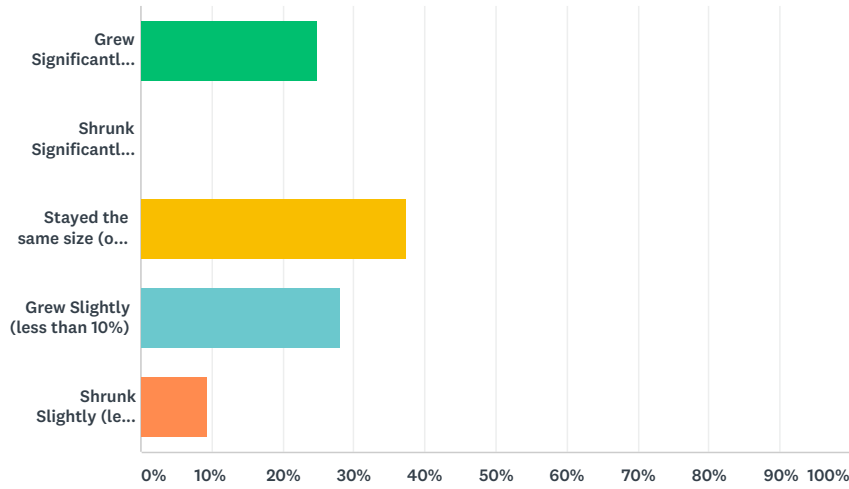


Q1 Between June 2017 and June 2018, with respect to attorneys, my firm (choose one):

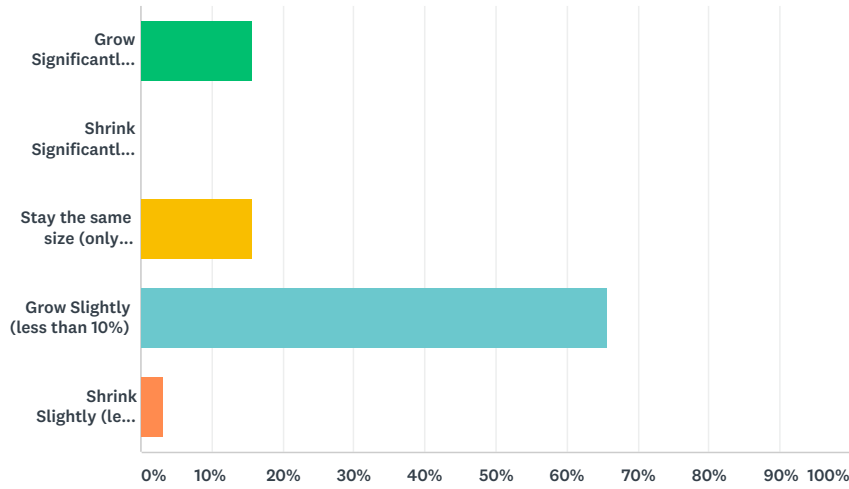
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---|-----------|-----------|
| Grew Significantly (more than 10%) | 25.00% | 8 |
| Shrunk Significantly (more than 10%) | 0.00% | 0 |
| Stayed the same size (only replaced those who left) | 37.50% | 12 |
| Grew Slightly (less than 10%) | 28.13% | 9 |
| Shrunk Slightly (less than 10%) | 9.38% | 3 |
| TOTAL | | 32 |

Q2 Between June 2018 and June 2019, with respect to attorneys, my firm intends to (choose one):

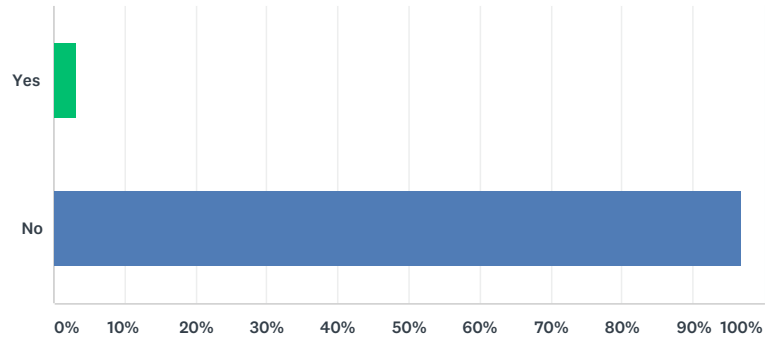
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---|-----------|-----------|
| Grow Significantly (more than 10%) | 15.63% | 5 |
| Shrink Significantly (more than 10%) | 0.00% | 0 |
| Stay the same size (only replacing those who leave) | 15.63% | 5 |
| Grow Slightly (less than 10%) | 65.63% | 21 |
| Shrink Slightly (less than 10%) | 3.13% | 1 |
| TOTAL | | 32 |

Q3 Between June 2017 and June 2018, has your firm laid off any attorneys?

Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 3.13% | 1 |
| No | 96.88% | 31 |
| TOTAL | | 32 |

Q4 If you answered yes to the previous question, what percentage of total attorneys were laid off:

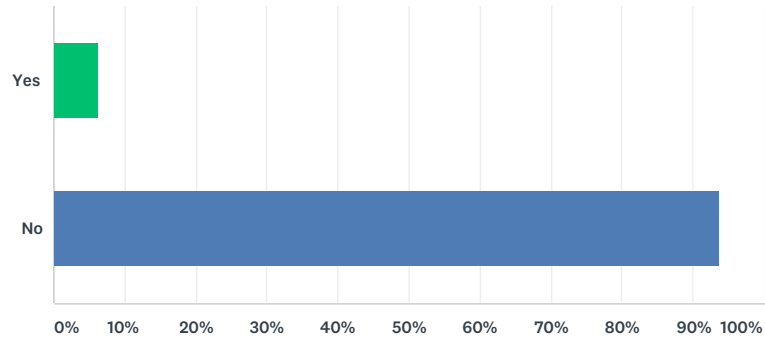
Answered: 0 Skipped: 32

 No matching responses.

| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|---|
| 0-5% | 0.00% | 0 |
| 6-10% | 0.00% | 0 |
| 11-15% | 0.00% | 0 |
| 16-20% | 0.00% | 0 |
| More than 20% | 0.00% | 0 |
| TOTAL | | 0 |

Q5 Does your firm expect to lay off any attorneys between June 2018 and June 2019?

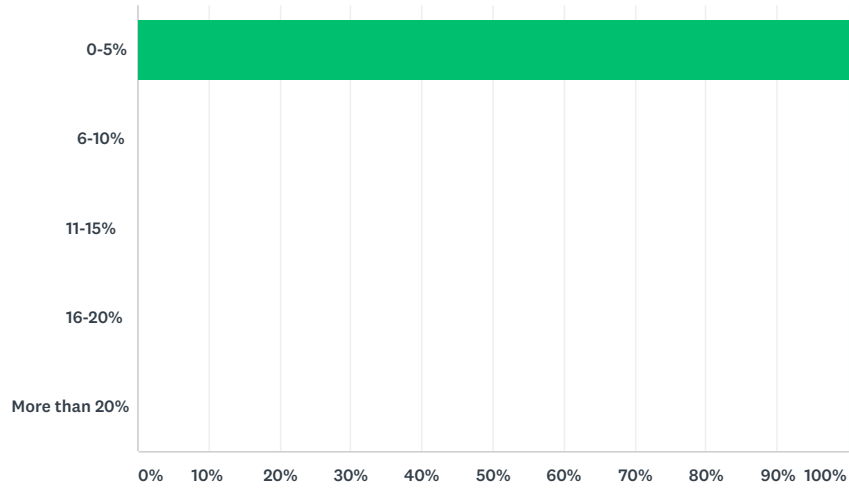
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 6.25% | 2 |
| No | 93.75% | 30 |
| TOTAL | | 32 |

Q6 If yes, what percentage of the total attorneys will you lay off:

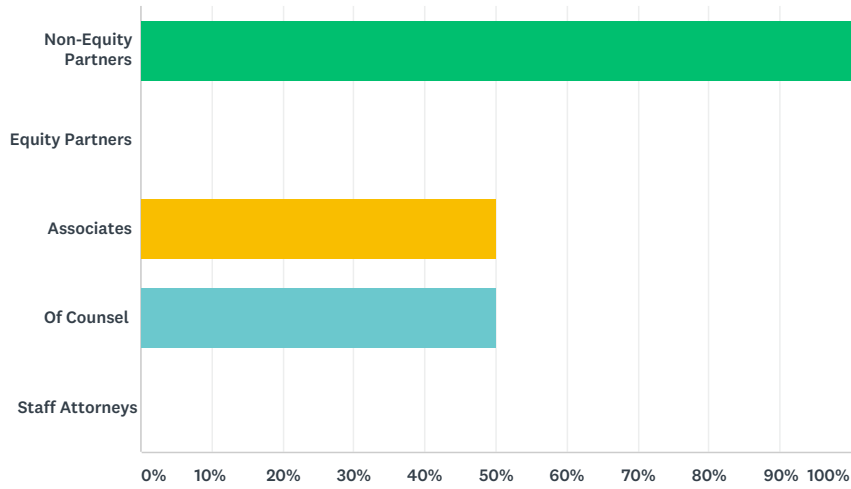
Answered: 1 Skipped: 31



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|---|
| 0-5% | 100.00% | 1 |
| 6-10% | 0.00% | 0 |
| 11-15% | 0.00% | 0 |
| 16-20% | 0.00% | 0 |
| More than 20% | 0.00% | 0 |
| TOTAL | | 1 |

Q7 If yes, the attorneys that are laid off will be (please choose as many as apply):

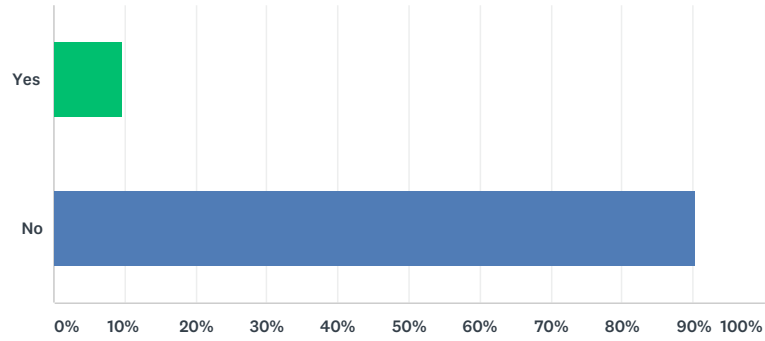
Answered: 2 Skipped: 30



| ANSWER CHOICES | RESPONSES | |
|----------------------|-----------|---|
| Non-Equity Partners | 100.00% | 2 |
| Equity Partners | 0.00% | 0 |
| Associates | 50.00% | 1 |
| Of Counsel | 50.00% | 1 |
| Staff Attorneys | 0.00% | 0 |
| Total Respondents: 2 | | |

Q8 Between June 2017 and June 2018, has your firm laid off any staff?

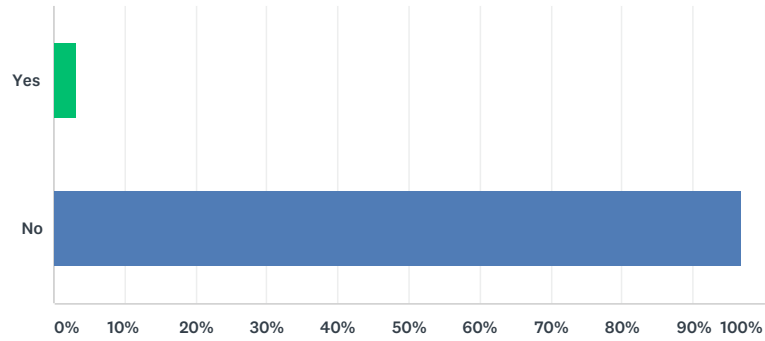
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 9.68% | 3 |
| No | 90.32% | 28 |
| TOTAL | | 31 |

Q9 Does your firm expect to lay off any staff between June 2018 and June 2019?

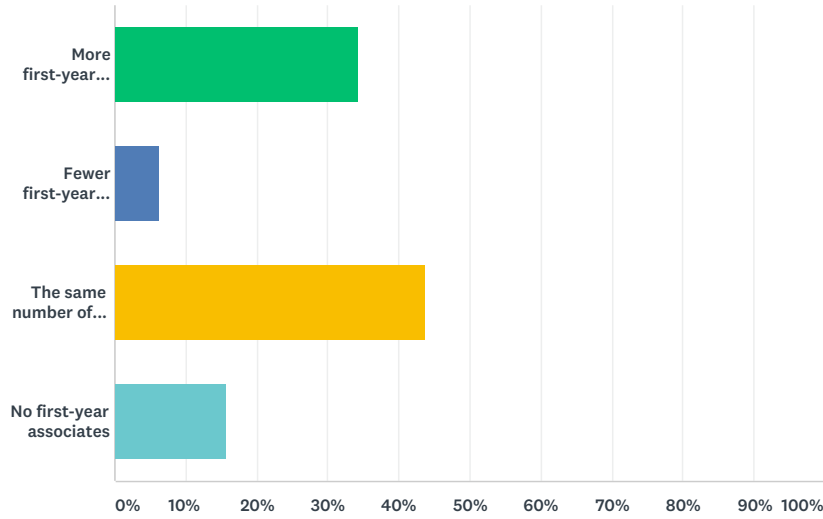
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 3.23% | 1 |
| No | 96.77% | 30 |
| TOTAL | | 31 |

Q10 Regarding first-year associates, did your firm hire for the fall of 2018:

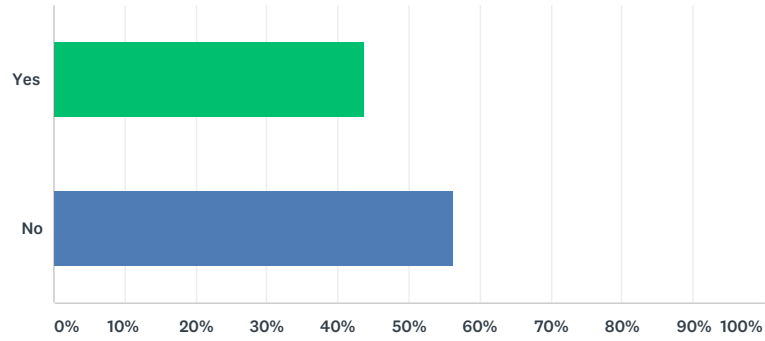
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---|-----------|----|
| More first-year associates than last year | 34.38% | 11 |
| Fewer first-year associates than last year | 6.25% | 2 |
| The same number of first-year associates as last year | 43.75% | 14 |
| No first-year associates | 15.63% | 5 |
| TOTAL | | 32 |

Q11 Did your firm hire contract or temp attorneys in the last year?

