninth Circuits; the United States District Courts for the Northern, Central, Eastern, and Southern Districts of California, for the District of Arizona, and for the Northern District of Georgia; and the Georgia Civil and Superior Courts and Court of Appeals.

EMPLOYMENT

LAW OFFICES OF RICHARD M. PEARL (April 1987 to Present): Civil litigation practice (AV rating), with emphasis on court-awarded attorney's fees, class actions, and appellate practice. Selected Northern California "Super Lawyer" in Appellate Law for 2005, 2006, 2007, 2008, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, and 2019.

QUALIFIED APPELLATE MEDIATOR, APPELLATE MEDIATION PROGRAM, California Court of Appeal, First Appellate District (October 2000 to 2013) (program terminated).

ADJUNCT PROFESSOR, HASTINGS COLLEGE OF THE LAW (January 1988 to 2014): Taught *Public Interest Law Practice*, a 2-unit course that focused on the history, strategies, and issues involved in the practice of public interest law.

PEARL, McNEILL & GILLESPIE, Partner (May 1982 to March 1987): General civil litigation practice, as described above.

CALIFORNIA RURAL LEGAL ASSISTANCE, INC. (July 1971 to September 1983) (part-time May 1982 to September 1983):

Director of Litigation (July 1977 to July 1982)

Responsibilities: Oversaw and supervised litigation of more than 50 attorneys in CRLA's 15 field offices; administered and supervised staff of 4-6 Regional Counsel; promulgated litigation policies and procedures for program; participated in complex civil litigation.

Regional Counsel (July 1982 to September 1983 part-time)

Responsibilities: Served as co-counsel to CRLA field attorneys on complex projects; provided technical assistance and training to CRLA field offices; oversaw CRLA attorney's fee cases; served as counsel on major litigation.

Directing Attorney, Cooperative Legal Services Center (February 1974 to July 1977) (Staff Attorney February 1974 to October 1975)

Responsibilities: Served as co-counsel on major litigation with legal services attorneys in small legal services offices throughout California; supervised and administered staff of four senior legal services attorneys and support staff.

Directing Attorney, CRLA McFarland Office (July 1971 to February 1974) (Staff Attorney July 1971 to February 1972)

Responsibilities: Provided legal representation to low income persons and groups in Kern, King, and Tulare Counties; supervised all litigation and administered staff of ten.

HASTINGS COLLEGE OF THE LAW, Instructor, Legal Writing and Research Program (August 1974 to June 1978)

Responsibilities: Instructed 20 to 25 first year students in legal writing and research.

CALIFORNIA AGRICULTURAL LABOR RELATIONS BOARD, Staff Attorney, General Counsel's Office (November 1975 to January 1976, while on leave from CRLA)

Responsibilities: Prosecuted unfair labor practice charges before Administrative Law Judges and the A.L.R.B. and represented the A.L.R.B. in state court proceedings.

ATLANTA LEGAL AID SOCIETY, Staff Attorney (October 1969 to June 1971)

Responsibilities: Represented low-income persons and groups as part of 36-lawyer legal services program located in Atlanta, Georgia.

PUBLICATIONS

Pearl, *California Attorney Fee Awards, Third Edition* (Cal. Cont. Ed. Bar 2010) and February 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, and March 2019 Supplements

Pearl, *California Attorney Fee Awards, Second Edition* (Cal. Cont. Ed. Bar 1994), and 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, and 2008 Supplements

Graham v. DaimlerChrysler Corp. and *Tipton-Whittingham v. City of Los Angeles*, Civil Litigation Reporter (Cal. Cont. Ed. Bar Feb. 2005)

Current Issues in Attorneys' Fee Litigation, California Labor and Employment Law Quarterly (September 2002 and November 2002)

Flannery v. Prentice: Shifting Attitudes Toward Fee Agreements and Fee-Shifting Statutes, Civil Litigation Reporter (Cal. Cont. Ed. Bar Nov. 2001)

A Practical Introduction to Attorney's Fees, Environmental Law News (Summer 1995)

Wrongful Employment Termination Practice, Second Edition (Cal. Cont. Ed. Bar 1997) (co-authored chapter on "Attorney Fees")

California Attorney's Fees Award Practice (Cal. Cont. Ed. Bar 1982) (edited), and 1984 through 1993 Supplements

Program materials on attorney fees, prepared as panelist for CEB program on Attorneys' Fees: Practical and Ethical Considerations in Determining, Billing, and Collecting (October 1992)

Program materials on Attorney's Fees in Administrative Proceedings: California Continuing Education of the Bar, prepared as panelist for CEB program on Effective Representation Before California Administrative Agencies (October 1986)

Program materials on Attorney's Fees in Administrative Proceedings: California Continuing Education of the Bar, prepared as panelist for CEB program on Attorneys' Fees: Practical and Ethical Considerations (March 1984)

Settlers Beware/The Dangers of Negotiating Statutory Fee Cases (September 1985) Los Angeles Lawyer

Program Materials on Remedies Training (Class Actions), sponsored by Legal Services Section, California State Bar, San Francisco (May 1983)

Attorneys' Fees: A Legal Services Practice Manual (Legal Services Corporation 1981)

PUBLIC SERVICE

Member, Attorneys' Fee Task Force, California State Bar

Member, Board of Directors, California Rural Legal Assistance Foundation

REPRESENTATIVE CASES

ACLU of N. Cal. v. DEA

(N.D. Cal. 2012) 2012 U.S. Dist. LEXIS 190389

Alcoser v. Thomas

(2011) 2011 Cal. App. Unpub. LEXIS 1180

Arias v. Raimondo

(2018) 2018 U.S. App. LEXIS 7484

Boren v. California Department of Employment

(1976) 59 Cal. App. 3d 250

Cabrera v. Martin

(9th Cir. 1992) 973 F.2d 735

Camacho v. Bridgeport Financial, Inc.

(9th Cir. 2008) 523 F.3d 973

Campos v. E.D.D.

(1982) 132 Cal. App. 3d 961

Center for Biological Diversity v. County of San Bernardino

(2010) 185 Cal. App. 4th 866

Children & Families Commission of Fresno v. Brown

(2014) 228 Cal. App. 4th 45

Committee to Defend Reproductive Rights v. A Free Pregnancy Center

(1991) 229 Cal. App. 3d 633

David C. v. Leavitt

(D. Utah 1995) 900 F. Supp. 1547

Delaney v. Baker

(1999) 10 Cal. 4th 23

REPRESENTATIVE CASES (cont.)

Dixon v. City of Oakland

(2014) 2014 U.S. Dist. LEXIS 169688

Employment Development Dept. v. Superior Court (Boren)

(1981) 30 Cal.3d 256

Environmental Protection Info. Ctr. v Department of Forestry & Fire Protection

(2010) 190 Cal.App.4th 217

Environmental Protection Information Center, Inc. v. Pacific Lumber Co.

(N.D. Cal. 2002) 229 F. Supp.2d 993, *aff'd* (9th Cir. 2004) 103 Fed. Appx. 627

Flannery v Prentice

(2001) 26 Cal. 4th 572

Guerrero v. Cal. Dept. of Corrections etc.

(2016) 2016 U.S. Dist. LEXIS 78796, *aff'd in relevant part*, (9th Cir. 2017) 701 Fed. Appx. 613

Graham v. DaimlerChrysler Corp.

(2004) 34 Cal. 4th 553

Heron Bay Home Owners Assn. v. City of San Leandro

(2018) 19 Cal.App.5th 376

Horsford v. Board of Trustees of Univ. of Calif.

(2005) 132 Cal.App.4th 359

Ketchum v. Moses

(2001) 24 Cal.4th 1122

Kievlan v. Dahlberg Electronics

(1978) 78 Cal.App.3d 951, *cert. denied* (1979) 440 U.S. 951

Lealao v. Beneficial California, Inc.

(2000) 82 Cal.App.4th 19

Lewis v. California Unemployment Insurance Appeals Board

(1976) 56 Cal.App.3d 729

REPRESENTATIVE CASES (cont.)

Local 3-98 etc. v. Donovan

(N.D. Cal. 1984) 580 F.Supp. 714,
aff'd (9th Cir. 1986) 792 F.2d 762

Mangold v. California Public Utilities Commission

(9th Cir. 1995) 67 F.3d 1470

Maria P. v. Riles

(1987) 43 Cal.3d 1281

Martinez v. Dunlop

(N.D. Cal. 1976) 411 F.Supp. 5,
aff'd (9th Cir. 1977) 573 F.2d 555

McQueen, Conservatorship of

(2014) 59 Cal.4th 602 (argued for *amici curiae*)

McSomebodies v. Burlingame Elementary School Dist.

(9th Cir. 1990) 897 F.2d 974

McSomebodies v. San Mateo City School Dist.

(9th Cir. 1990) 897 F.2d 975

Molina v. Lexmark International

(2013) 2013 Cal.App. Unpub. LEXIS 6684

Moore v. Bank of America

(9th Cir. 2007) 2007 U.S. App. LEXIS 19597

Moore v. Bank of America

(S.D. Cal. 2008) 2008 U.S. Dist. LEXIS 904

Mora v. Chem-Tronics, Inc.

(S.D. Cal. 1999) 1999 U.S. Dist. LEXIS 10752,
5 Wage & Hour Cas. 2d (BNA) 1122

Nadaf-Rahroy v. Nieman Marcus Group

(2014) 2014 Cal.App. Unpub. LEXIS 6975

Orr v. Brame

(9th Cir. 2018) 727 Fed.Appx. 265, 2018 U.S.App.LEXIS 6094

REPRESENTATIVE CASES (cont.)

Orr v. Brame

(9th Cir. 2019) 2019 U.S.App.LEXIS 24531

Pena v. Superior Court of Kern County

(1975) 50 Cal.App.3d 694

Ponce v. Tulare County Housing Authority

(E.D. Cal 1975) 389 F.Supp. 635

Ramirez v. Runyon

(N.D. Cal. 1999) 1999 U.S. Dist. LEXIS 20544

Robles v. Employment Dev. Dept.

