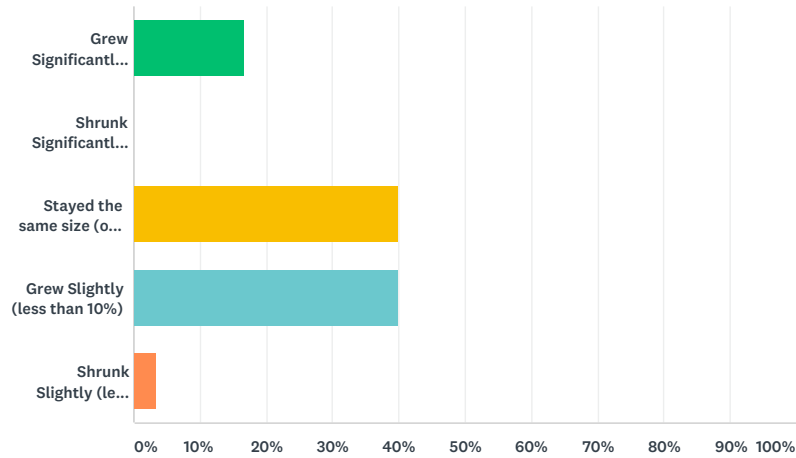


### Q1 Between June 1, 2018 and June 1, 2019, with respect to attorneys, my firm (choose one):

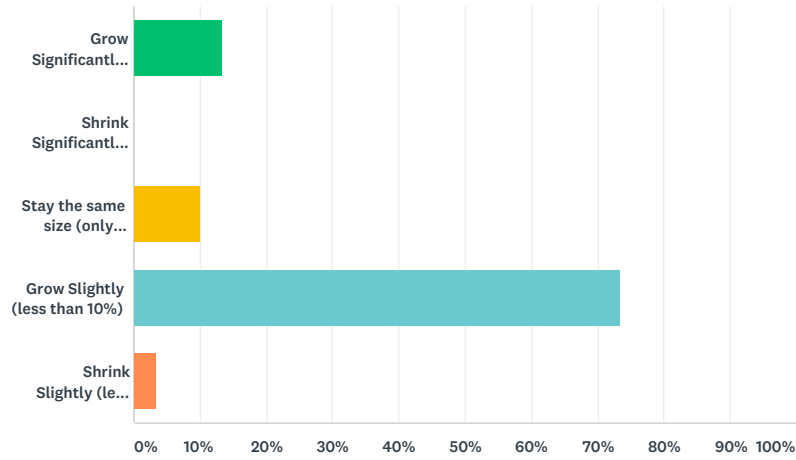
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Grew Significantly (more than 10%)	16.67%	5
Shrunk Significantly (more than 10%)	0.00%	0
Stayed the same size (only replaced those who left)	40.00%	12
Grew Slightly (less than 10%)	40.00%	12
Shrunk Slightly (less than 10%)	3.33%	1
<b>TOTAL</b>		<b>30</b>

Q2 Between June 1, 2019 and June 1, 2020, with respect to attorneys, my firm intends to (choose one):

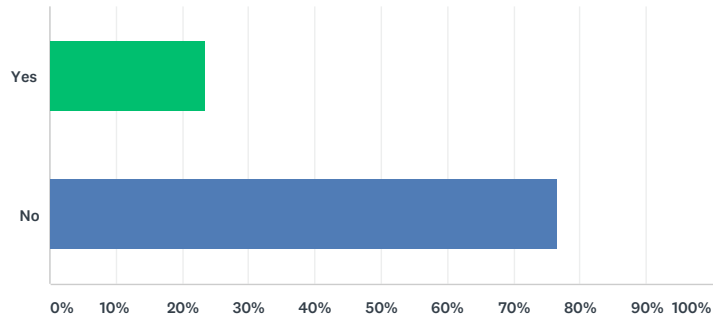
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Grow Significantly (more than 10%)	13.33%	4
Shrink Significantly (more than 10%)	0.00%	0
Stay the same size (only replacing those who leave)	10.00%	3
Grow Slightly (less than 10%)	73.33%	22
Shrink Slightly (less than 10%)	3.33%	1
TOTAL		30