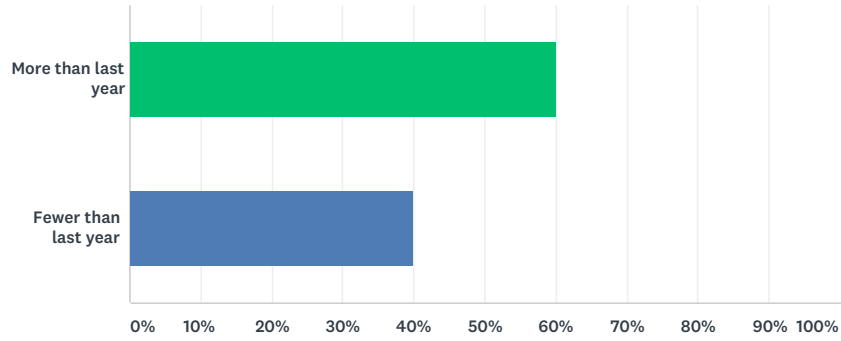
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 43.75% | 14 |
| No | 56.25% | 18 |
| TOTAL | | 32 |

Q12 If yes, did you hire more or fewer than the previous year?

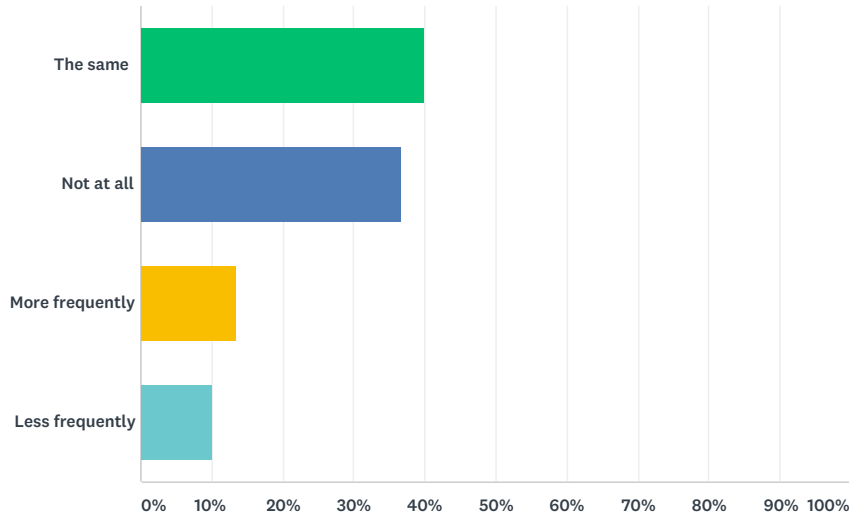
Answered: 15 Skipped: 17



| ANSWER CHOICES | RESPONSES | |
|----------------------|-----------|----|
| More than last year | 60.00% | 9 |
| Fewer than last year | 40.00% | 6 |
| TOTAL | | 15 |

Q13 How will your firm employ contract or temp attorneys in the coming year?

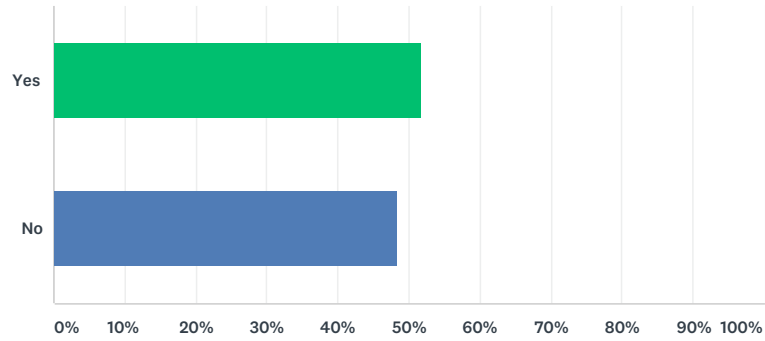
Answered: 30 Skipped: 2



| ANSWER CHOICES | RESPONSES | |
|-----------------|-----------|----|
| The same | 40.00% | 12 |
| Not at all | 36.67% | 11 |
| More frequently | 13.33% | 4 |
| Less frequently | 10.00% | 3 |
| TOTAL | | 30 |

Q14 From June 2017 to June 2018, did your firm have non-partner track or staff associates?

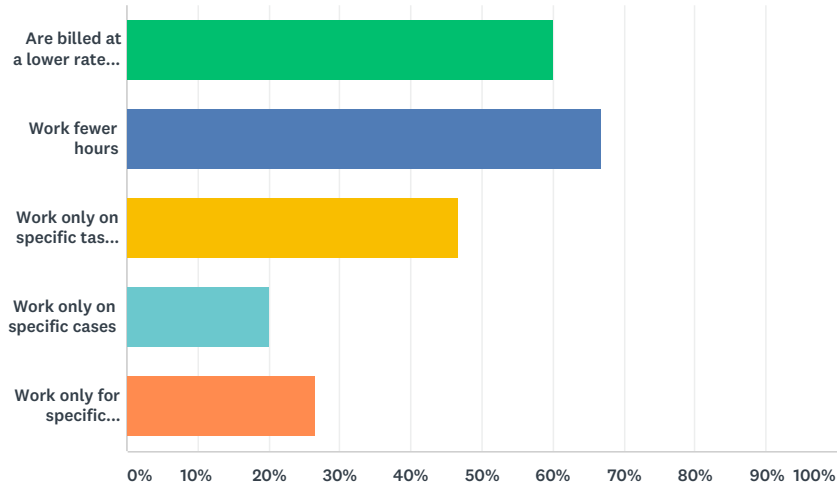
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 51.61% | 16 |
| No | 48.39% | 15 |
| TOTAL | | 31 |

Q15 If yes, these associates (please choose as many as apply):

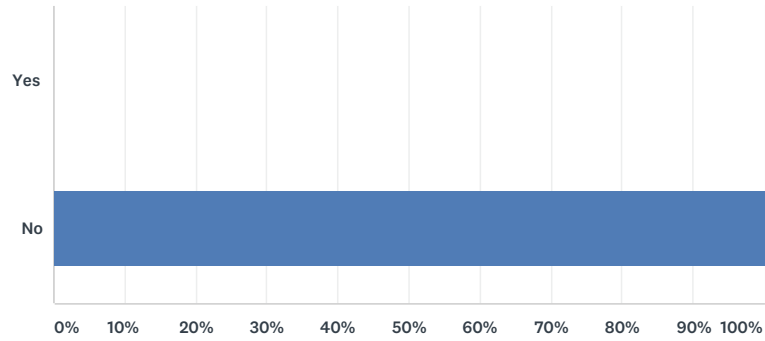
Answered: 15 Skipped: 17



| ANSWER CHOICES | RESPONSES |
|--|-----------|
| Are billed at a lower rate than other associates | 60.00% 9 |
| Work fewer hours | 66.67% 10 |
| Work only on specific tasks or projects | 46.67% 7 |
| Work only on specific cases | 20.00% 3 |
| Work only for specific clients | 26.67% 4 |
| Total Respondents: 15 | |

Q16 If no, does your firm expect to create a tier of non-partner track or staff associates?

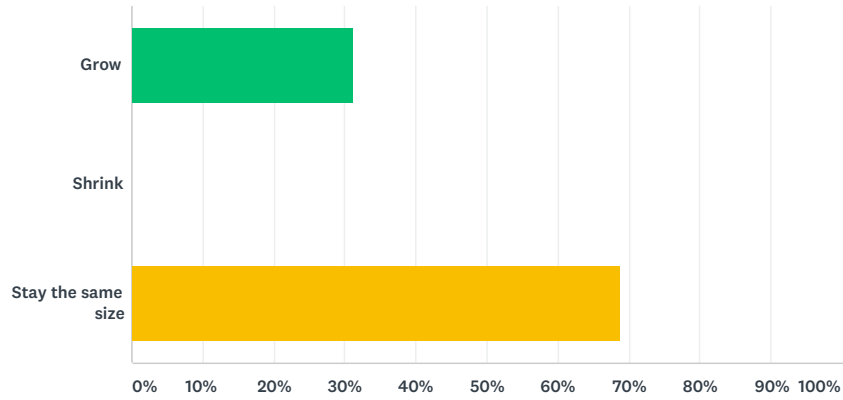
Answered: 18 Skipped: 14



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 0.00% | 0 |
| No | 100.00% | 18 |
| TOTAL | | 18 |

Q17 If your firm does have staff associates, do you expect in the next year that tier to:

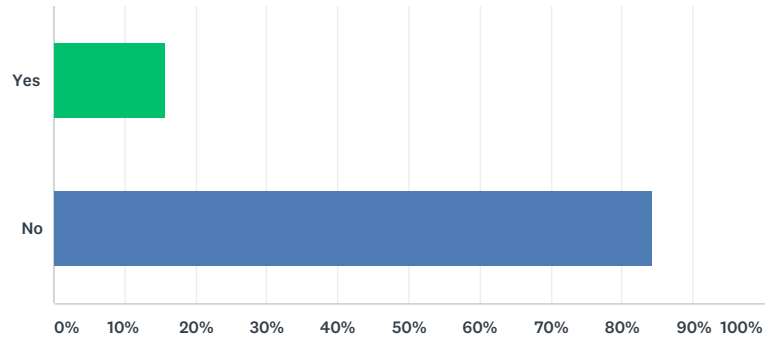
Answered: 16 Skipped: 16



| ANSWER CHOICES | RESPONSES | |
|--------------------|-----------|----|
| Grow | 31.25% | 5 |
| Shrink | 0.00% | 0 |
| Stay the same size | 68.75% | 11 |
| TOTAL | | 16 |

Q18 Has your firm merged with another firm or firms in the past two years?

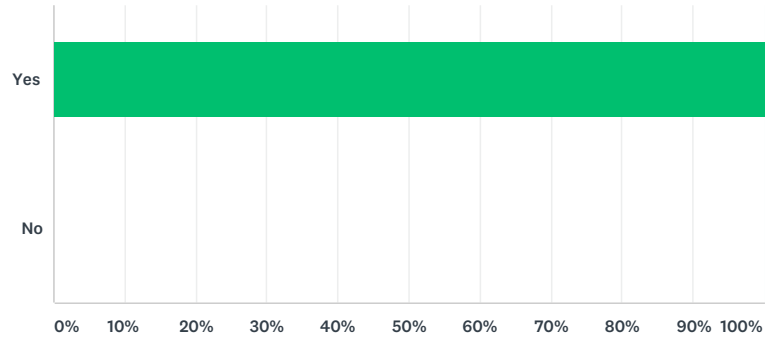
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 15.63% | 5 |
| No | 84.38% | 27 |
| TOTAL | | 32 |

Q19 If yes, do you consider the merger a success?

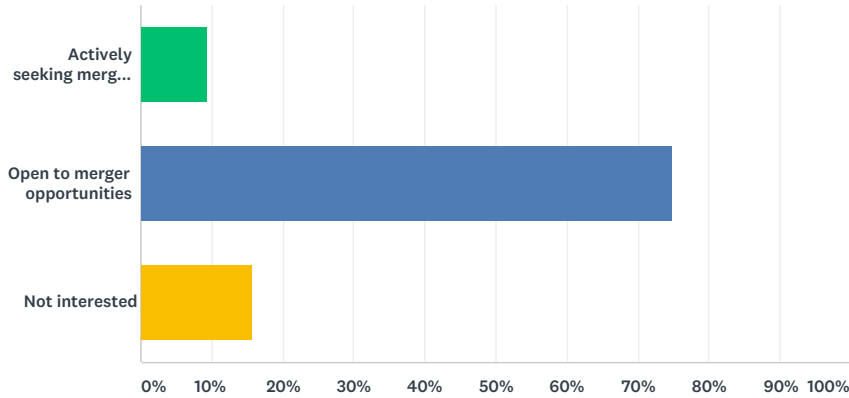
Answered: 5 Skipped: 27



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|---|
| Yes | 100.00% | 5 |
| No | 0.00% | 0 |
| TOTAL | | 5 |

Q20 Concerning mergers with other law firms, is your firm: (choose one)

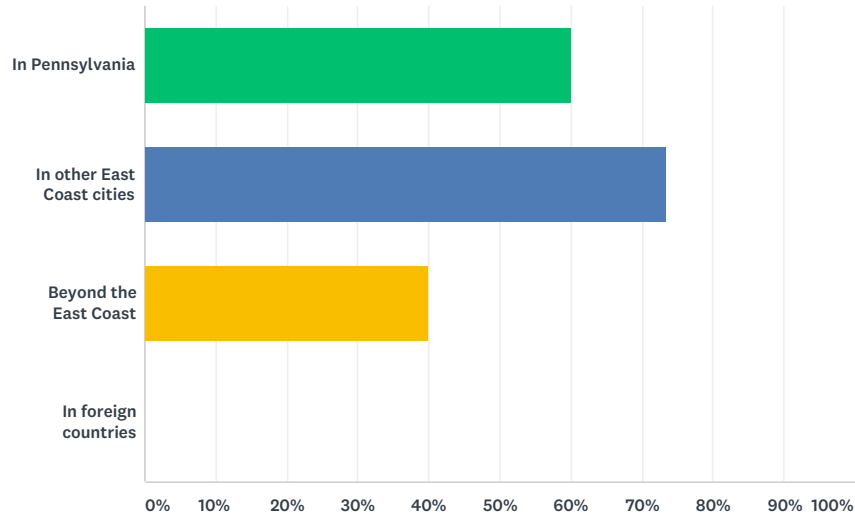
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------------------------|-----------|----|
| Actively seeking merger partners | 9.38% | 3 |
| Open to merger opportunities | 75.00% | 24 |
| Not interested | 15.63% | 5 |
| TOTAL | | 32 |

Q21 If you are actively seeking a merger, potential merger candidates are located:

Answered: 15 Skipped: 17



| ANSWER CHOICES | RESPONSES |
|----------------------------|-----------|
| In Pennsylvania | 60.00% 9 |
| In other East Coast cities | 73.33% 11 |
| Beyond the East Coast | 40.00% 6 |
| In foreign countries | 0.00% 0 |
| Total Respondents: 15 | |

Q22 If you answered "foreign countries" above, where are you looking?