(2019) 38 Cal.App.5th 191

Rubio v. Superior Court

(1979) 24 Cal.3d 93 (amicus)

Ruelas v. Harper

(2015) 2015 Cal.App. Unpub.LEXIS 7922

Sokolow v. County of San Mateo

(1989) 213 Cal. App. 3d. 231

S.P. Growers v. Rodriguez

(1976) 17 Cal.3d 719 (amicus)

Swan v. Tesconi

(2015) 2015 Cal.App. Unpub. LEXIS 3891

Tongol v. Usery

(9th Cir. 1979) 601 F.2d 1091,
on remand (N.D. Cal. 1983) 575 F.Supp. 409,
revs'd (9th Cir. 1985) 762 F.2d 727

Tripp v. Swoap

(1976) 17 Cal.3d 671 (amicus)

REPRESENTATIVE CASES (cont.)

United States (Davis) v. City and County of San Francisco
(N.D. Cal. 1990) 748 F.Supp. 1416, *aff'd in part*
and revs'd in part sub nom Davis v. City and County
of San Francisco (9th Cir. 1992) 976 F.2d 1536,
modified on rehearing (9th Cir. 1993) 984 F.2d 345

United States v. City of San Diego
(S.D.Cal. 1998) 18 F.Supp.2d 1090

Vasquez v. State of California
(2008) 45 Cal.4th 243 (*amicus*)

Velez v. Wynne
(9th Cir. 2007) 2007 U.S. App. LEXIS 2194

JANUARY 2020

EXHIBIT B

Click to print or Select 'Print' in your browser menu to print this document.

Page printed from: <https://www.law.com/2019/2019/08/27/what-new-supreme-court-cases-reveal-about-big-law-billing-rates/>

What New Supreme Court Cases Reveal About Big Law Billing Rates

The city of Boise has agreed to pay Gibson Dunn a flat fee of \$75,000 to prepare a Supreme Court petition, and another \$225,000 for briefing and oral argument if the justices take the case.

By Mike Scarcella and Marcia Coyle | Originally published on [National Law Journal \(/nationallawjournal\)](#) | August 27, 2019



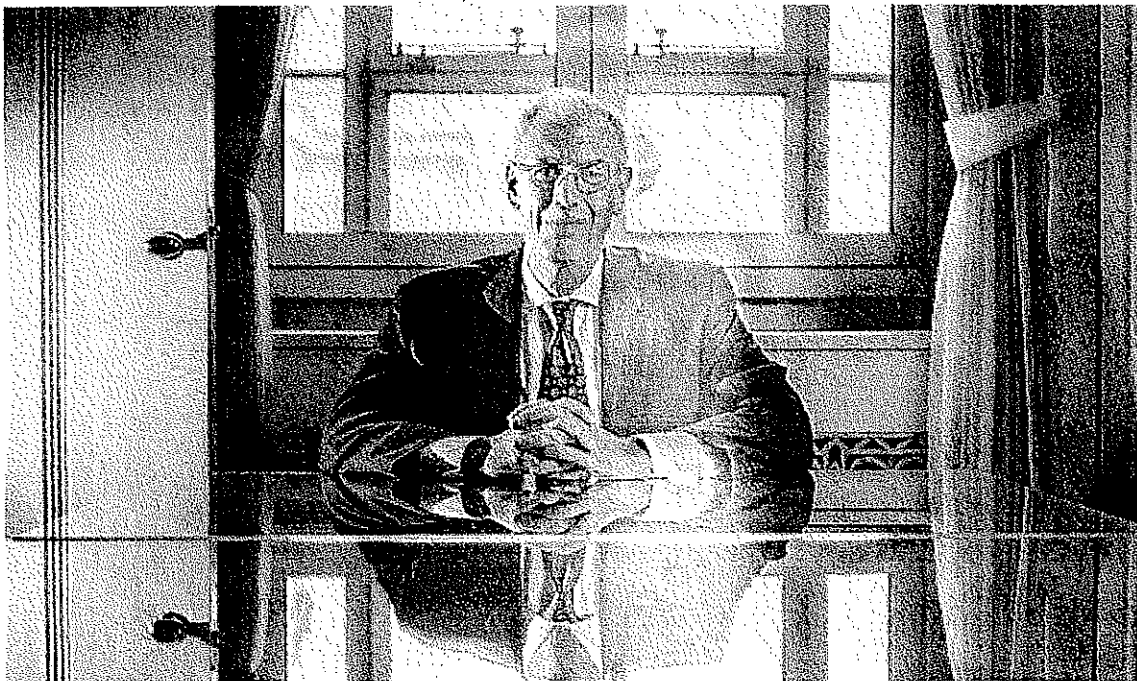
Gibson Dunn partners Theane Evangelis and Theodore Olson.

A team from Gibson, Dunn & Crutcher has agreed to charge the city of Boise, Idaho,

was a "great deal."

Meanwhile, Gibson Dunn's Olson could face (<https://www.law.com/nationallawjournal/2019/06/20/puerto-rico-cases-pit-don-verrilli-against-ted-olson-at-supreme-court/>) Donald Verrilli Jr. of Munger, Tolles & Olson in October in a dispute over the status of the Financial Management and Oversight Board of Puerto Rico, which Congress established in 2016 to help Puerto Rico recover from a financial crisis. Olson represents Aurelius Investment, a creditor of the commonwealth of Puerto Rico.

Munger Tolles is billing the oversight board, a public body, and Verrilli, a former Obama-era U.S. solicitor general, is lead counsel.



Former U.S. Solicitor General Donald Verrilli Jr. in his office at the U.S. Department of Justice in June. Credit: Diego M. Radzinachi/ ALM

Publicly filed billing records in the case show Verrilli's hourly rate is \$1,300, up from \$1,225 in 2017, when the oversight board first engaged Munger Tolles. Daniel Collins (<https://www.law.com/nationallawjournal/2019/05/21/senate-greenlights-la-munger-partner-daniel-collins-for-ninth-circuit-seat/>), who was recently confirmed to the U.S. Court of Appeals for the Ninth Circuit, was billing at \$1,075, and Ginger Anders, a former assistant to the solicitor general and clerk to Justice Ruth Bader Ginsburg, has billed at \$900 per hour. Munger Tolles said it is applying a 15% discount to its

standard hourly rates.

The oversight board was created to oversee Puerto Rico's restructuring of more than an estimated \$100 billion in debt. More broadly, the debt-related litigation has driven hundreds of millions of dollars (<https://www.law.com/2019/07/11/big-law-bills-more-than-160-million-in-puerto-ricos-bankruptcy/>) in fees for major U.S. firms.

A number of Supreme Court advocates declined to share their billing arrangements and hourly rates, discounted or otherwise.



Kirkland & Ellis partner Paul Clement, a former U.S. solicitor general in the George W. Bush administration, was billing at \$1,745 as recently as March, according to records in a case (<https://www.supremecourt.gov/DocketPDF/18/18-350/64642>

Paul Clement, with Kirkland & Ellis.

/20180924150745585_2018-09-24%20Parker%20Drilling%20cert%20petition.pdf) involving Parker Drilling Management. The Supreme Court in June held that California's wage-and-hour law does not apply to the Outer Continental Shelf when federal law addresses the relevant issue.

Fellow Kirkland partner George Hicks Jr., who clerked for Chief Justice John Roberts Jr. and who worked on the Parker Drilling case with Clement, billed at \$1,075 an hour, the records show. Appellate veteran and former Kirkland partner Christopher Landau (<https://www.law.com/nationallawjournal/2016/04/16/chris-landaus-nominee-disclosure-shows-11m-from-kirkland-3m-from-quinn/>), who was confirmed on Aug. 1

as the next U.S. ambassador to Mexico, was billing at \$1,495 an hour, according to the filings. Kirkland partner Bartow Farr, who's argued dozens of cases at the high court, billed at \$1,385 hourly.

In a fee request (<https://www.igniteassociatesettlement.com/Content/Documents/Goldstein%20Russell%20Application%20for%20Attorneys%20Fees.pdf>) in Texas federal district court last year, Thomas Goldstein, a founder of the Washington appellate boutique Goldstein & Russell, identified his rate as \$1,350. Goldstein's colleague Eric Citron reported his billing at \$1,350. He said in a filing that Goldstein & Russell, as a small firm, often uses "alternative fee arrangements, including flat fees or contingent fee arrangements. Even in those cases, we typically recover our full hourly rates on average."

The lure of Supreme Court work and competition for the court's relatively small docket is intense for members of the elite Supreme Court bar. Not every instance where a major U.S. firm represents a local or state government client is paid work.

Last term, Jones Day partner Shay Dvoretzky, who has a very active Supreme Court practice involving large corporate clients, worked on behalf of the city of Riviera Beach, Florida, in a First Amendment case. Jones Day, according to an engagement letter (https://drive.google.com/file/d/1Fxi3dA7y61nsFOL_9bqBpE3VCGuFRyV30/view), didn't charge the city.

Read more:

Big Law Billed Republicans Millions In Favor of Trump. Against Trump, Firms Are Working for Free. (<https://at.law.com/entry/2019/08/27/Big-Law-Billed-Republicans-Millions-In-Favor-of-Trump-Against-Trump-Firms-Are-Working-for-Free>)

Chris Landau's Nominee Disclosure Shows \$11M From Kirkland, \$3M From Quinn (<https://www.law.com/nationaljournal/2019/04/16/chris-landaus-nominee-disclosure-shows-11m-from-kirkland-3m-from-quinn/>)

Puerto Rico Cases Pit Don Verrilli Against David Olson at Supreme Court (https://at.law.com/drGxoe?cmp=share_twitter)

2 Big Law Firms Get \$1M-Plus Work from MTA's Transit Agency in Ad Fight (https://at.law.com/erE24E?cmp=share_twitter)

\$400K for SCOTUS Clerks: A Bonus Too Far? | <https://www.law.com/nationallawjournal/2018/11/14/400k-for-scotus-clerks-a-bonus-too-far/>

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EXHIBIT C

LEGAL TRAINING REPORT

by [Name] and [Name]