### Q3 Between June 1, 2018 and June 1, 2019, has your firm laid off any attorneys?

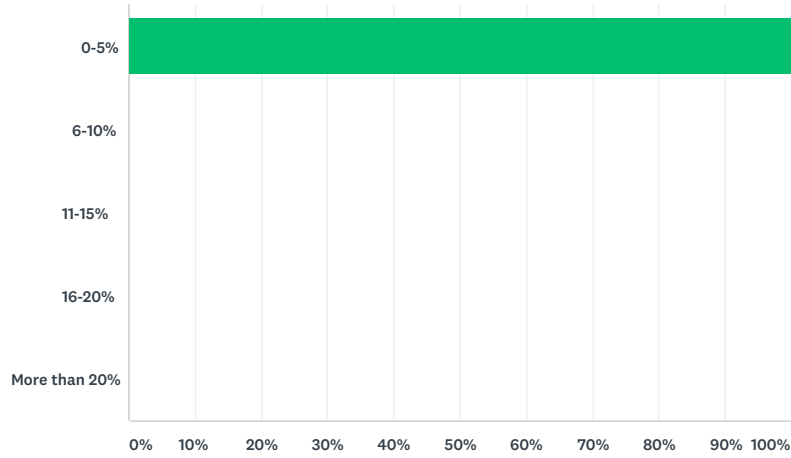
Answered: 30 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		23.33%	7
No		76.67%	23
TOTAL			30

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

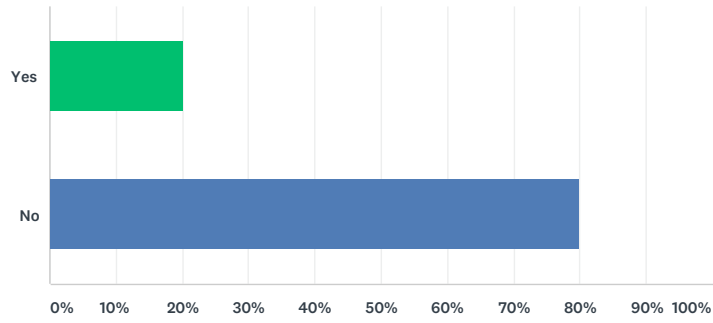
Answered: 7 Skipped: 23



ANSWER CHOICES	RESPONSES
0-5%	100.00% 7
6-10%	0.00% 0
11-15%	0.00% 0
16-20%	0.00% 0
More than 20%	0.00% 0
TOTAL	7

### Q5 Does your firm expect to lay off any attorneys between June 1, 2019 and June 1, 2020?

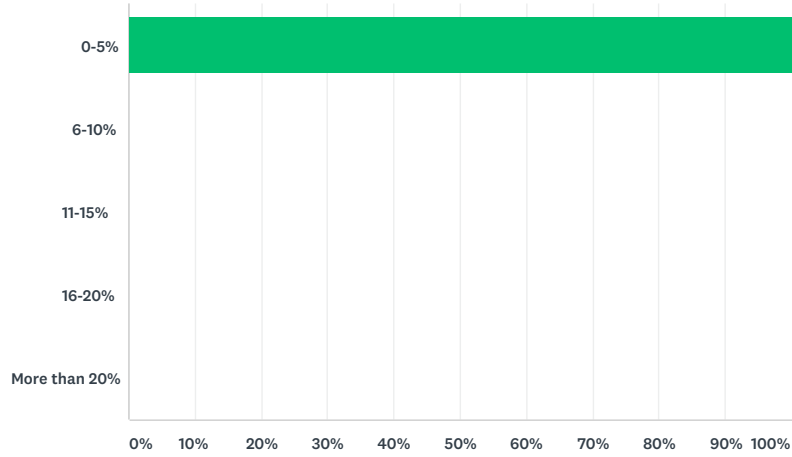
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	20.00%	6
No	80.00%	24
TOTAL		30

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

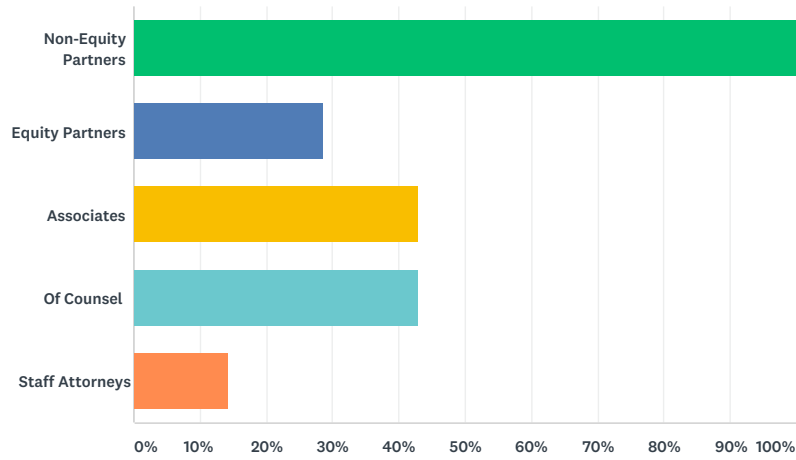
Answered: 6 Skipped: 24



ANSWER CHOICES	RESPONSES	
0-5%	100.00%	6
6-10%	0.00%	0
11-15%	0.00%	0
16-20%	0.00%	0
More than 20%	0.00%	0
<b>TOTAL</b>		<b>6</b>