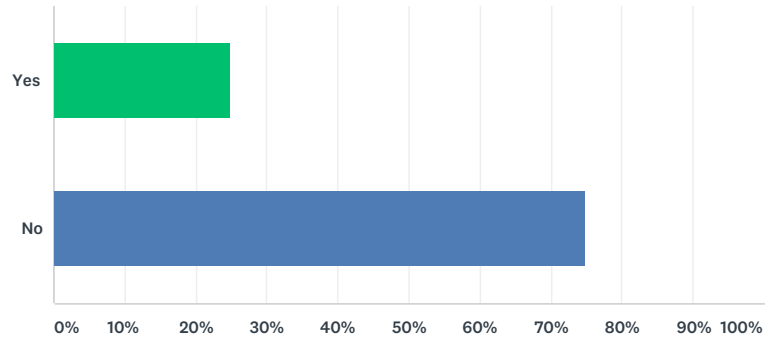
Answered: 0 Skipped: 32

 No matching responses.

| ANSWER CHOICES | RESPONSES |
|------------------------|-----------|
| Europe | 0.00% 0 |
| East Asia | 0.00% 0 |
| South America | 0.00% 0 |
| Middle East | 0.00% 0 |
| Russia | 0.00% 0 |
| Australia | 0.00% 0 |
| Canada | 0.00% 0 |
| Other (please specify) | 0.00% 0 |
| Total Respondents: 0 | |

Q23 Between June 2017 and June 2018, has your firm opened one or more new offices?

Answered: 32 Skipped: 0



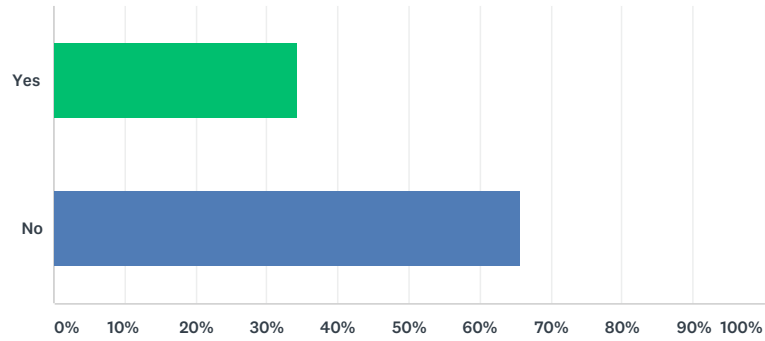
| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 25.00% | 8 |
| No | 75.00% | 24 |
| TOTAL | | 32 |

Q24 If yes, where?

Answered: 8 Skipped: 24

Q25 Does your firm intend to open one or more new offices between June 2018 and June 2019?

Answered: 32 Skipped: 0



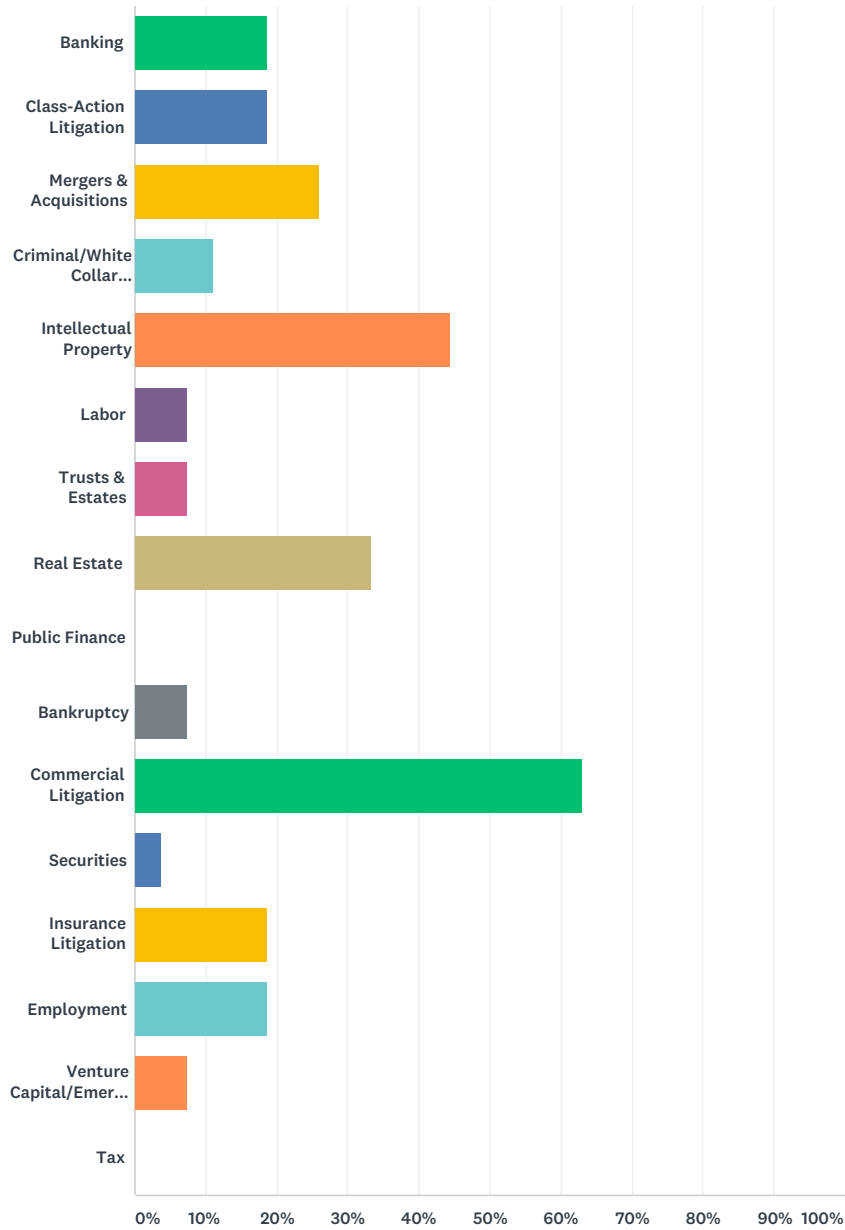
| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 34.38% | 11 |
| No | 65.63% | 21 |
| TOTAL | | 32 |

Q26 If yes, where?

Answered: 8 Skipped: 24

Q27 The areas of law in which you see the most significant growth opportunities are (choose your top three):

Answered: 27 Skipped: 5

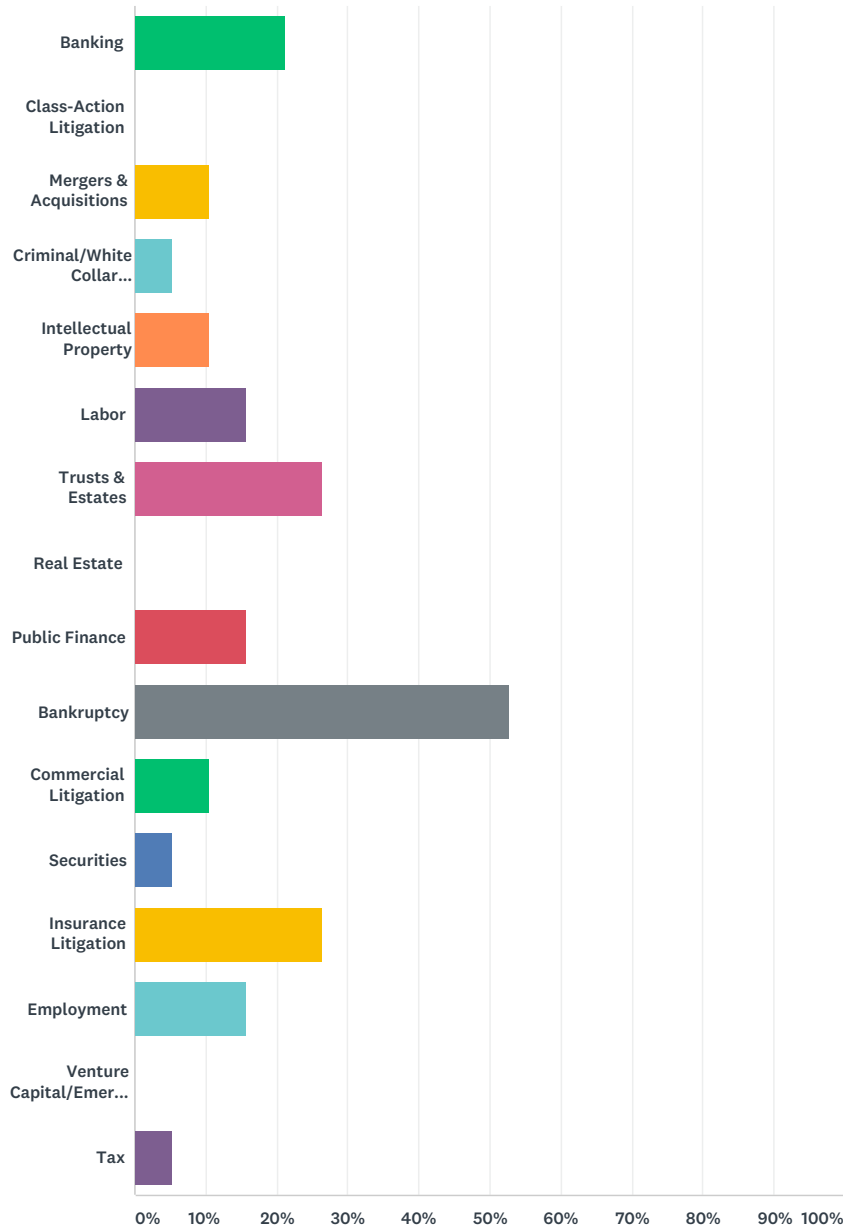


| ANSWER CHOICES | RESPONSES | |
|----------------------------------|-----------|----|
| Banking | 18.52% | 5 |
| Class-Action Litigation | 18.52% | 5 |
| Mergers & Acquisitions | 25.93% | 7 |
| Criminal/White Collar Litigation | 11.11% | 3 |
| Intellectual Property | 44.44% | 12 |
| Labor | 7.41% | 2 |
| Trusts & Estates | 7.41% | 2 |
| Real Estate | 33.33% | 9 |

| | | |
|-----------------------------------|--------|----|
| Public Finance | 0.00% | 0 |
| Bankruptcy | 7.41% | 2 |
| Commercial Litigation | 62.96% | 17 |
| Securities | 3.70% | 1 |
| Insurance Litigation | 18.52% | 5 |
| Employment | 18.52% | 5 |
| Venture Capital/Emerging Business | 7.41% | 2 |
| Tax | 0.00% | 0 |
| Total Respondents: 27 | | |

Q28 The areas of law in which you see the most significant decrease in growth opportunities are (choose your top three):

Answered: 19 Skipped: 13

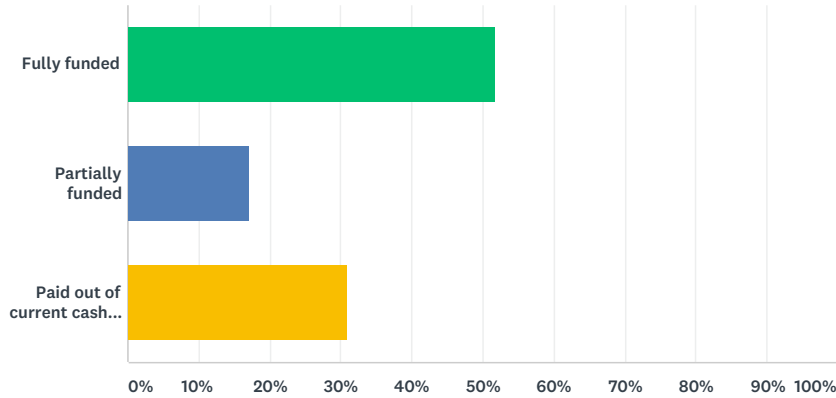


| ANSWER CHOICES | RESPONSES | |
|----------------------------------|-----------|---|
| Banking | 21.05% | 4 |
| Class-Action Litigation | 0.00% | 0 |
| Mergers & Acquisitions | 10.53% | 2 |
| Criminal/White Collar Litigation | 5.26% | 1 |
| Intellectual Property | 10.53% | 2 |
| Labor | 15.79% | 3 |
| Trusts & Estates | 26.32% | 5 |
| Real Estate | 0.00% | 0 |

| | | |
|-----------------------------------|--------|----|
| Public Finance | 15.79% | 3 |
| Bankruptcy | 52.63% | 10 |
| Commercial Litigation | 10.53% | 2 |
| Securities | 5.26% | 1 |
| Insurance Litigation | 26.32% | 5 |
| Employment | 15.79% | 3 |
| Venture Capital/Emerging Business | 0.00% | 0 |
| Tax | 5.26% | 1 |
| Total Respondents: 19 | | |

Q29 Your firm's pension plan for attorneys is (choose one):

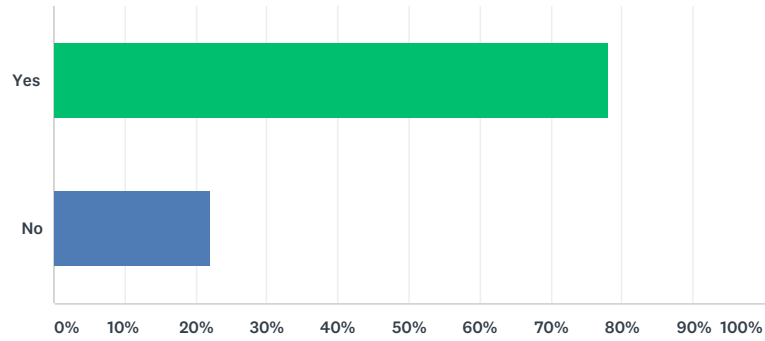
Answered: 29 Skipped: 3



| ANSWER CHOICES | RESPONSES | |
|-------------------------------|-----------|----|
| Fully funded | 51.72% | 15 |
| Partially funded | 17.24% | 5 |
| Paid out of current cash flow | 31.03% | 9 |
| TOTAL | | 29 |

Q30 Does your firm have a non-lawyer administrator/executive director/COO?