Volume 17, Number 3
December 2015



THOMSON REUTERS

California Region

Title	Professional	Firm	Graduated	Admitted	State	Rate	Hours	Total
Partner	Kenneth Klee	Klee, Tuchin, Bogdanoff & Stern, LLP	1975	1974	CA	\$1,300	0.2	\$360.00
Partner	Mike Bohrus	Kirkland & Ellis LLP	1999	1999	CA	\$1,220	2.1	\$4,782.00
Partner	Leslie A. Pirakari	Paul Hastings LLP	1988	1988	CA	\$1,150	311.1	\$177,765.00
Partner	Shelia Black	Tony's LLP	1974	1974	CA	\$1,090	9.1	\$9,915.00
Partner	David Stern	Klee, Tuchin, Bogdanoff & Stern, LLP	1975	1975	CA	\$1,060	189.5	\$194,660.00
Partner	Lele Bogdanoff	Klee, Tuchin, Bogdanoff & Stern, LLP	1985	1985	CA	\$1,060	7.5	\$7,864.00
Partner	Michael Tuchin	Klee, Tuchin, Bogdanoff & Stern, LLP	1975	1975	CA	\$1,060	174.2	\$188,476.00
Partner	John W. Sprague	Manager Tollers & Olson LLC	1986	1986	CA	\$1,060	26.3	\$99,269.50
Partner	Thomas B. Weper	Manager Tollers & Olson LLC	1980	1980	CA	\$1,060	184.05	\$196,073.25
Partner	Mark E. Kricking	Paul Hastings LLP	1977	1977	CA	\$1,025	102.5	\$205,452.50
Partner	Nancy L. Abel	Paul Hastings LLP	1980	1980	CA	\$995	0.9	\$895.50
Partner	Peter Burke	Paul Hastings LLP	1997	1997	CA	\$975	2.9	\$9,802.50
Partner	Stephen D. Cooke	Paul Hastings LLP	1985	1985	CA	\$973	0.3	\$292.13
Partner	Stephen D. Rose	Paul Hastings LLP	1991	1991	CA	\$960	20.2	\$218,092.00
Partner	John-Paul Motley	Paul Hastings LLP	1999	1999	CA	\$930	6.7	\$6,231.00
Of Counsel	Alan L. Romfield	Paul Hastings LLP	1983	1983	CA	\$925	0.9	\$832.50
Partner	Andrew W. Cairne	Pacholski Stang Ziehl Young Jones & Weintraub	1987	1987	CA	\$925	0.6	\$555.00
Partner	Debra L. Grassgras	Pacholski Stang Ziehl Young Jones & Weintraub	1983	1983	CA	\$925	1.3	\$1,202.50
Partner	Andrew Cairne	Pacholski Stang Ziehl Young Jones & Weintraub	1984	1984	CA	\$925	0.2	\$179.00
Partner	Jeffrey Hamrentz	Pacholski Stang Ziehl Young Jones & Weintraub	1983	1983	CA	\$895	0.9	\$805.50
Partner	Ronald Rus	Pacholski Stang Ziehl Young Jones & Weintraub	1989	1989	CA	\$880	1.5	\$1,320.00
Partner	David J. Rosen	Pacholski Stang Ziehl Young Jones & Weintraub	1975	1975	CA	\$873	53.2	\$46,550.00
Partner	Christopher Kessner	Pacholski Stang Ziehl Young Jones & Weintraub	1989	1989	CA	\$855	75.5	\$64,552.50
Partner	David Elter	Pacholski Stang Ziehl Young Jones & Weintraub	2002	2002	CA	\$850	12.7	\$10,795.00
Partner	David J. Barton	Pacholski Stang Ziehl Young Jones & Weintraub	1986	1986	CA	\$850	0.3	\$255.00
Partner	Benjamin Prieststone	Pacholski Stang Ziehl Young Jones & Weintraub	1981	1981	CA	\$850	10	\$8,500.00
Partner	Jay M. Ruffini	Pacholski Stang Ziehl Young Jones & Weintraub	1983	1983	CA	\$840	11.2	\$9,408.00
Partner	Kevin S. Allred	Pacholski Stang Ziehl Young Jones & Weintraub	1984	1984	CA	\$830	92.5	\$76,775.00
Partner	Michael Esner	Pacholski Stang Ziehl Young Jones & Weintraub	1984	1984	CA	\$825	94.5	\$78,435.00
Partner	Romen M. Silverfield	Pacholski Stang Ziehl Young Jones & Weintraub	1984	1984	CA	\$825	233.4	\$176,032.00
Partner	Seth A. Rabin	Pacholski Stang Ziehl Young Jones & Weintraub	1985	1985	CA	\$810	5.7	\$4,627.00
Partner	Howard Weg	Pacholski Stang Ziehl Young Jones & Weintraub	1998	1998	CA	\$810	0.5	\$405.00
Partner	Robert J. Pfister	Pacholski Stang Ziehl Young Jones & Weintraub	2009	2009	CA	\$795	60.3	\$47,938.50
Associate	Jon R. Hill	Pacholski Stang Ziehl Young Jones & Weintraub	1995	1995	CA	\$795	0.1	\$139.00
Partner	Adam Sivvans	Pacholski Stang Ziehl Young Jones & Weintraub	2014	2014	CA	\$790	0.6	\$474.00
Associate	Miriam B. Litvak	Pacholski Stang Ziehl Young Jones & Weintraub	2001	2001	CA	\$775	183	\$128,355.00
Counsel	Janet D. Gerz	Pacholski Stang Ziehl Young Jones & Weintraub	2004	2004	CA	\$775	1.7	\$1,317.50
Partner	Sarah Hoffman	Pacholski Stang Ziehl Young Jones & Weintraub	2004	2004	CA	\$755	14.6	\$11,023.00
Of Counsel	Shirley S. Cro	Pacholski Stang Ziehl Young Jones & Weintraub	2002	2002	CA	\$755	11.1	\$8,456.00
			1997	1997	CA	\$750	154.7	\$116,025.00
			1957	1957	CA	\$750	13.1	\$9,825.00

California Region

Title	Professional	Firm	Graduated	Admitted	State	Rate	Hours	Total
Counsel	Jeche Lee	O'Melveny & Myers LLP	2007	2007	CA	\$745	5	\$3,725.00
Associate	Katherine Schelling	Quinn Emanuel Urquhart & Sullivan, LLP	2010	2008	CA	\$795	211.5	\$155,852.50
Partner	Laron E. Curry	Brown Rudnick LLP	2010	2010	CA	\$799	78.9	\$57,597.00
Partner	Joshua M. Fried	Pacholski Stang Ziehl Young Jones & Weintraub	2005	2005	CA	\$715	2.8	\$2,030.00
Associate	Alexander Davis	Kirkland & Ellis LLP	2012	2012	CA	\$710	192.6	\$136,746.00
Associate	Justin Sowa	Kirkland & Ellis LLP	2013	2013	CA	\$710	199.7	\$141,167.00
Partner	David M. Guess	Klee, Tuchin, Bogdanoff & Stern, LLP	2005	2005	CA	\$695	67.3	\$46,773.50
Partner	Randa Osman	Quinn Emanuel Urquhart & Sullivan, LLP	1990	1990	CA	\$699	47.2	\$32,804.00
Of Counsel	Bradley R. Schneider	Munger Toles & Olson LLC	2004	2004	CA	\$683	115.1	\$78,268.00
Partner	David B. Steinmann	Robins Kaplan LLP	2014	2014	CA	\$675	17	\$11,475.00
Partner	Maria Sountas Anagnostou	Klee, Tuchin, Bogdanoff & Stern, LLP	2006	2006	CA	\$675	26.9	\$18,357.50
Partner	Scott F. Gaudier	Robins Kaplan LLP	2014	2014	CA	\$675	452	\$305,100.00
Of Counsel	Jonathan Kim	Pacholski Stang Ziehl Young Jones & Weintraub	1995	1995	CA	\$665	0.8	\$592.00
Associate	Aarti G. Reddy	Cooley LLP	2010	2010	CA	\$655	11.2	\$7,395.00
Counsel	Colleen M. Kending	Klee, Tuchin, Bogdanoff & Stern, LLP	2008	2008	CA	\$650	111.2	\$72,280.00
Partner	James P. Weston, Jr.	Robins Kaplan LLP	2014	2014	CA	\$650	17.4	\$11,310.00
Of Counsel	William L. Roescher	Pacholski Stang Ziehl Young Jones & Weintraub	1980	1980	CA	\$630	8.9	\$5,785.00
Of Counsel	William Ramspey	Pacholski Stang Ziehl Young Jones & Weintraub	1980	1980	CA	\$650	3.2	\$2,080.00
Associate	Austin Klar	Kirkland & Ellis LLP	2013	2013	CA	\$635	35	\$22,225.00
Associate	Clara Um	Morrison & Foerster LLP	2012	2012	CA	\$635	39.8	\$25,275.00
Associate	Emily A. Bussfeld	Munger Toles & Olson LLC	2010	2010	CA	\$635	184.8	\$117,348.00
Associate	Sarah Stock	Kirkland & Ellis LLP	2013	2013	CA	\$635	111.6	\$71,216.00
Of Counsel	Elisa Wagner	Pacholski Stang Ziehl Young Jones & Weintraub	2001	2001	CA	\$625	46.6	\$29,125.00
Partner	Justin D. Yi	Klee, Tuchin, Bogdanoff & Stern, LLP	2009	2009	CA	\$625	0.8	\$500.00
Associate	Matthew Bruslog	Gibson Dunn & Crutcher, LLP	2011	2011	CA	\$625	5.1	\$3,187.50
Of Counsel	William Ramspey	Pacholski Stang Ziehl Young Jones & Weintraub	1980	1980	CA	\$625	2.4	\$1,500.00
Associate	Sam Greenberg	Munger Toles & Olson LLC	2010	2010	CA	\$615	61.7	\$37,945.50
Associate	Shannon L. Sorrells	Cooley LLP	2011	2011	CA	\$595	2.8	\$1,696.00
Associate	Anna Terentyan	Kirkland & Ellis LLP	2014	2014	CA	\$555	241.8	\$134,159.00
Associate	James Berclib	Kirkland & Ellis LLP	2014	2014	CA	\$555	109.5	\$60,273.00
Associate	Kevin Chang	Kirkland & Ellis LLP	2014	2014	CA	\$555	170.8	\$94,794.00
Associate	Daniel C. Tola	Paul Hastings LLP	2013	2013	CA	\$550	20.5	\$11,275.00
Partner	Eric S. Perold	Snell & Wilmer	2009	2009	CA	\$520	0.1	\$52.00
Associate	Alex D. Teropka	Munger Toles & Olson LLC	2012	2012	CA	\$510	89.4	\$45,594.00
Associate	Andrea M. Weintraub	Munger Toles & Olson LLC	2013	2013	CA	\$510	88.3	\$44,903.00
Associate	Sara R. Taylor	Munger Toles & Olson LLC	2012	2012	CA	\$510	70.4	\$35,904.00
Associate	Chita Alvarado	Morrison & Foerster LLP	2013	2013	CA	\$485	8.3	\$4,008.50
Associate	Kevin Kraft	Paul Hastings LLP	2014	2014	CA	\$485	4.8	\$2,328.00
Associate	Jamathan M. Wielec	Klee, Tuchin, Bogdanoff & Stern, LLP	2012	2012	CA	\$475	599.7	\$285,857.50
Associate	Amelia E. Pacheco	Cooley LLP	2013	2013	CA	\$470	3.3	\$1,551.00
Associate	Cynthia C. Hernandez	Robins Kaplan LLP	2009	2009	CA	\$470	897.9	\$419,703.00