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

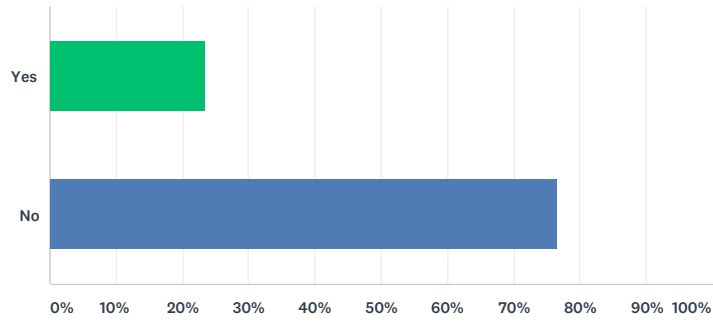
Answered: 7 Skipped: 23



ANSWER CHOICES	RESPONSES	
Non-Equity Partners	100.00%	7
Equity Partners	28.57%	2
Associates	42.86%	3
Of Counsel	42.86%	3
Staff Attorneys	14.29%	1
Total Respondents: 7		

### Q8 Between June 1, 2018 and June 1, 2019, has your firm laid off any staff?

Answered: 30 Skipped: 0

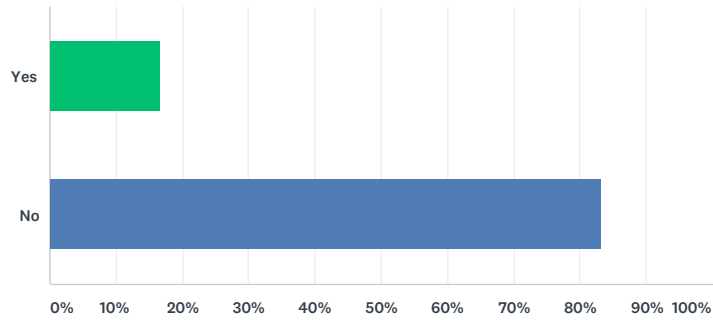


ANSWER CHOICES	RESPONSES	
Yes	23.33%	7
No	76.67%	23
TOTAL		30



### Q9 Does your firm expect to lay off any staff between June 1, 2019 and June 1, 2020?

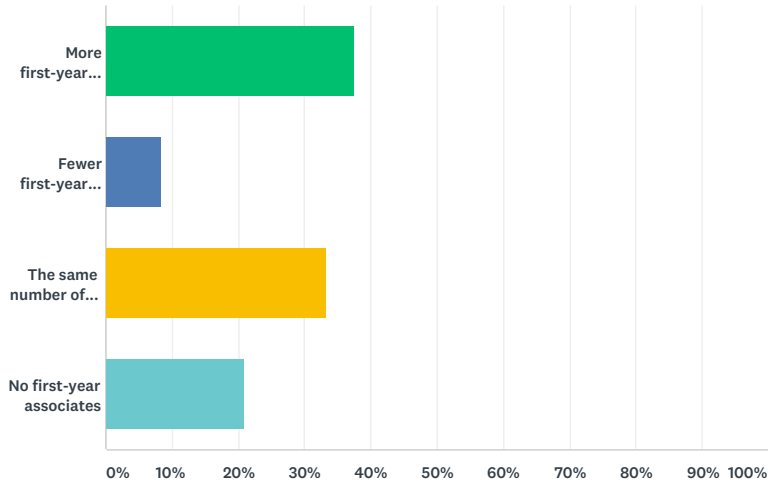
Answered: 30 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		16.67%	5
No		83.33%	25
TOTAL			30