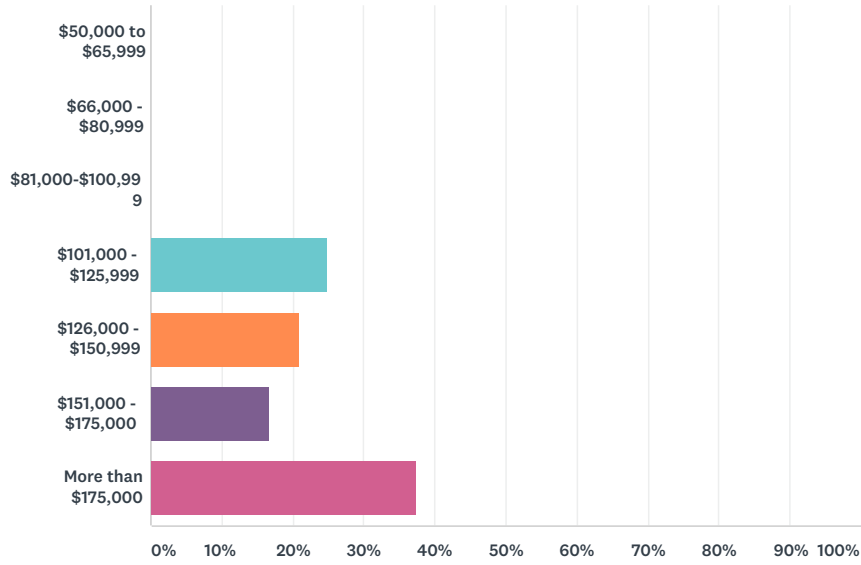
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 78.13% | 25 |
| No | 21.88% | 7 |
| TOTAL | | 32 |

Q31 That person's salary range is:

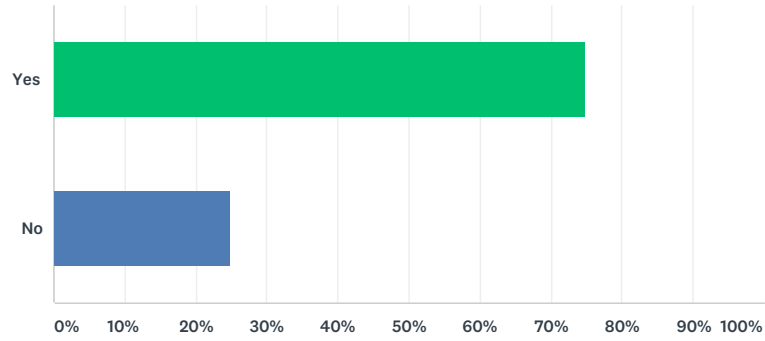
Answered: 24 Skipped: 8



| ANSWER CHOICES | RESPONSES |
|-----------------------|-----------|
| \$50,000 to \$65,999 | 0.00% 0 |
| \$66,000 - \$80,999 | 0.00% 0 |
| \$81,000-\$100,999 | 0.00% 0 |
| \$101,000 - \$125,999 | 25.00% 6 |
| \$126,000 - \$150,999 | 20.83% 5 |
| \$151,000 - \$175,000 | 16.67% 4 |
| More than \$175,000 | 37.50% 9 |
| Total Respondents: 24 | |

Q32 Does your firm have a non-lawyer marketing director/CMO?

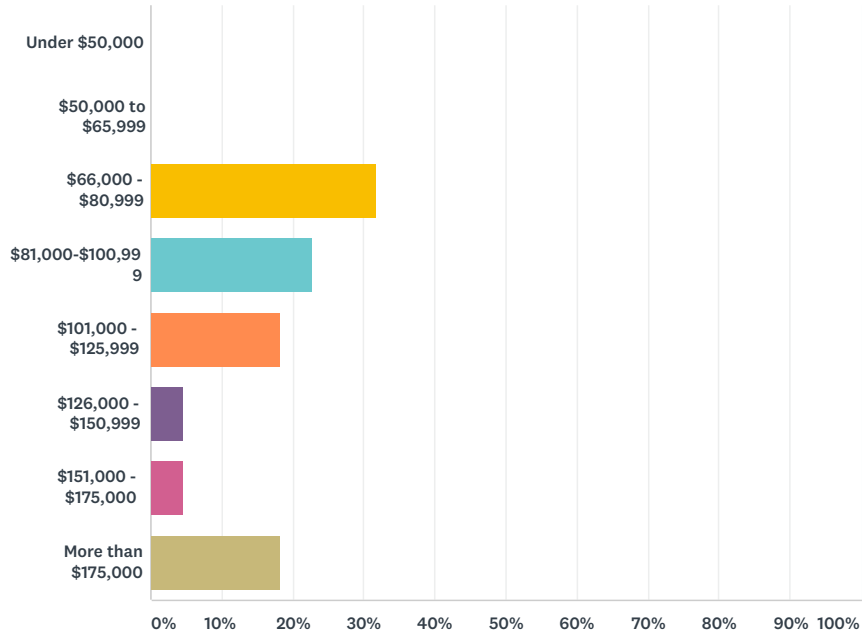
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 75.00% | 24 |
| No | 25.00% | 8 |
| TOTAL | | 32 |

Q33 If full-time, the salary range is:

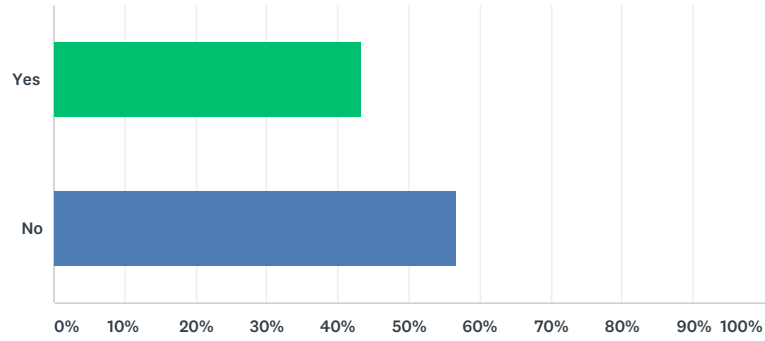
Answered: 22 Skipped: 10



| ANSWER CHOICES | RESPONSES |
|-----------------------|-----------|
| Under \$50,000 | 0.00% 0 |
| \$50,000 to \$65,999 | 0.00% 0 |
| \$66,000 - \$80,999 | 31.82% 7 |
| \$81,000-\$100,999 | 22.73% 5 |
| \$101,000 - \$125,999 | 18.18% 4 |
| \$126,000 - \$150,999 | 4.55% 1 |
| \$151,000 - \$175,000 | 4.55% 1 |
| More than \$175,000 | 18.18% 4 |
| Total Respondents: 22 | |

Q34 Does your firm have a marketing partner?

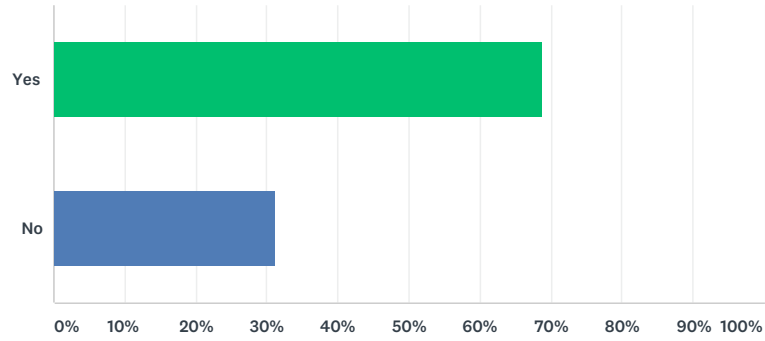
Answered: 30 Skipped: 2



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 43.33% | 13 |
| No | 56.67% | 17 |
| TOTAL | | 30 |

Q35 Does your firm have a marketing budget?

Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 68.75% | 22 |
| No | 31.25% | 10 |
| TOTAL | | 32 |

Q36 If yes, between June 2017 and June 2018, what percentage of the firm's expenses was marketing-related?

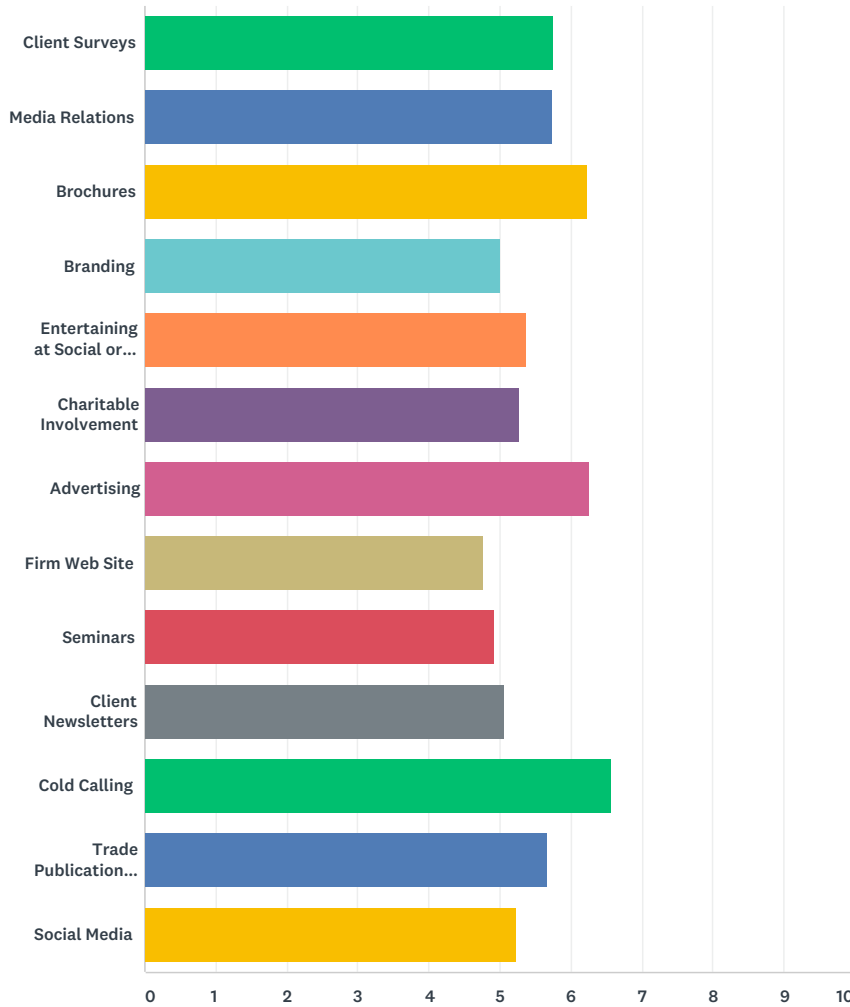
Answered: 19 Skipped: 13

Q37 If yes, between June 2018 and June 2019, what percentage of the firms expenses are expected to be marketing-related?

Answered: 19 Skipped: 13

Q38 Please rank these common marketing tools for a law firm in terms of their effectiveness.(Most effective = 1; Least effective = 12)

Answered: 32 Skipped: 0

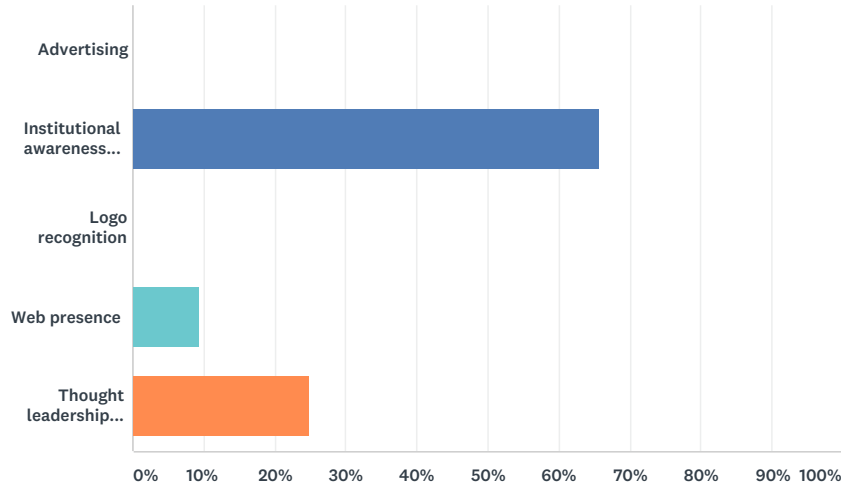


| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | TOTAL |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|-------|
| Client Surveys | 3.57% 1 | 17.86% 5 | 7.14% 2 | 7.14% 2 | 21.43% 6 | 10.71% 3 | 0.00% 0 | 7.14% 2 | 3.57% 1 | 10.71% 3 | 10.71% 3 | 0.00% 0 | 28 |
| Media Relations | 3.33% 1 | 10.00% 3 | 6.67% 2 | 10.00% 3 | 10.00% 3 | 23.33% 7 | 16.67% 5 | 10.00% 3 | 3.33% 1 | 3.33% 1 | 0.00% 0 | 3.33% 1 | 30 |
| Brochures | 6.67% 2 | 3.33% 1 | 3.33% 1 | 3.33% 1 | 23.33% 7 | 16.67% 5 | 13.33% 4 | 10.00% 3 | 3.33% 1 | 16.67% 5 | 0.00% 0 | 0.00% 0 | 30 |
| Branding | 14.29% 4 | 14.29% 4 | 10.71% 3 | 10.71% 3 | 17.86% 5 | 7.14% 2 | 0.00% 0 | 7.14% 2 | 0.00% 0 | 7.14% 2 | 7.14% 2 | 3.57% 1 | 28 |
| Entertaining at Social or Sporting Events | 3.33% 1 | 10.00% 3 | 23.33% 7 | 6.67% 2 | 20.00% 6 | 6.67% 2 | 3.33% 1 | 10.00% 3 | 3.33% 1 | 6.67% 2 | 3.33% 1 | 3.33% 1 | 30 |
| Charitable Involvement | 6.67% 2 | 6.67% 2 | 13.33% 4 | 16.67% 5 | 13.33% 4 | 13.33% 4 | 10.00% 3 | 3.33% 1 | 10.00% 3 | 6.67% 2 | 0.00% 0 | 0.00% 0 | 30 |
| Advertising | 7.14% 2 | 10.71% 3 | 3.57% 1 | 10.71% 3 | 14.29% 4 | 14.29% 4 | 0.00% 0 | 10.71% 3 | 7.14% 2 | 7.14% 2 | 7.14% 2 | 7.14% 2 | 28 |
| Firm Web Site | 12.90% 4 | 25.81% 8 | 16.13% 5 | 9.68% 3 | 3.23% 1 | 0.00% 0 | 6.45% 2 | 3.23% 1 | 3.23% 1 | 9.68% 3 | 3.23% 1 | 6.45% 2 | 31 |

| | | | | | | | | | | | | | |
|---------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|------------|-------------|----|
| Seminars | 6.25% 2 | 18.75% 6 | 21.88% 7 | 18.75% 6 | 3.13% 1 | 0.00% 0 | 6.25% 2 | 6.25% 2 | 6.25% 2 | 3.13% 1 | 3.13% 1 | 6.25% 2 | 32 |
| Client Newsletters | 3.33% 1 | 16.67% 5 | 23.33% 7 | 3.33% 1 | 10.00% 3 | 13.33% 4 | 10.00% 3 | 10.00% 3 | 3.33% 1 | 0.00% 0 | 3.33% 1 | 3.33% 1 | 30 |
| Cold Calling | 26.67% 8 | 3.33% 1 | 6.67% 2 | 3.33% 1 | 6.67% 2 | 0.00% 0 | 3.33% 1 | 6.67% 2 | 3.33% 1 | 13.33% 4 | 3.33% 1 | 23.33% 7 | 30 |
| Trade Publication Writing | 0.00% 0 | 6.67% 2 | 6.67% 2 | 20.00% 6 | 23.33% 7 | 6.67% 2 | 13.33% 4 | 13.33% 4 | 3.33% 1 | 6.67% 2 | 0.00% 0 | 0.00% 0 | 30 |
| Social Media | 3.13% 1 | 15.63% 5 | 12.50% 4 | 12.50% 4 | 6.25% 2 | 15.63% 5 | 15.63% 5 | 6.25% 2 | 9.38% 3 | 3.13% 1 | 0.00% 0 | 0.00% 0 | 32 |

Q39 What subset of branding is most important to you?