California Region

Title	Professional	Firm	Graduated	Admitted	State	Rate	Hours	Total
Associate	Jeanne Canalis	O'Mahoney & Myers LLP	2015	2015	CA	\$466	4.9	\$2,284.00
Associate	Lyle A. Bell	Roberts Kaplan LLP	2014	2014	CA	\$450	582.1	\$255,645.00
Associate	Kathryn T. Zwickler	Ries, Turchin, Roggenhoff & Stern, LLP	1986	1986	CA	\$440	21.9	\$9,685.00
Partner	Amy Churkin	Roberts Kaplan LLP	2002	2001	CA	\$420	38.1	\$7,602.00
Associate	Christopher Marini	O'Mahoney & Myers LLP	2014	2014	CA	\$415	1.2	\$498.00
Associate	Peter E. Boos	Munger, Tolles & Olson LLC	2014	2014	CA	\$395	11.4	\$4,503.00
Associate	Sasha M. Gurvitz	Ries, Turchin, Roggenhoff & Stern, LLP	2014	2014	CA	\$395	40.8	\$16,116.00
Counsel	Joseph Zujkowski	O'Mahoney & Myers LLP	2008	2008	CA	\$290	133.6	\$71,604.00

EXHIBIT D

THE NATIONAL LAW JOURNAL

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Billing Rates Rise, Discounts Abound

A 10 percent increase is offset by price cuts.

Katelyn Poiantz, The National Law Journal

January 5, 2015

The price of a billable hour has risen by more than 10 percent in four years, as large corporate law firms focused on their most expensive work and saved clients' money elsewhere.

"The question is: Is anybody paying that?" Maurice Watson, chairman at Husch Blackwell, said, looking back at hourly rates charged last year for lawyers. Husch's average rate for partners is about \$449 per hour, the firm told The National Law Journal in response to our 2014 billing survey. But \$407 is closer to what the firm collects for its work.

The former number represents the "rack rate," Watson said, while the lower price factors in discounts given to clients on the billable hour and in alternative billing arrangements.

Husch's fees are indicative of the pricier billable hour and complementary cost cuts that law firms find for clients. The Kansas City, Mo.-founded firm was among the firms that have reported their rates to The National Law Journal since 2010. Almost all of the highest- and lowest-charging partners among the firms increased rates since 2010.

Partners' hourly prices at the 40 firms that reported their numbers in 2014 now hover around \$500 an hour on average. The highest-billing partner among the survey came from Kaye Scholer, with a \$1,250 rate. The lowest-billing partner, from Frost Brown Todd, made \$220, the firms told the NLJ.

See chart: [Billing Rates at the Nation's Richest Law Firms](#)

The NLJ billing data also includes rates collected from public records — mostly bankruptcy filings — for 128 additional firms during the past three years.

Although the rates charged have gone up in recent years, the amounts that clients pay have not kept pace with inflation, legal industry leaders say.

"I think the story of billing rates is no longer as full or clear as it once was," Watson said.

Lawyers often give discounts on their stated rates, or firms arrange alternative fee plans with clients, including caps on fees, retainers or other flat rates for legal work. Still, firms lean on hourly pricing more than any other model. Generally, 15 percent to 20 percent of work comes from alternative fee structures, according to Steve Nelson of the McCormick Group Inc., a legal consulting firm in Northern Virginia.

Dinsmore & Shohl, a Cincinnati-based firm, has changed the way it sets rates instead of ditching the billable model.

"The billable hour is still very important. There's probably 100 reasons for that," firm chairman George Vincent said.

Dinsmore opened an office in Washington in 2011, so billing rates for lawyers in the nation's capital notched higher than at the rest of the firm. At the same time, associates faced a shift away from rates that rise in lockstep to individualized pricing, Vincent said. Dinsmore also has added nonpartner-track associates to cut some fees. The firm's lawyers charged between \$590 and \$175 in 2010, but they ranged between \$850 and \$160 in 2014.

The spread shows a rate expansion that mimics the decisions made by other firms — increases for top earners while squeezing value where they can.

Associates, on average, charged \$306 an hour at 28 firms in the NLJ study in 2014, an increase of 12 percent from those firms' average rate four years previously. The most expensive associates' rates pushed up at about the same pace, while a number of firms increased their lowest-paid associates' rates by only \$15 or less an hour.

The deleveraging of lawyers in the industry may account for this. Many clients now refuse to pay for legal work performed by first-year associates, Nelson said. Associates instead train during their first year, or work on pro bono or the equivalent of clerk and paralegal tasks. Outsourcing some work to cheaper consultants and firms plays into the pricing models more every year.

Many large firms are shedding lower-end practices, which fueled partners' lateral moves in 2014, Nelson added. Large firms now often mandate that partners meet or exceed certain rates. Some practices become priced out, so the lawyers move to less strict or lower-tiered firms to keep their clients. Practices that work on large corporate mergers or high-stakes litigation saw less lateral movement because of rate pressure. Gibson, Dunn & Crutcher, with an \$1,800 hourly rate for Theodore Olson, an outlier, had the highest rate the NLJ could find in public records.

The billing rate story was different in bankruptcy matters. Those numbers showed that the practice area, which runs countercyclical to the U.S. economy, suffered as companies recovered from the economic recession. Partners and associates working with clients in bankruptcy often must report their hourly rates in court.

Those partners averaged \$452 per hour in 2014, compared with an average rate of \$480 in 2012. The NLJ found fewer partners mentioned in new bankruptcy filings in 2014 compared with the previous years. On average over three years, bankruptcy partners charged about \$475 an hour, according to records from more than 2,300 firm shareholders.

In 2012, when rates were higher, elite New York firms told courts their partners earned \$1,000 an hour or more on the work. This \$1,000-an-hour club included three partners from Paul, Weiss, Rifkind, Wharton & Garrison and two partners from Weil, Gotshai & Manges.

It also included a team of nine Sullivan & Cromwell partners who charged \$1,150 an hour each to represent Eastman Kodak Co. in its bankruptcy.

In 2014, the rates for bankruptcy work topped out at about \$900 an hour, according to the data. Two partners from Pachulski Stang Ziehl & Jones, a Los Angeles corporate restructuring boutique, charged \$875 and \$895 each for their work on the bankruptcy of staffing company Ablest Inc.

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Year	Firm Name	Location	Average FTE Attorneys	Partner Compensation	Non-Partner Compensation	Office Space	Subscriptions	Compliance	Continuing Education	Notes		
2014	Adams and Reese	New Orleans, LA	318	\$700,000	\$305,000	\$420,000	\$315,000	\$220,000	\$270,000	\$500,000	\$575,000	National Law Journal, December 2014
2014	Akerman	Miami, FL	523	\$980,000	\$360,000	\$535,000	\$465,000	\$205,000	\$305,000	\$500,000	\$575,000	National Law Journal, December 2014
2014	Akin Gump Strauss Hauer & Field	Washington, DC	809	\$1,220,000	\$615,000	\$785,000	\$860,000	\$365,000	\$525,000	\$500,000	\$575,000	National Law Journal, December 2014
2014	Allen Matkins Leck Gamble Mallory & Natisis	Los Angeles, CA	181	\$680,000	\$525,000	\$615,000	\$575,000	\$280,000	\$425,000	\$500,000	\$575,000	National Law Journal, December 2014
2014	Alston & Bird	Atlanta, GA	789	\$875,000	\$495,000	\$575,000	\$575,000	\$280,000	\$425,000	\$500,000	\$575,000	National Law Journal, December 2014
2014	Andrews Kurth	Houston, TX	337	\$1,090,000	\$745,000	\$890,000	\$1,090,000	\$265,000	\$670,000	\$500,000	\$575,000	National Law Journal, December 2014
2014	Archer & Greiner	Haddonfield, NJ	194	\$460,000	\$330,000	\$400,000	\$295,000	\$200,000	\$245,000	\$500,000	\$575,000	National Law Journal, December 2014
2014	Arent Fox	Washington, DC	330	\$660,000	\$500,000	\$650,000	\$595,000	\$275,000	\$395,000	\$500,000	\$575,000	National Law Journal, December 2014
2014	Amal Golden Gregory	Atlanta, GA	140	\$520,000	\$430,000	\$430,000	\$430,000	\$430,000	\$430,000	\$500,000	\$575,000	National Law Journal, December 2014

2014 Arnold & Porter	Washington, DC	720	\$950.00	\$670.00	\$815.00	\$510.00	\$345.00	\$500.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Arnstein & Lehr	Chicago, IL	144	\$595.00	\$350.00	\$465.00	\$350.00	\$175.00	\$230.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Baker & Hostetler	Cleveland, OH	798	\$670.00	\$275.00	\$445.00	\$350.00	\$210.00	\$272.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Baker & McKenzie	Chicago, IL	4087	\$1130.00	\$260.00	\$755.00	\$925.00	\$100.00	\$395.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Baker, Donelson, Bearman, Caldwell & Berkowitz	Memphis, TN	588	\$495.00	\$340.00	\$400.00	\$455.00	\$245.00	\$295.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Ballard Spahr	Philadelphia, PA	483	\$550.00	\$395.00	\$475.00	\$495.00	\$235.00	\$315.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Barnes & Thornburg	Indianapolis, IN	522	\$560.00	\$330.00	\$480.00	\$370.00	\$260.00	\$320.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Benesch, Friedlander, Coplan & Aronoff	Cleveland, OH	150	\$635.00	\$360.00	\$455.00	\$475.00	\$155.00	\$280.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Best Best & Krieger	Riverside, CA	176	\$655.00	\$340.00	\$465.00	\$385.00	\$235.00	\$280.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Bingham McCutchen	Boston, MA	795	\$1060.00	\$220.00	\$795.00	\$605.00	\$185.00	\$450.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report