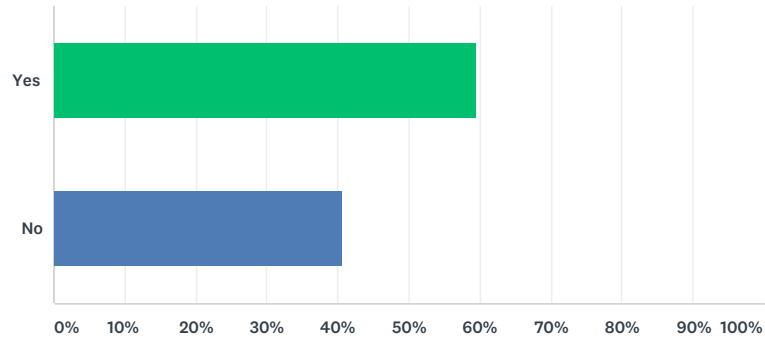
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|--|-----------|----|
| Advertising | 0.00% | 0 |
| Institutional awareness within the marketplace | 65.63% | 21 |
| Logo recognition | 0.00% | 0 |
| Web presence | 9.38% | 3 |
| Thought leadership recognition | 25.00% | 8 |
| TOTAL | | 32 |

Q40 Do you feel the firm's marketing expenses provide a clear return on investment?

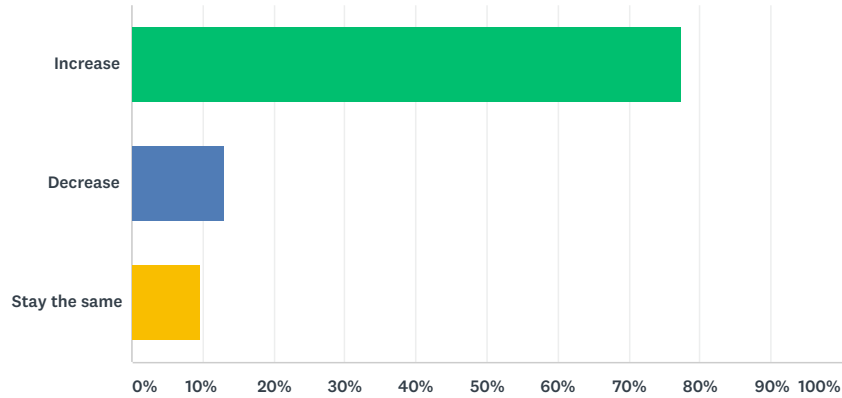
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 59.38% | 19 |
| No | 40.63% | 13 |
| TOTAL | | 32 |

Q41 Comparing your firm's two most recent fiscal years, did REVENUES:

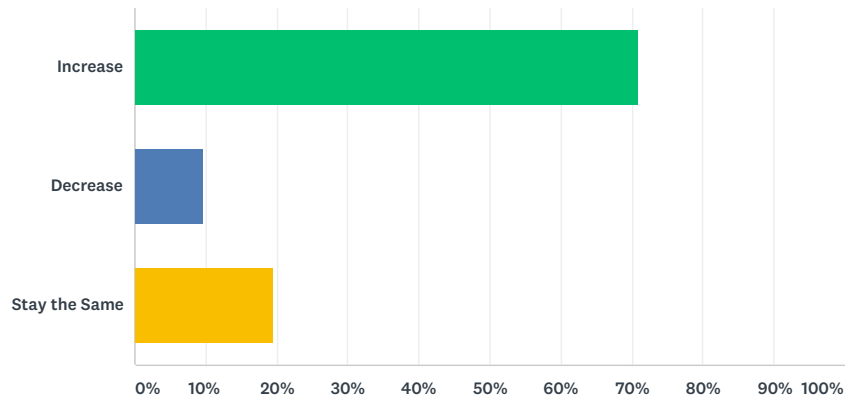
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Increase | 77.42% | 24 |
| Decrease | 12.90% | 4 |
| Stay the same | 9.68% | 3 |
| TOTAL | | 31 |

Q42 Comparing your firm's two most recent fiscal years, did REVENUES PER LAWYER:

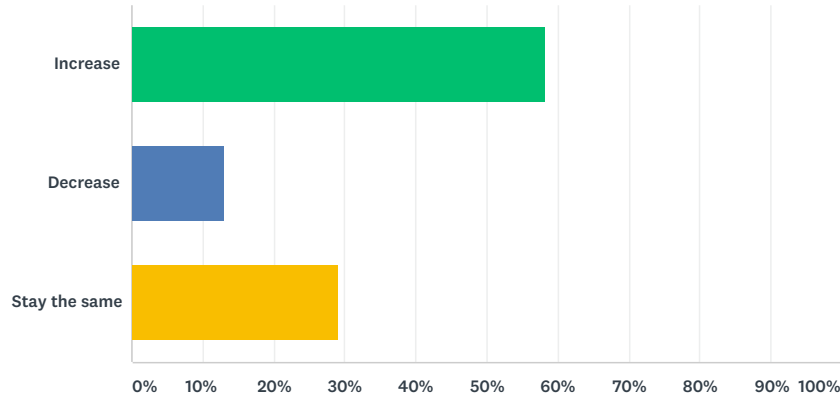
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Increase | 70.97% | 22 |
| Decrease | 9.68% | 3 |
| Stay the Same | 19.35% | 6 |
| TOTAL | | 31 |

Q43 Comparing your firm's two most recent fiscal years, did COSTS:

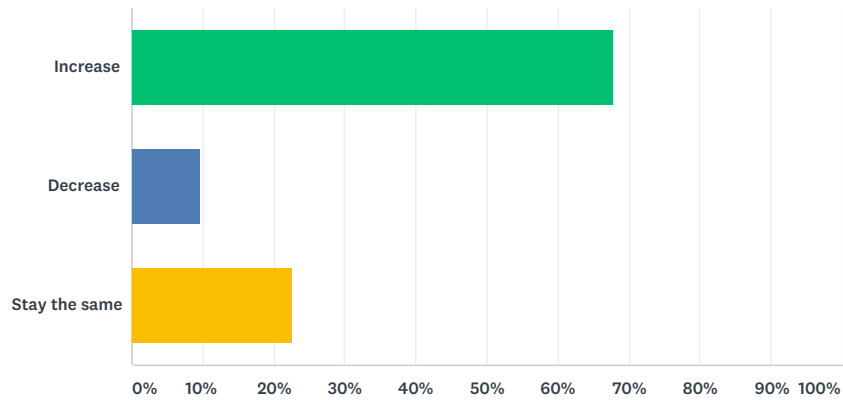
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Increase | 58.06% | 18 |
| Decrease | 12.90% | 4 |
| Stay the same | 29.03% | 9 |
| TOTAL | | 31 |

Q44 Comparing your firm's two most recent fiscal years, did NET PROFITS:

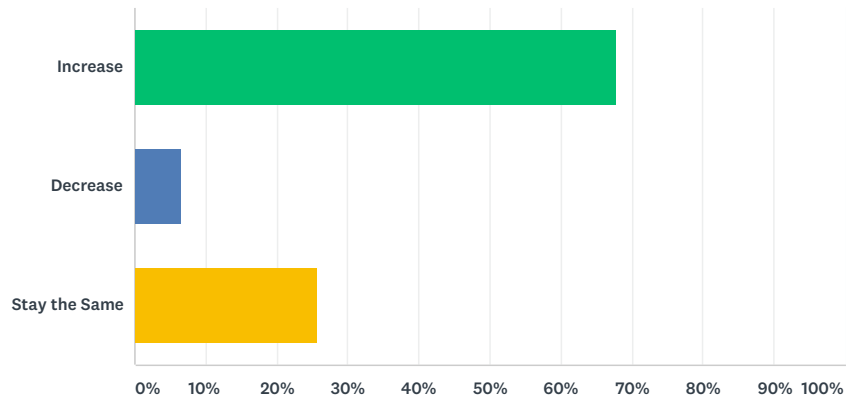
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Increase | 67.74% | 21 |
| Decrease | 9.68% | 3 |
| Stay the same | 22.58% | 7 |
| TOTAL | | 31 |

Q45 Comparing your firm's two most recent fiscal years, did PROFITS PER PARTNER:

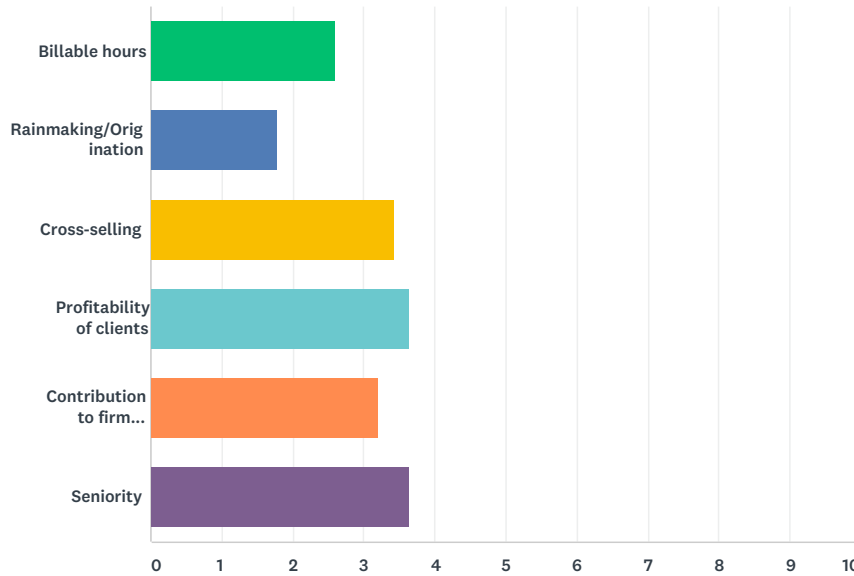
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Increase | 67.74% | 21 |
| Decrease | 6.45% | 2 |
| Stay the Same | 25.81% | 8 |
| TOTAL | | 31 |

Q46 Please rank the following elements in order of importance to your firm's formula for determining partner compensation. (Most important = 1; Least important = 5)

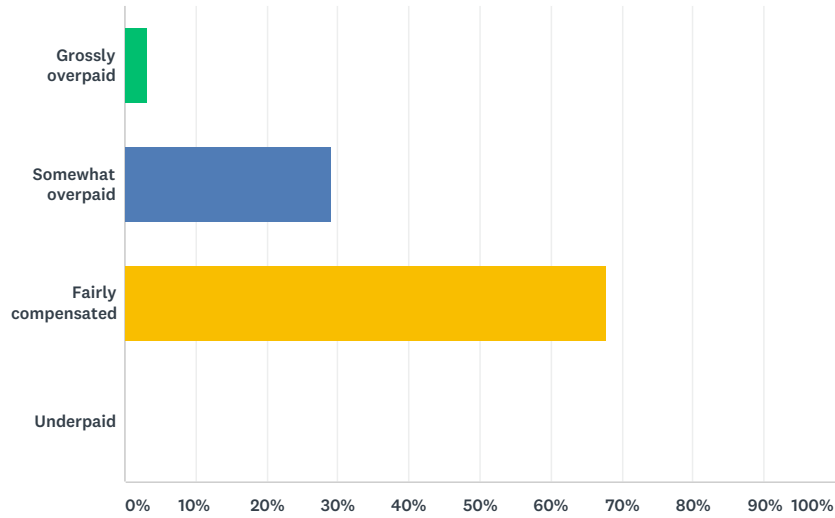
Answered: 32 Skipped: 0



| | 1 | 2 | 3 | 4 | 5 | TOTAL | WEIGHTED AVERAGE |
|---------------------------------|--------------|--------------|--------------|--------------|-------------|-------|------------------|
| Billable hours | 20.69% 6 | 34.48% 10 | 24.14% 7 | 6.90% 2 | 13.79% 4 | 29 | 2.59 |
| Rainmaking/Origination | 63.33% 19 | 20.00% 6 | 0.00% 0 | 10.00% 3 | 6.67% 2 | 30 | 1.77 |
| Cross-selling | 16.67% 3 | 5.56% 1 | 27.78% 5 | 16.67% 3 | 33.33% 6 | 18 | 3.44 |
| Profitability of clients | 0.00% 0 | 18.52% 5 | 29.63% 8 | 22.22% 6 | 29.63% 8 | 27 | 3.63 |
| Contribution to firm management | 0.00% 0 | 24.14% 7 | 34.48% 10 | 37.93% 11 | 3.45% 1 | 29 | 3.21 |
| Seniority | 17.39% 4 | 8.70% 2 | 4.35% 1 | 30.43% 7 | 39.13% 9 | 23 | 3.65 |

Q47 In my personal opinion, I believe first- and second-year associates are: (choose one)