2014 Blank Rome	Philadelphia, PA	447	\$940.00	\$445.00	\$640.00	\$665.00	\$175.00	\$350.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Bond, Schoeneck & King	Syracuse, NY	198	\$520.00	\$240.00	\$355.00	\$310.00	\$160.00	\$225.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Bowles Rice	Charleston, WV	140	\$285.00	\$165.00	\$230.00	\$180.00	\$115.00	\$135.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Bracewell & Giuliani	Houston, TX	441	\$1125.00	\$575.00	\$760.00	\$700.00	\$275.00	\$440.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Bradley Arant Boult Cummings	Birmingham, AL	413	\$605.00	\$325.00	\$430.00	\$340.00	\$200.00	\$250.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Broad and Cassel	Orlando, FL	150	\$465.00	\$295.00	\$380.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Brown Rudnick	Boston, MA	187	\$1045.00	\$650.00	\$855.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Brownstein Hyatt Farber Schreck	Denver, CO	214	\$700.00	\$310.00	\$520.00	\$345.00	\$255.00	\$305.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Bryan Cave	St. Louis, MO	965	\$900.00	\$410.00	\$620.00	\$595.00	\$220.00	\$405.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Buchalter Nemer	Los Angeles, CA	139	\$695.00	\$475.00	\$605.00	\$375.00	\$350.00	\$365.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report

2014 Burr & Forman	Birmingham, AL	261	\$525.00	\$300.00	\$371.00	\$275.00	\$200.00	\$241.00	National Law Journal, December 2014 Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Butler Snow	Ridgeland, MS	280	\$335.00	\$235.00	\$302.00				National Law Journal, December 2014 Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Casavader, Wickersham & Tait	New York, NY	437	\$1050.00	\$600.00	\$930.00	\$750.00	\$395.00	\$605.00	National Law Journal, December 2014 Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Carlton Fields	Tampa, FL	272	\$840.00	\$455.00	\$600.00				National Law Journal, December 2014 Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Cole, Schotz, Meisel, Forman & Leonard	Hackensack, NJ	118	\$730.00	\$590.00	\$653.00	\$340.00	\$275.00	\$302.00	National Law Journal, December 2014 Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Connell Foley	Roseland, NJ	128	\$575.00	\$275.00	\$425.00	\$325.00	\$200.00	\$265.00	National Law Journal, December 2014 Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Cooley	Palo Alto, CA	673	\$950.00	\$660.00	\$820.00	\$640.00	\$335.00	\$515.00	National Law Journal, December 2014 Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Covington & Burling	Washington, DC	760	\$990.00	\$605.00	\$760.00	\$565.00	\$320.00	\$415.00	National Law Journal, December 2014 Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Cozen O'Connor	Philadelphia, PA	485	\$135.00	\$275.00	\$570.00	\$640.00	\$180.00	\$355.00	National Law Journal, December 2014 Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Curtis, Mallet-Prevost, Colt & Mosie	New York, NY	323	\$860.00	\$730.00	\$600.00	\$785.00	\$345.00	\$480.00	National Law Journal, December 2014 Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report

2014 Davis Graham & Stubbs	Denver, CO	145	\$535.00	\$315.00	\$435.00	\$350.00	\$200.00	\$255.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Davis Polk & Wardwell	New York, NY	610	\$985.00	\$950.00	\$975.00	\$975.00	\$130.00	\$615.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Debevoise & Plimpton	New York, NY	595	\$1075.00	\$955.00	\$1055.00	\$760.00	\$120.00	\$490.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Dechert	New York, NY	845	\$1095.00	\$670.00	\$990.00	\$735.00	\$395.00	\$530.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Dentons	New York, NY	2503	\$1050.00	\$345.00	\$700.00	\$665.00	\$210.00	\$425.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Dickstein Shapiro	Washington, DC	254	\$1250.00	\$590.00	\$750.00	\$595.00	\$310.00	\$475.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Dinsmore & Shohl	Cincinnati, OH	415	\$850.00	\$250.00	\$411.00	\$365.00	\$160.00	\$238.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 DLA Piper	New York, NY	3952	\$1025.00	\$450.00	\$765.00	\$750.00	\$250.00	\$510.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Dorsey & Whitney	Minneapolis, MN	501	\$585.00	\$340.00	\$435.00	\$510.00	\$215.00	\$315.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Duane Morris	Philadelphia, PA	613	\$960.00	\$415.00	\$599.00	\$585.00	\$280.00	\$373.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report

2014 Edwards Wildman Palmer	Boston, MA	540	\$765.00	\$210.00	\$635.00	\$415.00	\$245.00	\$525.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Faegre Baker Daniels	Minneapolis, MN	673	\$580.00	\$355.00	\$455.00	\$315.00	\$110.00	\$260.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Foley & Lardner	Milwaukee, WI	844	\$860.00	\$405.00	\$600.00	\$470.00	\$210.00	\$335.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Foley Hoag	Boston, MA	221	\$775.00	\$580.00	\$670.00	\$385.00	\$290.00	\$325.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Fox Rothschild	Philadelphia, PA	531	\$760.00	\$335.00	\$530.00	\$500.00	\$245.00	\$310.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Fried, Frank, Harris, Shriver & Jacobson	New York, NY	450	\$1100.00	\$930.00	\$1000.00	\$760.00	\$375.00	\$595.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Frost Brown Todd	Cincinnati, OH	414	\$560.00	\$220.00	\$387.00	\$315.00	\$150.00	\$234.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Gardere Wynne Sewell	Dallas, TX	216	\$775.00	\$430.00	\$635.00	\$330.00	\$280.00	\$303.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Gibbons	Newark, NJ	201	\$565.00	\$440.00	\$560.00	\$475.00	\$285.00	\$360.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Gibson, Dunn & Crutcher	New York, NY	1154	\$1800.00	\$765.00	\$980.00	\$930.00	\$175.00	\$690.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report

2014 Gordon Rees Scully Mansukhani	San Diego, CA	478	\$475.00	\$375.00	\$420.00	\$325.00	\$285.00	\$300.00	\$300.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Greenberg Traurig	New York, NY	1590	\$955.00	\$595.00	\$763.00	\$570.00	\$325.00	\$470.00	\$470.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Harris Beach	Rochester, NY	198	\$400.00	\$298.00	\$348.00	\$285.00	\$175.00	\$230.00	\$230.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Harter Secrest & Emery	Rochester, NY	132	\$465.00	\$300.00	\$385.00	\$290.00	\$185.00	\$250.00	\$250.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Haynes and Boone	Dallas, TX	483	\$1020.00	\$450.00	\$670.00	\$560.00	\$310.00	\$405.00	\$405.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Hogan Lovells	Washington, DC	2313	\$1000.00	\$705.00	\$835.00	\$705.00	\$425.00	\$277.00	\$277.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Holland & Hart	Denver, CO	423	\$725.00	\$305.00	\$442.00	\$425.00	\$175.00	\$363.00	\$363.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Holland & Knight	Washington, DC	956	\$1065.00	\$355.00	\$625.00	\$595.00	\$210.00	\$340.00	\$340.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Honigman Miller Schwartz and Cohn	Detroit, MI	231	\$560.00	\$280.00	\$380.00	\$225.00	\$205.00	\$220.00	\$220.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Hughes Hubbard & Reed	New York, NY	351	\$895.00	\$725.00	\$880.00	\$675.00	\$365.00	\$555.00	\$555.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ

2014 Husch Blackwell	St. Louis, MO	539	\$785.00	\$250.00	\$445.00	\$440.00	\$190.00	\$275.00	\$418.00	\$240.00	\$825.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Ico Miller	Indianapolis, IN	291	\$530.00	\$335.00	\$450.00	\$305.00	\$245.00	\$270.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Iretti & Manella	Los Angeles, CA	166	\$875.00	\$800.00	\$680.00	\$750.00	\$395.00	\$535.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Jackson Kelly	Charleston, WV	179	\$535.00	\$270.00	\$345.00	\$315.00	\$200.00	\$243.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Jackson Lewis	Los Angeles, CA	724	\$440.00	\$310.00	\$380.00	\$315.00	\$275.00	\$290.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Jackson Walker	Dallas, TX	333	\$675.00	\$575.00	\$622.00	\$385.00	\$255.00	\$335.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Jeffer, Mangels, Butler & Mitchell	Los Angeles, CA	125	\$875.00	\$550.00	\$680.00							National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Jenner & Block	Chicago, IL	434	\$925.00	\$565.00	\$745.00	\$550.00	\$380.00	\$465.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Jones Day	New York, NY	2464	\$975.00	\$445.00	\$745.00	\$775.00	\$205.00	\$435.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Jones Walker	New Orleans, LA	363	\$425.00	\$275.00	\$385.00	\$240.00	\$200.00	\$225.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report

2014 Kasowitz, Benson, Torres & Friedman	New York, NY	372	\$1195.00	\$500.00	\$835.00	\$625.00	\$200.00	\$540.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Katten Muchin Rosenman	Chicago, IL	612	\$745.00	\$500.00	\$615.00	\$595.00	\$340.00	\$455.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Kaye Scholer	New York, NY	392	\$1250.00	\$725.00	\$660.00	\$795.00	\$370.00	\$597.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Kelley Drye & Warren	New York, NY	293	\$816.00	\$435.00	\$640.00	\$500.00	\$305.00	\$430.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Kilpatrick Townsend & Stockton	Atlanta, GA	561	\$775.00	\$400.00	\$550.00	\$475.00	\$315.00	\$385.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 King & Spalding	Atlanta, GA	874	\$995.00	\$545.00	\$775.00	\$735.00	\$125.00	\$460.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Kirkland & Ellis	Chicago, IL	1554	\$995.00	\$590.00	\$825.00	\$715.00	\$235.00	\$540.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Knobbe Martens Olson & Bear	Irvine, CA	260	\$810.00	\$450.00	\$575.00	\$455.00	\$305.00	\$560.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Kramer Levin Naffis & Frankel	New York, NY	313	\$1100.00	\$745.00	\$821.00	\$815.00	\$515.00	\$675.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Lane Powell	Seattle, WA	170	\$675.00	\$375.00	\$516.00	\$425.00	\$280.00	\$331.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report