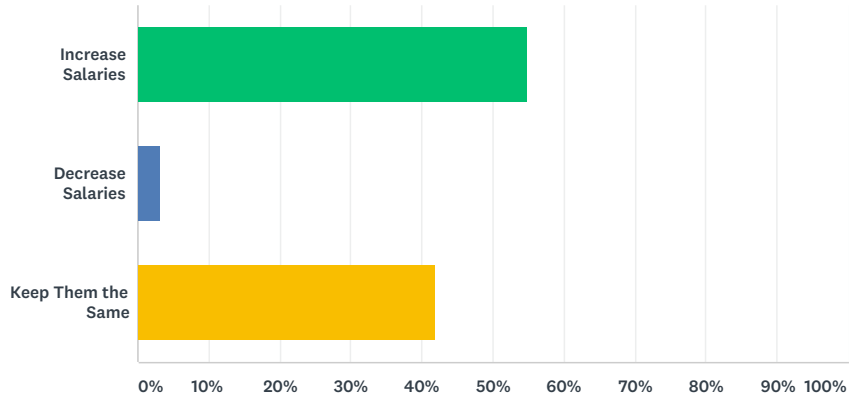
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|--------------------|-----------|----|
| Grossly overpaid | 3.23% | 1 |
| Somewhat overpaid | 29.03% | 9 |
| Fairly compensated | 67.74% | 21 |
| Underpaid | 0.00% | 0 |
| TOTAL | | 31 |

Q48 With respect to first-year associate salaries this year, did your firm:

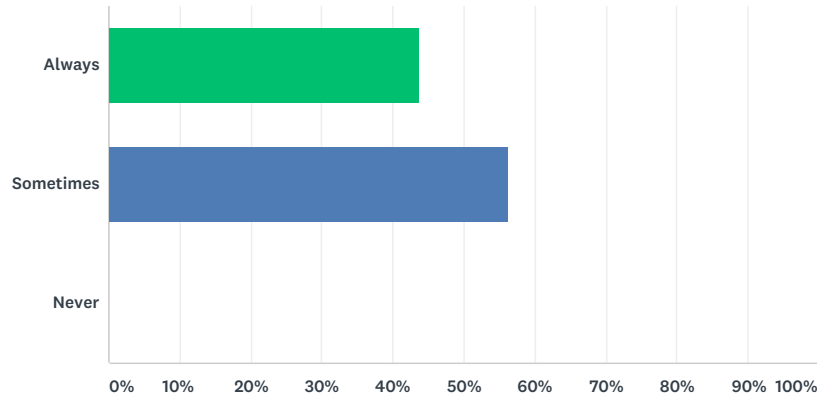
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|--------------------|-----------|----|
| Increase Salaries | 54.84% | 17 |
| Decrease Salaries | 3.23% | 1 |
| Keep Them the Same | 41.94% | 13 |
| TOTAL | | 31 |

Q49 Is your firm able to charge clients for first- and second-year associates?

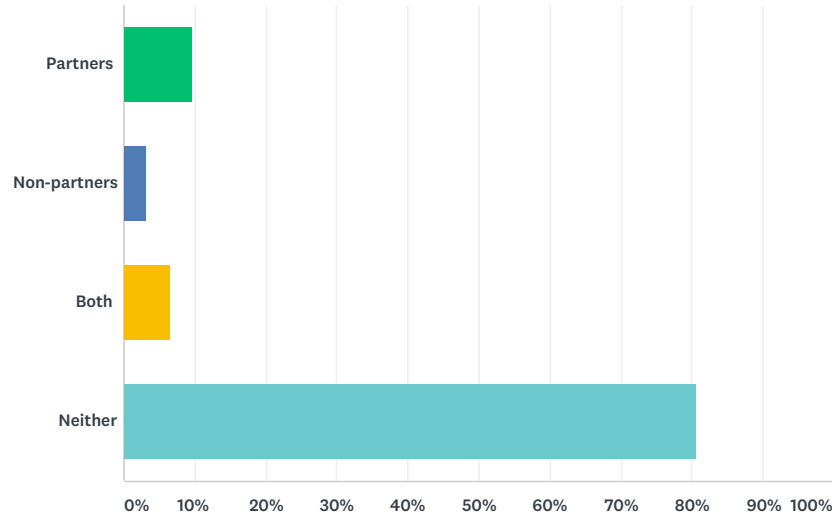
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----------|
| Always | 43.75% | 14 |
| Sometimes | 56.25% | 18 |
| Never | 0.00% | 0 |
| TOTAL | | 32 |

Q50 Is your firm planning to change compensation models for:

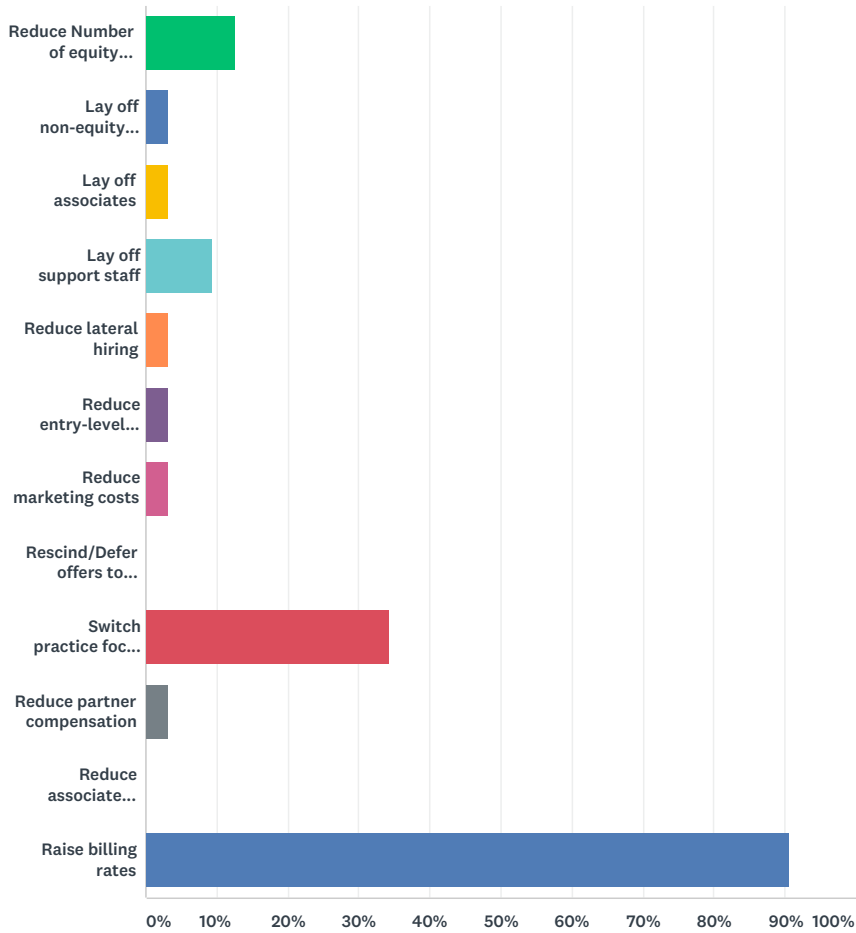
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Partners | 9.68% | 3 |
| Non-partners | 3.23% | 1 |
| Both | 6.45% | 2 |
| Neither | 80.65% | 25 |
| TOTAL | | 31 |

Q51 Between June 2017 and June 2018, what actions did your firm take to retain profitability levels? Please check all that apply.

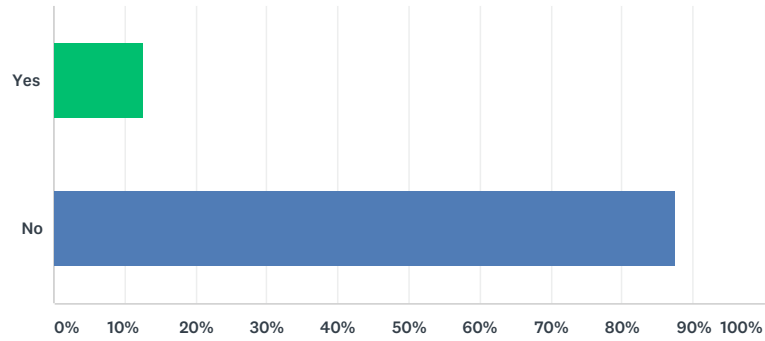
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES |
|--|-----------|
| Reduce Number of equity partners | 12.50% 4 |
| Lay off non-equity partners | 3.13% 1 |
| Lay off associates | 3.13% 1 |
| Lay off support staff | 9.38% 3 |
| Reduce lateral hiring | 3.13% 1 |
| Reduce entry-level hiring | 3.13% 1 |
| Reduce marketing costs | 3.13% 1 |
| Rescind/Defer offers to incoming first-year associates | 0.00% 0 |
| Switch practice focus to higher-demand areas | 34.38% 11 |
| Reduce partner compensation | 3.13% 1 |
| Reduce associate compensation | 0.00% 0 |
| Raise billing rates | 90.63% 29 |
| Total Respondents: 32 | |

Q52 Between June 2017 and June 2018, has your firm de-equitized any partners?

Answered: 32 Skipped: 0



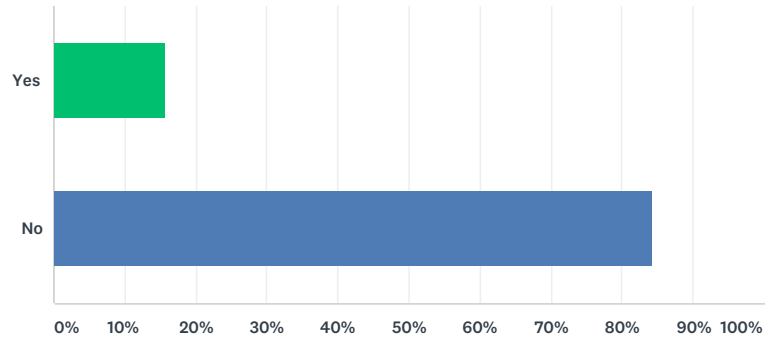
| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 12.50% | 4 |
| No | 87.50% | 28 |
| TOTAL | | 32 |

Q53 If yes, what percentage of the firm's equity tier was de-equitized?

Answered: 2 Skipped: 30

Q54 Does your firm expect to de-equitize partners between June 2017 and June 2018?

Answered: 32 Skipped: 0



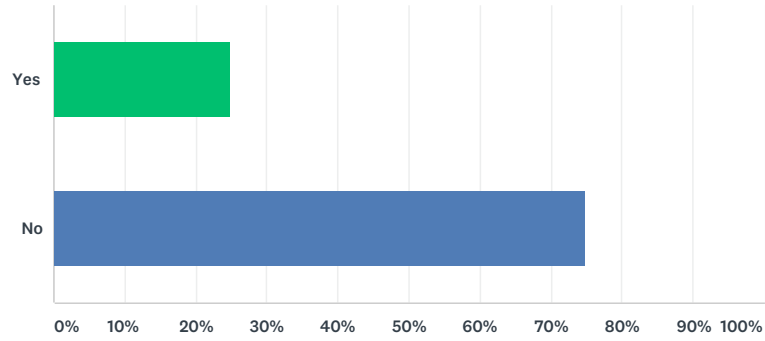
| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 15.63% | 5 |
| No | 84.38% | 27 |
| TOTAL | | 32 |

Q55 If yes, what percentage of the firm's equity tier do you expect to de-equitize?

Answered: 3 Skipped: 29

Q56 Does your firm have a mandatory retirement policy?

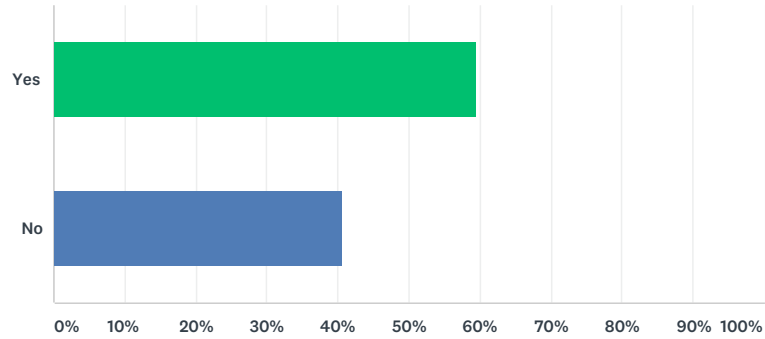
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 25.00% | 8 |
| No | 75.00% | 24 |
| TOTAL | | 32 |

Q57 Does your firm have a leadership succession plan in place?

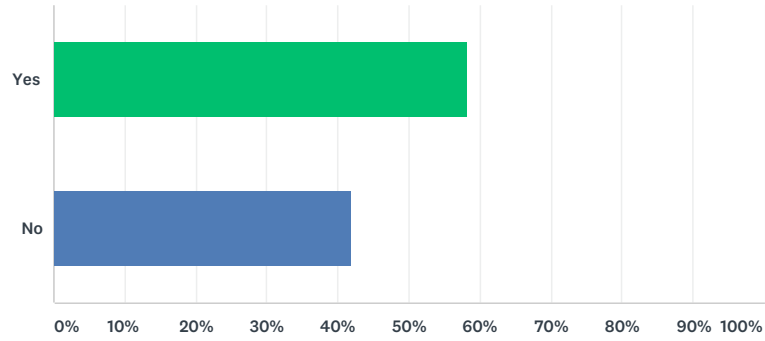
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 59.38% | 19 |
| No | 40.63% | 13 |
| TOTAL | | 32 |

Q58 Does your firm provide leadership training for leaders at any level?

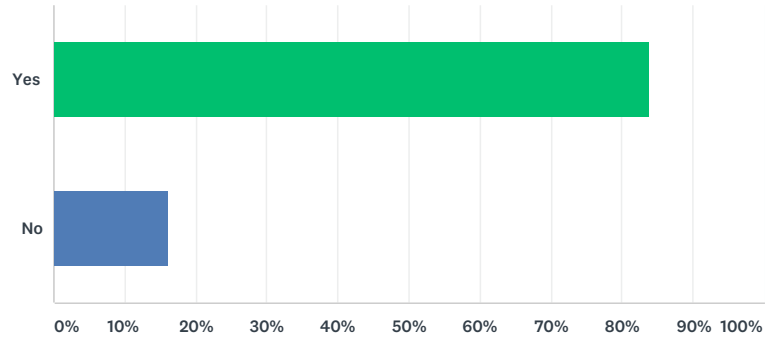
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 58.06% | 18 |
| No | 41.94% | 13 |
| TOTAL | | 31 |

Q59 Does your firm provide business development training?

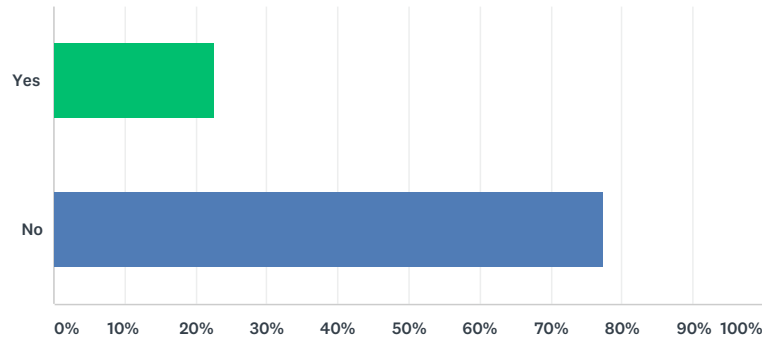
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 83.87% | 26 |
| No | 16.13% | 5 |
| TOTAL | | 31 |

Q60 The American Bar Association and Philadelphia Bar Association recommend that each lawyer work 50 hours of pro bono per year. Between June 2017 and June 2018, did your firm meet that figure?

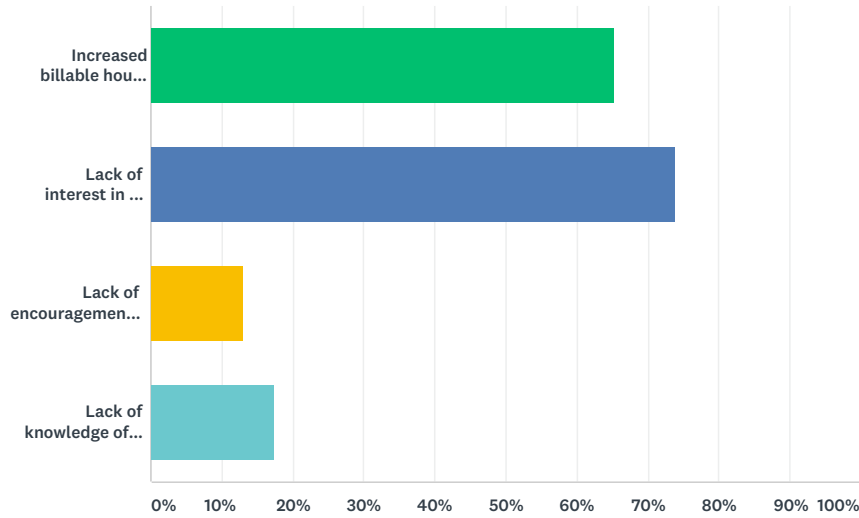
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 22.58% | 7 |
| No | 77.42% | 24 |
| TOTAL | | 31 |

Q61 If not, what have been the main obstacles in doing so? Please check all that apply.

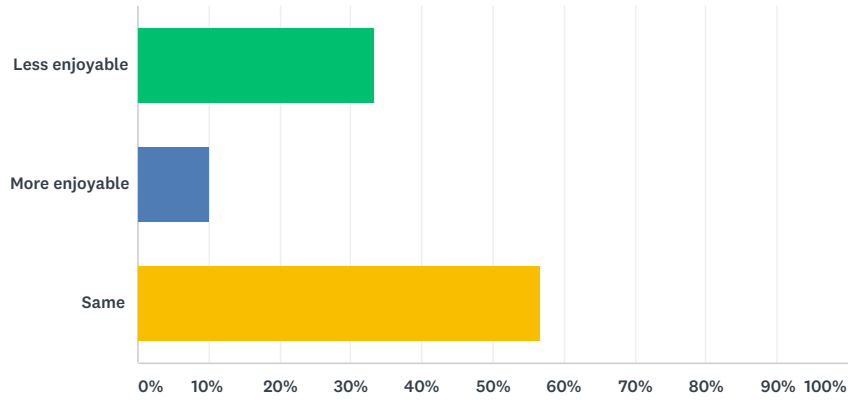
Answered: 23 Skipped: 9



| ANSWER CHOICES | RESPONSES |
|--|-----------|
| Increased billable hour equirements/responsibilities | 65.22% 15 |
| Lack of interest in pro bono from lawyers at firm | 73.91% 17 |
| Lack of encouragement/flexibility from management | 13.04% 3 |
| Lack of knowledge of pro bono opportunities | 17.39% 4 |
| Total Respondents: 23 | |

Q62 Compared to 10 years ago, in my personal opinion, the practice of law is (choose one):

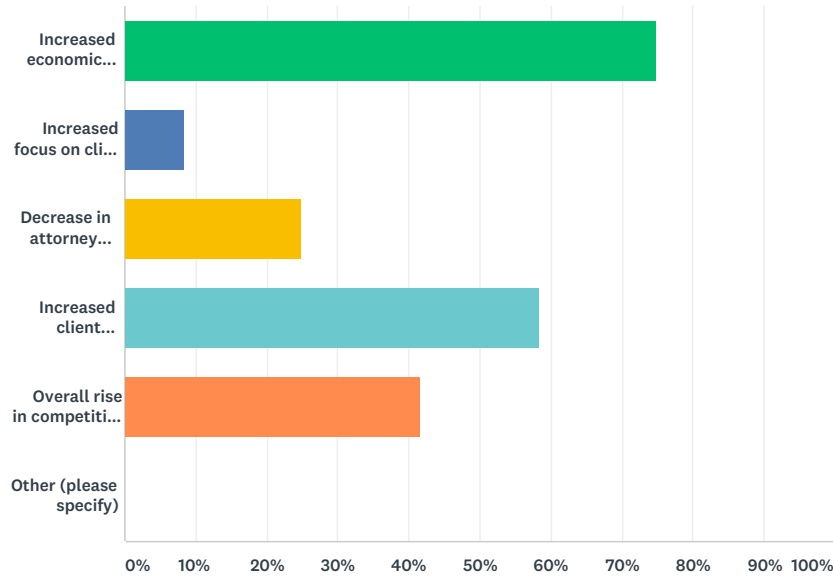
Answered: 30 Skipped: 2



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Less enjoyable | 33.33% | 10 |
| More enjoyable | 10.00% | 3 |
| Same | 56.67% | 17 |
| TOTAL | | 30 |

Q63 If you believe it is less enjoyable, why? (Choose your top two reasons):

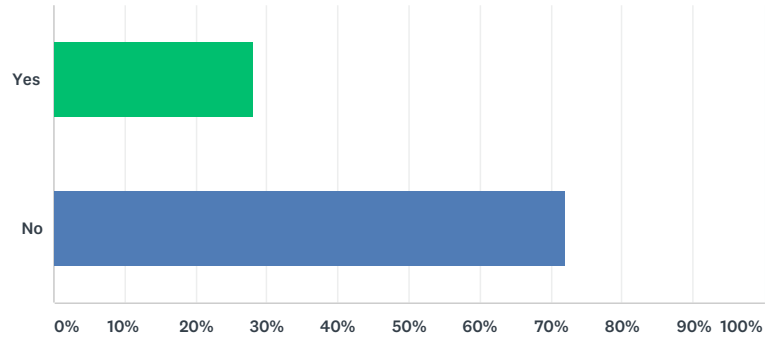
Answered: 12 Skipped: 20



| ANSWER CHOICES | RESPONSES | |
|---|-----------|---|
| Increased economic pressures | 75.00% | 9 |
| Increased focus on client development | 8.33% | 1 |
| Decrease in attorney professionalism & civility | 25.00% | 3 |
| Increased client demands/pressure to lower fees | 58.33% | 7 |
| Overall rise in competitive market | 41.67% | 5 |
| Other (please specify) | 0.00% | 0 |
| Total Respondents: 12 | | |

Q64 Does your firm regularly use client satisfaction surveys?

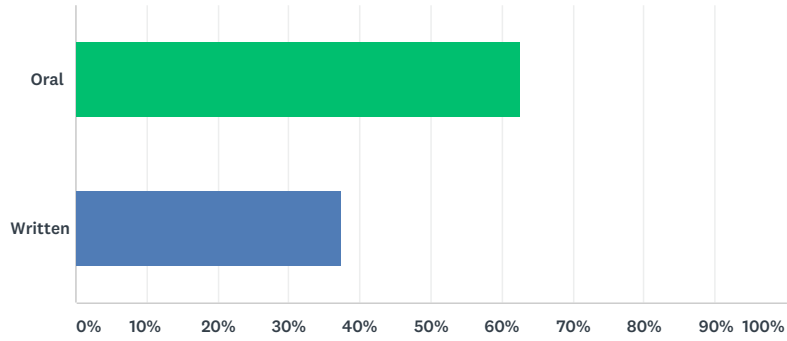
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 28.13% | 9 |
| No | 71.88% | 23 |
| TOTAL | | 32 |

Q65 If yes, are they (choose one):

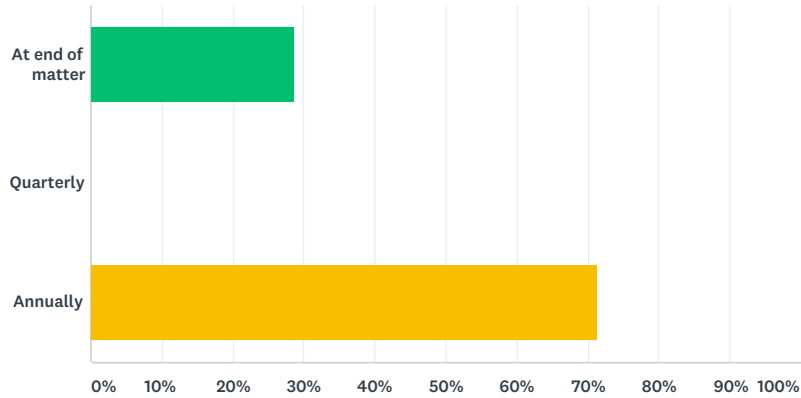
Answered: 8 Skipped: 24



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|---|
| Oral | 62.50% | 5 |
| Written | 37.50% | 3 |
| TOTAL | | 8 |

Q66 If yes, how often (choose one):

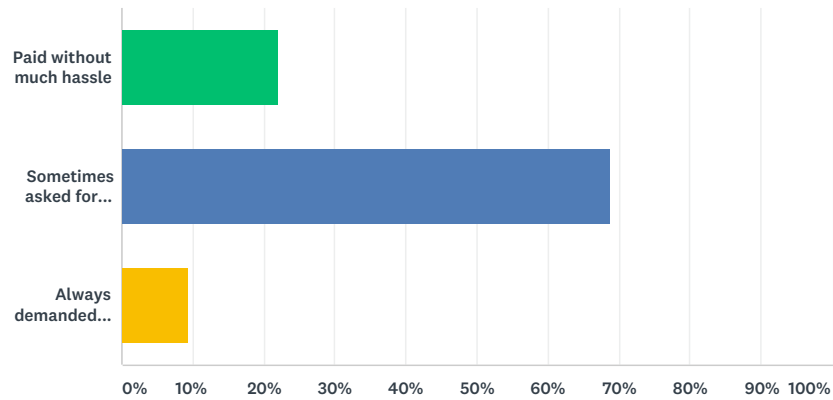
Answered: 7 Skipped: 25



| ANSWER CHOICES | RESPONSES | |
|------------------|-----------|---|
| At end of matter | 28.57% | 2 |
| Quarterly | 0.00% | 0 |
| Annually | 71.43% | 5 |
| TOTAL | | 7 |

Q67 Concerning bills for legal services, during the past year, your firm's clients have (choose one):

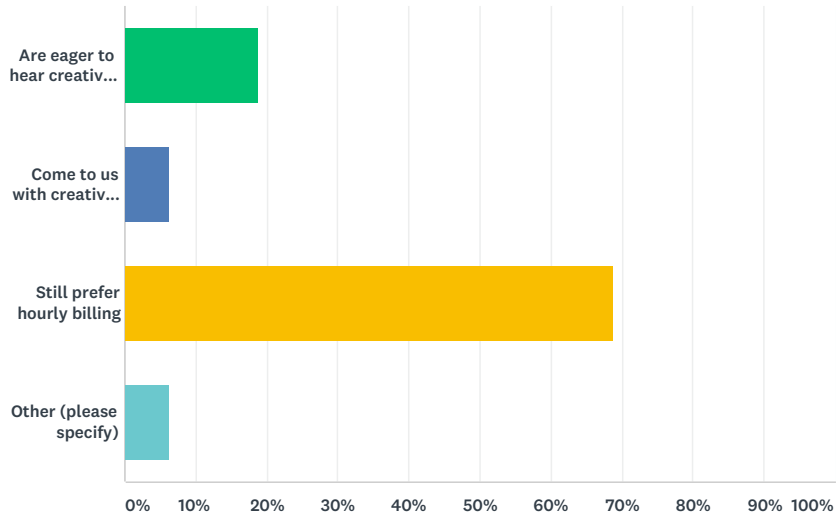
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|--------------------------------|-----------|----|
| Paid without much hassle | 21.88% | 7 |
| Sometimes asked for reductions | 68.75% | 22 |
| Always demanded reductions | 9.38% | 3 |
| TOTAL | | 32 |

Q68 Concerning alternative billing, you have found your firm's clients (choose one):

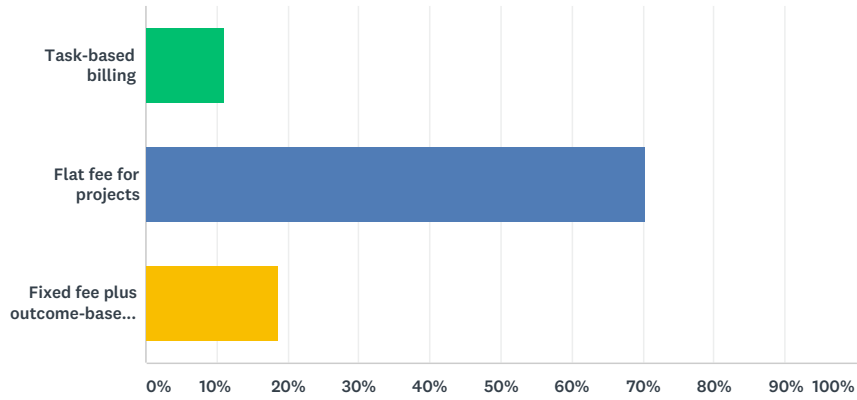
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---------------------------------------|-----------|----|
| Are eager to hear creative strategies | 18.75% | 6 |
| Come to us with creative strategies | 6.25% | 2 |
| Still prefer hourly billing | 68.75% | 22 |
| Other (please specify) | 6.25% | 2 |
| TOTAL | | 32 |

Q69 For those clients who do encourage alternative billing, the preferred method is (choose one):

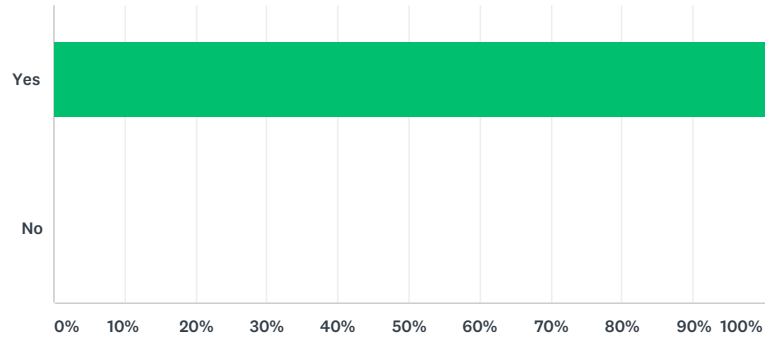
Answered: 27 Skipped: 5



| ANSWER CHOICES | RESPONSES | |
|------------------------------------|-----------|----|
| Task-based billing | 11.11% | 3 |
| Flat fee for projects | 70.37% | 19 |
| Fixed fee plus outcome-based bonus | 18.52% | 5 |
| TOTAL | | 27 |

Q70 Do you ever provide clients with an expected budget?