2014 Latham & Watkins	New York, NY	2060	\$1110.00	\$895.00	\$990.00	\$725.00	\$465.00	\$605.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Lathrop & Gage	Kansas City, MO	283	\$700.00	\$285.00	\$420.00	\$375.00	\$195.00	\$250.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Lewis Roca Rothgerber	Phoenix, AZ	228	\$695.00	\$380.00	\$505.00	\$525.00	\$205.00	\$400.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Lindquist & Verrum	Minneapolis, MN	178	\$600.00	\$460.00	\$520.00	\$470.00	\$275.00	\$365.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Litter Mendelson	San Francisco, CA	1002	\$615.00	\$395.00	\$550.00	\$420.00	\$245.00	\$290.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Lowenstein Sandler	Roseland, NJ	261	\$990.00	\$600.00	\$785.00	\$650.00	\$300.00	\$450.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Manatt, Phelps & Phillips	Los Angeles, CA	329	\$795.00	\$640.00	\$740.00				National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 McCarter & English	Newark, NJ	371	\$625.00	\$450.00	\$530.00	\$370.00	\$220.00	\$300.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 McDermott Will & Emery	Chicago, IL	1021	\$635.00	\$525.00	\$710.00				National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 McElroy, Deutsch, Mulvaney & Carpenter	Morrisstown, NJ	274	\$560.00	\$325.00	\$445.00	\$335.00	\$200.00	\$295.00	National Law Journal, December 2014	350 report (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ

2014 McGuireNoods	Richmond, VA	931	\$725.00	\$450.00	\$595.00	\$525.00	\$285.00	\$360.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 McKenna Long & Aldridge	Atlanta, GA	518	\$650.00	\$480.00	\$530.00	\$425.00	\$375.00	\$395.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Michael, Best & Friedrich	Milwaukee, WI	189	\$650.00	\$235.00	\$445.00	\$425.00	\$200.00	\$263.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Miles & Stockbridge	Baltimore, MD	226	\$740.00	\$340.00	\$478.00	\$425.00	\$230.00	\$290.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Moore & Van Allen	Charlotte, NC	274	\$870.00	\$315.00	\$490.00	\$430.00	\$190.00	\$280.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Morgan, Lewis & Bockius	Philadelphia, PA	1363	\$765.00	\$430.00	\$620.00	\$595.00	\$270.00	\$390.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Morris, Manning & Martin	Atlanta, GA	148	\$575.00	\$400.00	\$480.00	\$430.00	\$190.00	\$280.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Morrison & Foerster	San Francisco, CA	1020	\$1195.00	\$595.00	\$865.00	\$725.00	\$230.00	\$525.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Nelson Mullins	Columbia, SC	466	\$800.00	\$250.00	\$444.00	\$395.00	\$215.00	\$271.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Nixon Peabody	Boston, MA	584	\$850.00	\$295.00	\$520.00	\$550.00	\$180.00	\$300.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report

2014 Norris McLaughlin & Marcus	Bridgewater, NJ	128	\$505.00	\$485.00	\$495.00	\$365.00	\$185.00	\$275.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Norton Rose Fulbright	Houston, TX	3537	\$900.00	\$525.00	\$775.00	\$515.00	\$300.00	\$400.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Nassaman	Los Angeles, CA	148	\$800.00	\$370.00	\$579.00	\$480.00	\$285.00	\$340.00	\$550.00 National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Nutter McClennen & Fish	Boston, MA	146	\$715.00	\$470.00	\$575.00	\$460.00	\$295.00	\$375.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Ogletree Deakins	Atlanta, GA	668	\$550.00	\$250.00	\$360.00	\$365.00	\$200.00	\$260.00	\$550.00 National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 O'Melveny & Myers	Los Angeles, CA	721	\$850.00	\$615.00	\$715.00				National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Orick Herrington & Sutcliffe	New York, NY	954	\$1095.00	\$715.00	\$645.00	\$375.00	\$710.00	\$560.00	\$850.00 National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Parker Poe Adams & Bernstein	Charlotte, NC	185	\$500.00	\$425.00	\$450.00				National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Paul Hastings	New York, NY	889	\$900.00	\$750.00	\$815.00	\$755.00	\$335.00	\$540.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Paul, Weiss, Rifkind, Wharton & Garrison	New York, NY	854	\$1120.00	\$760.00	\$1040.00	\$735.00	\$595.00	\$678.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ

2014 Pepper Hamilton	Philadelphia, PA	510	\$950.00	\$465.00	\$645.00	\$525.00	\$280.00	\$390.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Perkins Cole	Seattle, WA	861	\$1000.00	\$330.00	\$615.00	\$510.00	\$215.00	\$425.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Pillsbury Winthrop Shaw Pittman	Washington, DC	591	\$1070.00	\$615.00	\$665.00	\$860.00	\$375.00	\$520.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Polsinelli	Kansas City, MO	616	\$775.00	\$325.00	\$435.00	\$350.00	\$295.00	\$279.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Proskauer Rose	New York, NY	712	\$950.00	\$725.00	\$860.00	\$675.00	\$295.00	\$465.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Quarles & Brady	Milwaukee, WI	422	\$525.00	\$425.00	\$519.00	\$600.00	\$210.00	\$335.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Quinn Emanuel Urquhart & Sullivan	New York, NY	673	\$1075.00	\$810.00	\$915.00	\$575.00	\$320.00	\$410.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Reed Smith	Pittsburgh, PA	1556	\$890.00	\$605.00	\$737.00	\$530.00	\$295.00	\$420.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Richards, Layton & Finger	Wilmington, DE	124	\$800.00	\$600.00	\$678.00	\$465.00	\$360.00	\$414.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Riker Danzig Scherer Hyland & Perretti	Morristown, NJ	146	\$495.00	\$430.00	\$455.00	\$295.00	\$210.00	\$250.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report

2014 Robinson & Coie	Hartford, CT	201	\$700.00	\$295.00	\$500.00	\$445.00	\$215.00	\$300.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Rutan & Tucker	Costa Mesa, CA	147	\$675.00	\$345.00	\$480.00	\$500.00	\$230.00	\$320.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Saul Ewing	Philadelphia, PA	240	\$875.00	\$375.00	\$546.00	\$590.00	\$225.00	\$344.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Schiff Hardin	Chicago, IL	317				\$415.00	\$250.00	\$333.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Sedgwick	San Francisco, CA	342	\$615.00	\$305.00	\$425.00	\$475.00	\$250.00	\$325.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Seward & Kissel	New York, NY	143	\$850.00	\$625.00	\$735.00	\$600.00	\$290.00	\$400.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Seyfarth Shaw	Chicago, IL	779	\$860.00	\$375.00	\$610.00	\$505.00	\$225.00	\$365.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Sheppard Mullin Richter & Hampton	Los Angeles, CA	549	\$675.00	\$450.00	\$695.00	\$535.00	\$275.00	\$415.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Shumaker Loop & Kendrick	Toledo, OH	224	\$595.00	\$305.00	\$413.00	\$330.00	\$160.00	\$255.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Shutts & Bowen	Miami, FL	230	\$660.00	\$250.00	\$430.00	\$345.00	\$195.00	\$260.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report

2014 Skadden, Arps, Slate, Meagher & Flom	New York, NY	1664	\$1150.00	\$845.00	\$1035.00	\$845.00	\$340.00	\$620.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report.
2014 Snell & Wilmer	Phoenix, AZ	411	\$945.00	\$325.00	\$525.00	\$470.00	\$180.00	\$280.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report.
2014 Spilman Thomas & Battle	Charleston, WV	131						\$280.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report.
2014 Squire Patton Boggs			\$950.00	\$350.00	\$655.00	\$530.00	\$250.00	\$355.00	National Law Journal, December 2014	Location data not available due to merger in 2014. Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report.
2014 Sterne, Kessler, Goldstein & Fox	Washington, DC	122	\$795.00	\$450.00	\$577.00	\$470.00	\$265.00	\$346.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report.
2014 Stevens & Lee	Reading, PA	154	\$800.00	\$525.00	\$625.00			\$450.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report.
2014 Steel Rives	Portland, OR	365	\$800.00	\$300.00	\$492.00	\$465.00	\$205.00	\$287.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report.
2014 Strasburger & Price	Dallas, TX	217	\$660.00	\$290.00	\$435.00	\$355.00	\$210.00	\$270.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report.
2014 Stroock & Stroock & Lavan	New York, NY	285	\$1125.00	\$675.00	\$960.00	\$840.00	\$350.00	\$545.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report.

2014 Tatt Steinfalus & Hollister	Cincinnati, OH	357	\$535.00	\$285.00	\$415.00	\$475.00	\$200.00	\$285.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Thompson & Knight	Dallas, TX	290	\$740.00	\$425.00	\$535.00	\$610.00	\$240.00	\$370.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Thompson Coburn	St. Louis, MO	317	\$510.00	\$350.00	\$440.00	\$350.00	\$220.00	\$270.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Troutman Sanders	Atlanta, GA	567	\$975.00	\$400.00	\$620.00	\$570.00	\$245.00	\$340.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Ulmer & Berne	Cleveland, OH	178	\$415.00	\$315.00	\$380.00				National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Vernum	Grand Rapids, MI	133	\$465.00	\$290.00	\$390.00				National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Venable	Washington, DC	533	\$1075.00	\$470.00	\$660.00	\$575.00	\$295.00	\$430.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Vinson & Elkins	Houston, TX	650	\$770.00	\$475.00	\$600.00	\$585.00	\$275.00	\$350.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Waller Lansden Dortch & Davis	Nashville, TN	178	\$600.00	\$350.00	\$460.00	\$335.00	\$180.00	\$245.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Weil, Gotshal & Manges	New York, NY	1157	\$1075.00	\$625.00	\$930.00	\$790.00	\$300.00	\$600.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ

2014 White & Case	New York, NY	1895	\$1050.00	\$700.00	\$875.00	\$1050.00-\$220.00	\$525.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Wiley Rein	Washington, DC	277	\$950.00	\$550.00	\$665.00	\$635.00-\$320.00	\$445.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Williams Mifflin	Richmond, VA	233	\$410.00	\$360.00	\$385.00	\$360.00-\$280.00	\$295.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Wilkie Farr & Gallagher	New York, NY	526	\$1090.00	\$790.00	\$950.00	\$790.00-\$350.00	\$560.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Wilmer Cutler Pickering Hale and Dorr	Washington, DC	988	\$1250.00	\$735.00	\$905.00	\$695.00-\$75.00	\$290.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Winston & Strawn	Chicago, IL	822	\$995.00	\$650.00	\$800.00	\$590.00-\$425.00	\$520.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Wolff & Samson	West Orange, NJ	125	\$450.00	\$325.00	\$400.00	\$450.00-\$225.00	\$340.00	National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Womble Carlyle Sandridge & Rice	Winston-Salem, NC	492	\$540.00	\$470.00	\$554.00			National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ
2014 Wyatt Tarrant & Combs	Louisville, KY	202	\$500.00	\$260.00	\$418.00			National Law Journal, December 2014	350 report Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ

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Document: \$1,000 Per Hour Isn't Rare Anymore; Nominal billing levels rise, but discounts ease blow. Actions ▾

\$1,000 Per Hour Isn't Rare Anymore; Nominal billing levels rise, but discounts ease blow.