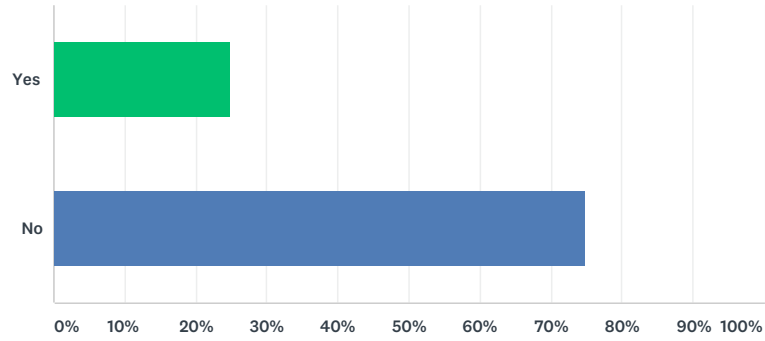
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 100.00% | 32 |
| No | 0.00% | 0 |
| TOTAL | | 32 |

Q71 Do you employ legal project management staff?

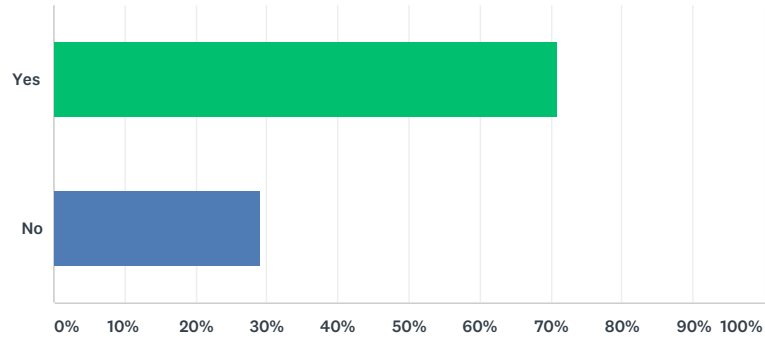
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 25.00% | 8 |
| No | 75.00% | 24 |
| TOTAL | | 32 |

Q72 Does your firm have a diversity initiative?

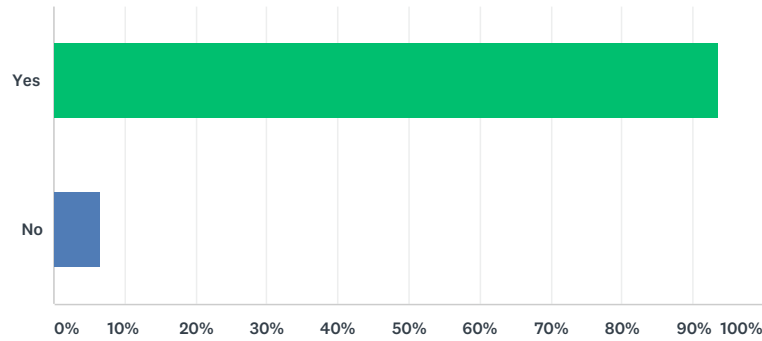
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 70.97% | 22 |
| No | 29.03% | 9 |
| TOTAL | | 31 |

Q73 In the past year, have you received requests for proposals that include inquiries about the number of minority and female attorneys working at your firm?

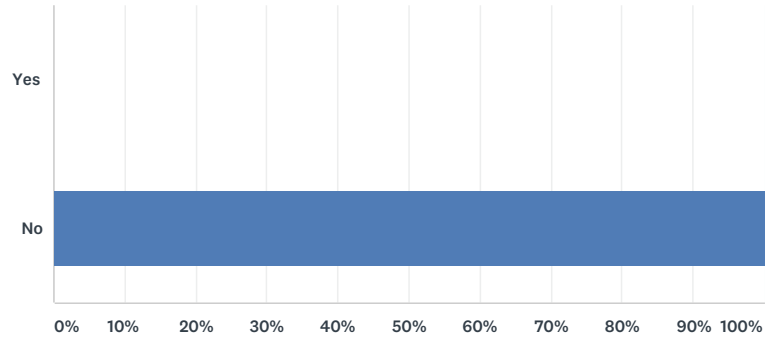
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 93.55% | 29 |
| No | 6.45% | 2 |
| TOTAL | | 31 |

Q74 Has your firm lost any clients due to diversity issues?

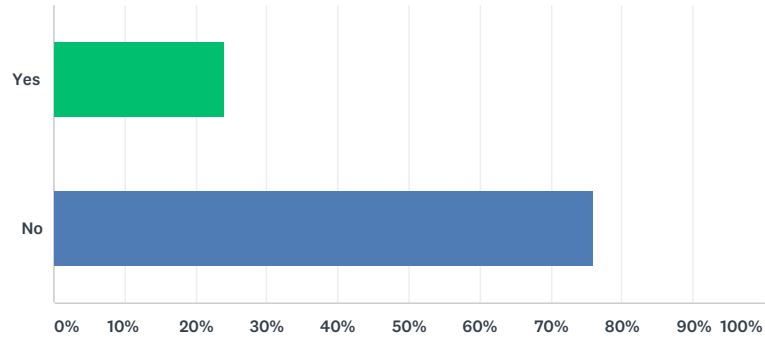
Answered: 29 Skipped: 3



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 0.00% | 0 |
| No | 100.00% | 29 |
| TOTAL | | 29 |

Q75 Has your firm gained any clients due to diversity issues?

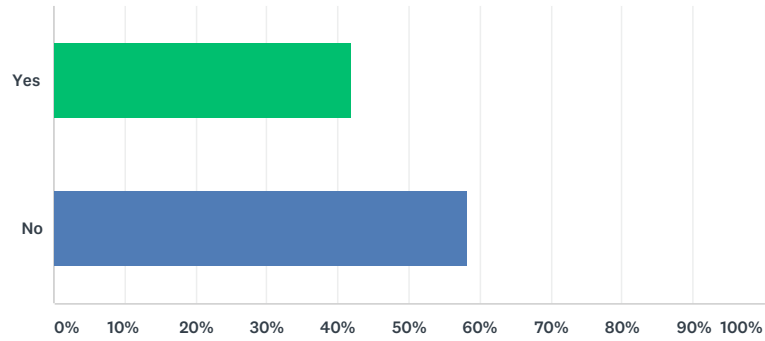
Answered: 29 Skipped: 3



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 24.14% | 7 |
| No | 75.86% | 22 |
| TOTAL | | 29 |

Q76 Has your firm lost any clients due to convergence (the reconciliation of work in a smaller number of outside firms)?

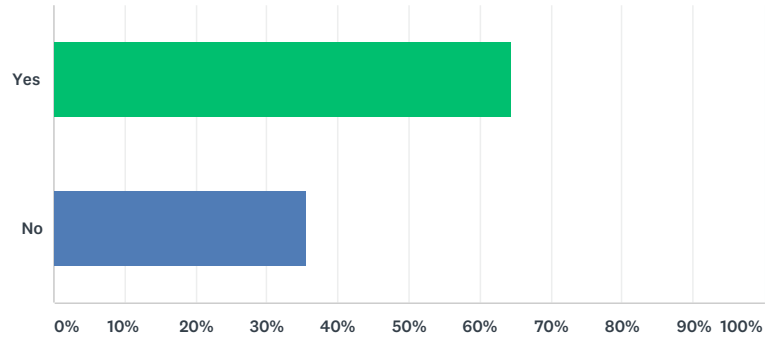
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 41.94% | 13 |
| No | 58.06% | 18 |
| TOTAL | | 31 |

Q77 Has your firm gained any work due to convergence?

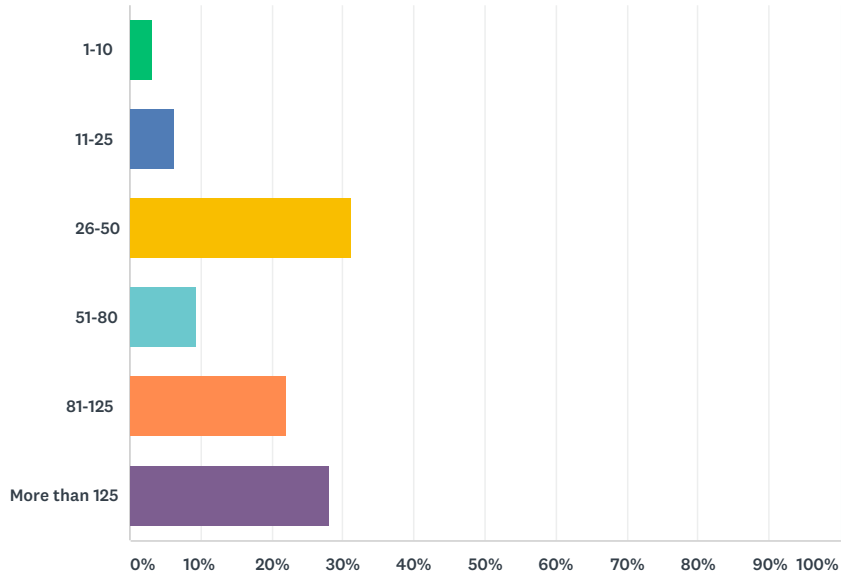
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 64.52% | 20 |
| No | 35.48% | 11 |
| TOTAL | | 31 |

Q78 Your firm has (choose one) full-time attorneys:

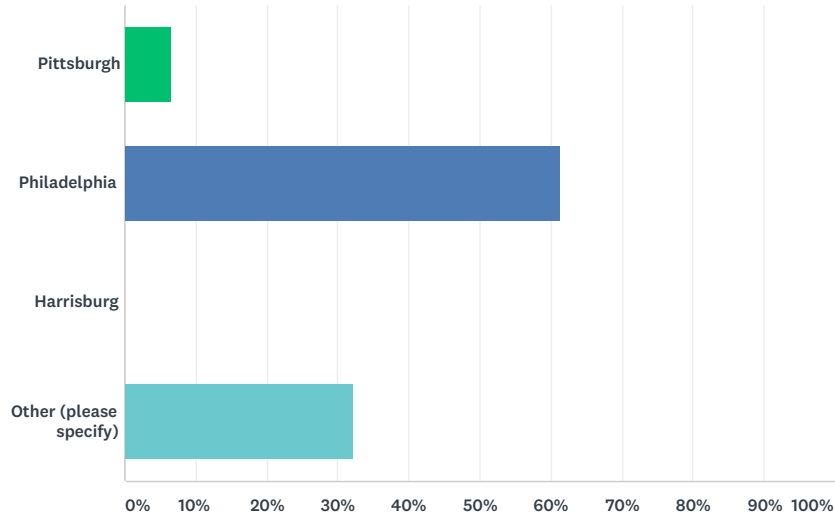
Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----------|
| 1-10 | 3.13% | 1 |
| 11-25 | 6.25% | 2 |
| 26-50 | 31.25% | 10 |
| 51-80 | 9.38% | 3 |
| 81-125 | 21.88% | 7 |
| More than 125 | 28.13% | 9 |
| TOTAL | | 32 |

Q79 Your firm is headquartered in (choose one):

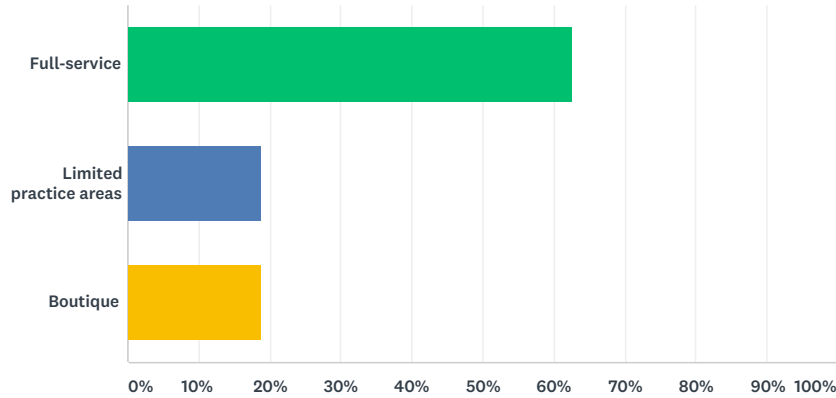
Answered: 31 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|------------------------|-----------|----|
| Pittsburgh | 6.45% | 2 |
| Philadelphia | 61.29% | 19 |
| Harrisburg | 0.00% | 0 |
| Other (please specify) | 32.26% | 10 |
| TOTAL | | 31 |

Q80 Your firm is best described as (choose one):

Answered: 32 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|------------------------|-----------|----|
| Full-service | 62.50% | 20 |
| Limited practice areas | 18.75% | 6 |
| Boutique | 18.75% | 6 |
| TOTAL | | 32 |