The National Law Journal

January 13, 2014 Monday

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**THE NATIONAL
LAW JOURNAL**

Section: NLJ'S BILLING SURVEY Pg. 1; Vol. 36; No. 20

Length: 1860 words

Byline: KAREN SLOAN

Body

As recently as five years ago, law partners charging \$1,000 an hour were outliers. Today, four-figure hourly rates for in-demand partners at the most prestigious firms don't raise eyebrows-and a few top earners are closing in on \$2,000 an hour.

These rate increases come despite hand-wringing over price pressures from clients amid a tough economy. But ever-rising standard **billing rates** also obscure the growing practice of discounts, falling collection rates, and slow march toward alternative fee arrangements.

Nearly 20 percent of the firms included in The National Law Journal's annual survey of large law firm **billing rates** this year had at least one partner charging more than \$1,000 an hour. Gibson, Dunn & Crutcher partner Theodore Olson had the highest **rate** recorded in our survey, **billing** \$1,800 per hour while representing mobile satellite service provider LightSquared Inc. in Chapter 11 proceedings.

Of course, few law firm partners claim Olson's star power. His rate in that case is nearly the twice the \$980 per hour average charged by Gibson, Dunn partners and three times the average \$604 hourly rate among partners at NLJ 350 firms. Gibson, Dunn chairman and managing partner Ken Doran said Olson's rate is "substantially" above that of other partners at the firm, and that the firm's standard rates are in line with its peers.

"While the majority of Ted Olson's work is done under alternative **billing** arrangements, his hourly **rate** reflects his stature in the legal community, the high demand for his services and the unique value that he offers to clients given his extraordinary experience as a former solicitor general of the United States who has argued more than 60 cases before the U.S. Supreme Court and has counseled several presidents," Doran said.

In reviewing billing data this year, we took a new approach, asking each firm on the NLJ 350-our survey of the nation's 350 largest firms by attorney headcount-to provide their highest, lowest and average **billing rates** for associates and partners. We supplemented those data through public records. All together, this year's survey includes information for 159 of the country's largest law firms and reflects **billing rates** as of October.

The figures show that, even in a down economy, hiring a large law firm remains a pricey prospect. The median among the highest partner **billing rates** reported at each firm is \$775 an hour, while the median low partner rate is \$405. For associates, the median high stands at \$510 and the low at \$235. The average associate rate is \$370.

Multiple industry studies show that law firm **billing rates** continued to climb during 2013 despite efforts by corporate counsel to rein them in. TyMetrix's 2013 Real Rate Report Snapshot found that the average law firm **billing rate** increased by 4.8 percent compared with 2012. Similarly, the Center for the Study of the Legal Profession at the Georgetown University Law Center and Thomson Reuters Peer Monitor found that law firms increased their rates by an average 3.5 percent during 2013.

Of course, rates charged by firms on paper don't necessarily reflect what clients actually pay. **Billing realization rates**-which reflect the percentage of work **billed** at firms' standard **rates**- have fallen from 89 percent in 2010 to nearly 87 percent in 2013 on average, according to the Georgetown study. When accounting for billed hours actually collected by firms, the realization rate falls to 83.5 percent.

"What this means, of course, is that- on average-law firms are collecting only 83.5 cents for every \$1.00 of standard time they record," the Georgetown report reads. "To understand the full impact, one need only consider that at the end of 2007, the collected realization rate was at the 92 percent level."

In other words, law firms set rates with the understanding that they aren't likely to collect the full amount, said Mark Medice, who oversees the Peer Monitor Index. That index gauges the strength of the legal market according to economic indicators including demand for legal services, productivity, rates and expenses. "Firms start out with the idea of, 'I want to achieve a certain rate, but it's likely that my client will ask for discounts whether or not I increase my **rate**,'" Medice said.

Indeed, firms **bill** nearly all hourly work at discounts ranging from 5 percent to 20 percent off standard rates, said Peter Zeughauser, a consultant with the Zeughauser Group.

Discounts can run as high as 50 percent for matters billed under a hybrid system, wherein a law firm can earn a premium for keeping costs under a set level or for obtaining a certain outcome, he added. "Most firms have gone to a two-tier system, with what is essentially an aspirational rate that they occasionally get and a lower rate that they actually budget for," he said.

Most of the discounting happens at the front end, when firms and clients negotiate rates, Medice said. But additional discounting happens at the billing and collections stages. Handling alternative fee arrangements and discounts has become so complex that more than half of the law firms on the Am Law 100-NLJ affiliate The American Lawyer's ranking of firms by gross revenue-have created new positions for pricing directors, Zeughauser said.

THE ROLE OF GEOGRAPHY

Unsurprisingly, rates vary by location. Firms with their largest office in New York had the highest average partner and associate **billing rates**, at \$882 and \$520, respectively. Similarly, TyMetric has reported that more than 25 percent of partners at large New York firms charge \$1,000 per hour or more for contracts and commercial work.

Washington was the next priciest city on our survey, with partners charging an average \$748 and associates \$429. Partners charge an average \$691 in Chicago and associates \$427. In Los Angeles, partners charge an average \$665 while the average associate rate is \$401.

Pricing also depends heavily on practice area, Zeughauser and Medice said. Bet-the-company patent litigation and white-collar litigation largely remain at premium prices, while practices including labor and employment have come under huge pressure to reduce prices.

"If there was a way for law firms to hold rates, they would do it. They recognize how sensitive clients are to price increases," Zeughauser said. But declining profit margins-due in part to higher technology costs and the expensive lateral hiring market-mean that firms simply lack the option to keep **rates flat**, he said.

BILLING SURVEY METHODOLOGY

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.

The NLJ asked respondents to its annual survey of the nation's largest law firms (the NLJ 350) to provide a range of hourly **billing rates** for partners and associates as of October 2013.

For firms that did not supply data to us, in many cases we were able to supplement **billing-rate** data derived from public records.

In total, we have rates for 159 of the nation's 350 largest firms.

Rates data include averages, highs and low rates for partners and associates. Information also includes the average full-time equivalent (FTE) attorneys at the firm and the city of the firm's principal or largest office.

We used these data to calculate averages for the nation as a whole and for selected cities.

Billing Rates at the Country's Priciest Law Firms

Here are the 50 firms that charge the highest average hourly rates for partners.

Billing Rates at the Country's Priciest Law Firms

FIRM NAME	LARGEST U.S. OFFICE*	AVERAGE FULL-TIME EQUIVALENT ATTORNEYS*	PARTNER HOURLY RATES	ASSOCIATE HOURLY RATES	AVERAGE			
					AVERAGE	HIGH	LOW	
Debevoise & Plimpton	New York	615	\$1,055	\$1,075	\$955	\$490	\$760	\$120
Paul Weiss, Rikind Wharton & Garrison	New York	803	\$1,040	\$1,120	\$760	\$600	\$760	\$250
Skadden Arps, Slate Meagher & Flom	New York	1,735	\$1,035	\$1,150	\$845	\$620	\$845	\$340
Fried Frank, Harris, Shriver & Jacobson	New York	476	\$1,000	\$1,100	\$930	\$595	\$760	\$375
Latham & Watkins	New York	2,033	\$990	\$1,110	\$895	\$605	\$725	\$465
Gibson, Dunn & Crutcher	New York	1,085	\$980	\$1,800	\$765	\$590	\$930	\$175
Davis Polk & Wardwell	New York	787	\$975	\$985	\$650	\$615	\$975	\$130
Willkie Farr & Gallagher	New York	540	\$950	\$1,090	\$790	\$580	\$790	\$350
Cadwalader, Wickersham & Taft	New York	435	\$930	\$1,050	\$800	\$605	\$750	\$395
Weil Gotshal & Manges	New York	1,201	\$930	\$1,075	\$625	\$600	\$790	\$300

* Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013. For complete numbers, please see nlj.com.

** Firm did not exist in this form for the entire year.

FIRM NAME	LARGEST U.S. OFFICE	AVERAGE FULL-TIME EQUIVALENT ATTORNEYS	PARTNER HOURLY RATES			ASSOCIATE HOURLY RATES		
			AVERAGE	HIGH	LOW	AVERAGE	HIGH	LOW
Quinn Emanuel Urquhart & Sullivan	New York	697	\$915	\$1,075	\$810	\$410	\$675	\$320
Wilmer Cutler Pickering Hale and Dorr	Washington	951	\$905	\$1,250	\$735	\$290	\$695	\$75
Dechart	New York	803	\$900	\$1,095	\$670	\$530	\$735	\$395
Andrews Kurth	Houston	348	\$890	\$1,090	\$745	\$528	\$785	\$265
Hughes Hubbard & Reed	New York	344	\$890	\$995	\$725	\$555	\$675	\$365
Irell & Manella	Los Angeles	164	\$890	\$975	\$800	\$535	\$750	\$395
Proskauer Rose	New York	746	\$880	\$950	\$725	\$465	\$675	\$295
White & Case	New York	1,900	\$875	\$1,050	\$700	\$525	\$1,050	\$220
Morrison & Foerster	San Francisco	1,010	\$865	\$1,195	\$595	\$525	\$725	\$230
Pillsbury Winthrop Shaw Pittman	Washington	609	\$865	\$1,070	\$615	\$520	\$860	\$375
Kaye Scholer	New York	414	\$850	\$1,080	\$715	\$510	\$680	\$320
Kramer Levin	New York	320	\$845	\$1,025	\$740	\$590	\$750	\$400
Naftalis & Frankel	Washington	2,280	\$835	\$1,000	\$705	-	-	-
Hogan Lovells Kasowitz Benson Torres & Friedman	New York	365	\$835	\$1,195	\$600	\$340	\$625	\$200
Kirkland & Ellis	Chicago	1,517	\$825	\$995	\$590	\$540	\$715	\$235
Cooley	Palo Alto	632	\$820	\$990	\$660	\$525	\$630	\$160
Arnold & Porter	Washington	748	\$815	\$950	\$670	\$500	\$610	\$345
Paul Hastings	New York	899	\$815	\$900	\$750	\$540	\$755	\$335
Curtis, Mallet-Prevost, Colt & Mosle	New York	322	\$800	\$880	\$730	\$480	\$785	\$345
Winston & Strawn	Chicago	842	\$800	\$995	\$650	\$520	\$590	\$425
Bingham	Boston	900	\$795	\$1,080	\$220	\$450	\$605	\$185
McCutchen	Washington	806	\$785	\$1,220	\$615	\$525	\$660	\$365
Akin Gump Strauss Hauer & Feld	Washington	738	\$780	\$890	\$605	\$415	\$565	\$320
Covington & Burling	Atlanta	838	\$775	\$995	\$545	\$460	\$735	\$125
King & Spalding	N/A**	N/A**	\$775	\$900	\$525	\$400	\$515	\$300
Norton Rose Fulbright	New York	4,036	\$765	\$1,025	\$450	\$510	\$750	\$250
DLA Piper	Houston	432	\$760	\$1,125	\$575	\$440	\$700	\$275
Bracewell & Giuliani	Chicago	4,004	\$755	\$1,130	\$260	\$395	\$925	\$100
Baker & McKenzie	Washington	308	\$750	\$1,250	\$590	\$475	\$585	\$310
Dickstein Shapiro	Chicago	432	\$745	\$925	\$565	\$465	\$550	\$380
Jenner & Block	New York	2,363	\$745	\$975	\$445	\$435	\$775	\$205
Jones Day	Los Angeles	325	\$740	\$795	\$640	-	-	-
Manatt Phelps & Phillips	New York	152	\$735	\$850	\$625	\$400	\$600	\$290
Seward & Kissel	Los Angeles	738	\$715	\$950	\$615	-	-	-
O'Melveny & Myers	Chicago	1,024	\$710	\$835	\$525	-	-	-
McDermott Will & Emery	Pittsburgh	1,458	\$710	\$945	\$545	\$420	\$530	\$295
Read Smith	N/A**	N/A**	\$700	\$1,050	\$345	\$425	\$685	\$210
Dentons	Los Angeles	126	\$690	\$875	\$560	-	-	-
Jeffer Mangels Butler & Mitchell	Los Angeles	521	\$685	\$875	\$490	\$415	\$535	\$275
Sheppard Mullin Richter & Hampton	Atlanta	805	\$675	\$875	\$495	\$425	\$575	\$280
Alston & Bird								

Download Table

THE FOUR-FIGURE CLUB

These 10 firms posted the highest partner billing rates.

THE FOUR-FIGURE CLUB

Gibson, Dunn & Crutcher	\$1,800
Dickstein Shapiro	\$1,250
Wilmer Cutler Pickering Hale and Dorr	\$1,250
Akin Gump Strauss Hauer & Feld	\$1,220
Kasowitz, Benson, Torres & Friedman	\$1,195
Morrison & Foerster	\$1,195
Skadden, Arps, Slate, Meagher & Flom	\$1,150
Baker & McKenzie	\$1,130
Bracewell & Giuliani	\$1,125
Paul, Weiss, Rifkind, Wharton & Garrison	\$1,120

[Download Table](#)Contact Karen Sloan at ksloan@alm.com

Classification

Language: ENGLISH**Publication-Type:** Newspaper**Subject:** MAJOR US LAW FIRMS (90%); POLLS & SURVEYS (90%); LEGAL SERVICES (90%); LAW FIRM BILLABLE RATES (90%); LAW PRACTICE (89%); LAWYERS (89%); LAW FIRM BILLABLE HOURS (78%); OUTPUT & DEMAND (77%); ECONOMIC CONDITIONS (76%); CORPORATE COUNSEL (73%); US CHAPTER 11 BANKRUPTCY (73%); LAW COURTS & TRIBUNALS (68%); SUPREME COURTS (62%)**Company:** GIBSON DUNN & CRUTCHER LLP (93%); LIGHTSQUARED INC (83%)**Industry:** MAJOR US LAW FIRMS (90%); LEGAL SERVICES (90%); LAW FIRM BILLABLE RATES (90%); LAW PRACTICE (89%); LAWYERS (89%); LAW FIRM BILLABLE HOURS (78%); CORPORATE COUNSEL (73%); SATELLITE TECHNOLOGY (67%)**Geographic:** UNITED STATES (92%)**Load-Date:** January 13, 2014



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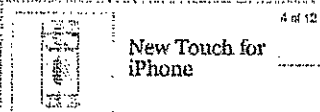
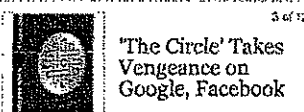
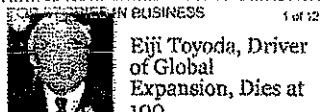
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On Sale: The \$1,150-Per-Hour Lawyer

Lawyer Fees Keep Growing, But Don't Believe Them. Clients Are Demanding, and Getting, Discounts

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By JENNIFER SMITH

Top partners at leading U.S. law firms are charging more than ever before, yet those hourly rates aren't all they appear to be.



Top partners at leading U.S. law firms are charging more than ever — routinely \$1,150 or more an hour — but after discounts and write-offs the nosebleed rates aren't all they appear to be. Jennifer Smith reports. Photo: Getty Images.

Having blown past the once-shocking price tag of \$1,000 an hour, some sought-after deal, tax and trial lawyers are commanding hourly fees of \$1,150 or more, according to an analysis of billing rates compiled from public filings.

But, as law firms boost their standard rates, many are softening the blow with widespread discounts and write-offs, meaning fewer clients are paying full freight. As a result, law firms on

average are actually collecting fewer cents on the dollar, compared with their standard, or "rack," rates, than they have in years.

Think of hourly fees "as the equivalent of a sticker on the car at a dealership," said legal consultant Ward Bower, a principal at Altman Weil Inc. "It's the beginning of a negotiation....Law firms think they are setting the rates, but clients are the ones determining what they're going to pay."



James Kozmin

Star lawyers still can fetch a premium, and some of them won't budge on price. The number of partners billing \$1,150-plus an hour has more than doubled since this time last year, according to Valeo Partners, a consulting firm that maintains a database of legal rates pulled from court filings and other publicly disclosed information. More than 320 lawyers in

the firm's database billed at that level in the first quarter of 2013, up from 158 a year earlier.

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That gilded circle includes tax experts such as Christopher Roman of King & Spalding LLP and Todd Maynes of Kirkland & Ellis LLP, intellectual-property partner Nader A. Mousavi of Sullivan & Cromwell LLP, and deal lawyers such as Kenneth M. Schneider of Paul, Weiss, Rifkind, Wharton & Garrison LLP.

Those lawyers and their firms either declined to comment or didn't reply to requests for comment.

When corporate legal departments need a trusted hand to fend off a hostile takeover or win a critical court battle, few general counsels will nitpick over whether a key lawyer is charging \$900 an hour or \$1,150 an hour. But for legal matters where their future isn't on the line, companies are pushing for—and winning—significant price breaks.

"We almost always negotiate rates down from the rack rates," said Randal S. Mlich, general counsel for phone giant [Verizon Communications Inc.](#) VZ +0.29% The result, he said, is a "not-insignificant discount."

For the bread-and-butter work that many big law firms rely on, haggling has become the norm. Many clients grew accustomed to pushing back on price during the recession and continue to demand discounts.

Some companies insist on budgets for their legal work. If a firm billing by the hour exceeds a set cap, lawyers may have to write off some of that time.

Other clients refuse to work with firms who don't discount, lopping anywhere from 10% to 30% off their standard rates. Some may grant rate increases to individual partners or associates they deem worthy. Another tactic: locking in prices with tailored multiyear agreements with formulas governing whether clients grant or refuse a requested rate increase.

In practical terms, that means the gap between law firms' sticker prices and the amount of money they actually bill and collect from their clients is wider than it has been in years.

According to data collected by Thomson Reuters Peer Monitor, big law firms raised their average standard rate by about 9.3% over the past three years. But they weren't able to keep up on the collection side, where the increase over the same period was just 6%. Firms that used to collect on average about 92 cents for every dollar of standard time their lawyers worked in 2007, before the economic downturn, now are getting less than 85 cents. "That's a historic low," said James Jones, a senior fellow at the Center for the Study of the Legal Profession at Georgetown Law.

To be sure, things have certainly picked up some since the recession, when some clients flat-out refused to pay rate increases.

In the first quarter of 2013, the 50 top-grossing U.S. law firms boosted their partner rates by as much as 5.7%, billing on average between \$879 and \$882 an hour, according to Valeo Partners. Rates for junior lawyers, whose labors have long been a profit engine for major law firms, jumped even more.

While some clients resisted using associate lawyers during the downturn, refusing to pay hundreds of dollars an hour for inexperienced first- or second-year attorneys, the largest U.S. law firms have managed to send the needle back up again. This year, for the first time, the average rate for associates with one to four years of experience rose to \$500 an hour, according to Valeo.

The increases continue the upward trend of 2012, when legal fees in general rose 4.8% and associate billing rates rose by 7.4%, according to a coming report by TyMetrix Legal Analytics, a unit of [Wolters Kluwer](#). WKLAE +0.95% and CEB, a research and advisory-services company. Those numbers are based on legal-spending data from more than 17,000 law firms.

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More than a dozen leaders at major law firms declined to discuss rate increases on the record, though some said privately that the increase in associate rates could be caused in part by step increases as junior lawyers gain in seniority.

Joe Sims, an antitrust partner at Jones Day and former member of the firm's partnership committee, said clients don't mind paying for associates, as long as they feel they are getting their money's worth.

Sophisticated clients, he said, tend to focus on the overall price tag for legal work, not on individual rates. "They are more concerned about how many people are working on the project and the total cost of the project," Mr. Sims said. "Clients want value no matter who is on the job."

While a handful of elite lawyers have successfully staked out the high end—the deal teams at Wachtell, Lipton, Rosen & Katz, for example—legal experts say that client pressure to control legal spending means most law firms must be considerably more flexible on price.

"There will always be some 'bet the company' problem where a client will not quibble about rates," said Mr. Jones, the Georgetown fellow. "Unfortunately, from the law firms' standpoint, that represents a small percentage of the work."

Write to Jennifer Smith at jennifer.smith@wsj.com

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