### Q10 Regarding first-year associates, did your firm hire for the fall of 2019:

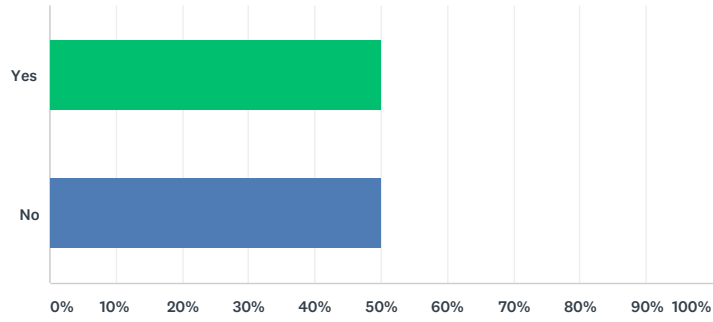
Answered: 24 Skipped: 6



ANSWER CHOICES	RESPONSES	
More first-year associates than last year	37.50%	9
Fewer first-year associates than last year	8.33%	2
The same number of first-year associates as last year	33.33%	8
No first-year associates	20.83%	5
Total Respondents: 24		

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

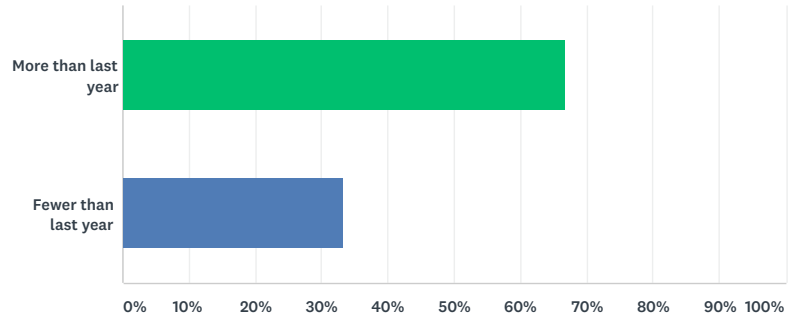
Answered: 24 Skipped: 6



ANSWER CHOICES		RESPONSES	
Yes		50.00%	12
No		50.00%	12
TOTAL			24

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

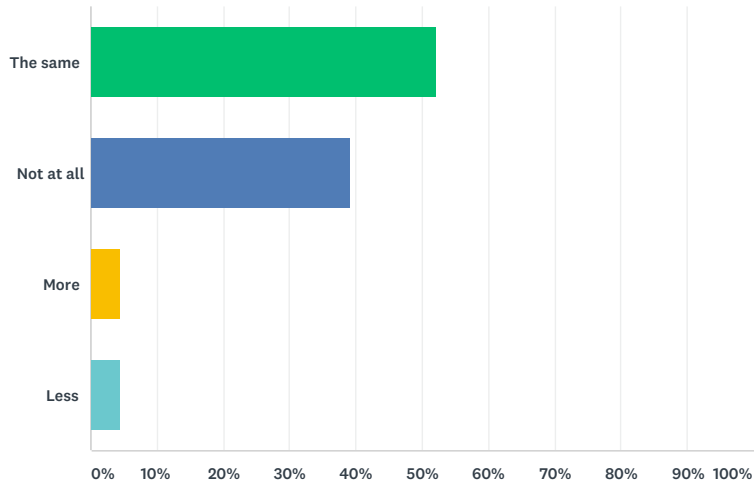
Answered: 12 Skipped: 18



ANSWER CHOICES	RESPONSES
More than last year	66.67% 8
Fewer than last year	33.33% 4
Total Respondents: 12	

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

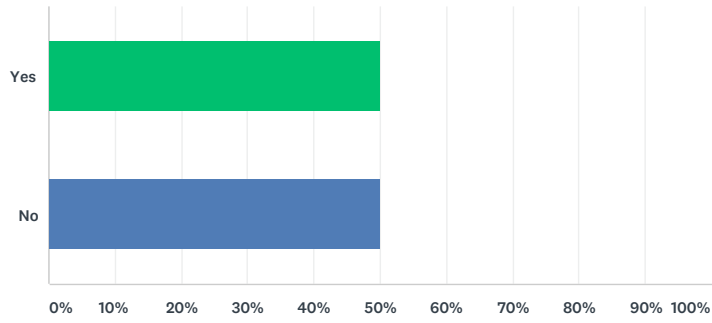
Answered: 23 Skipped: 7



ANSWER CHOICES	RESPONSES
The same	52.17% 12
Not at all	39.13% 9
More	4.35% 1
Less	4.35% 1
Total Respondents: 23	

### Q14 From June 2018 to June 2019, did your firm have non-partner track or staff associates?

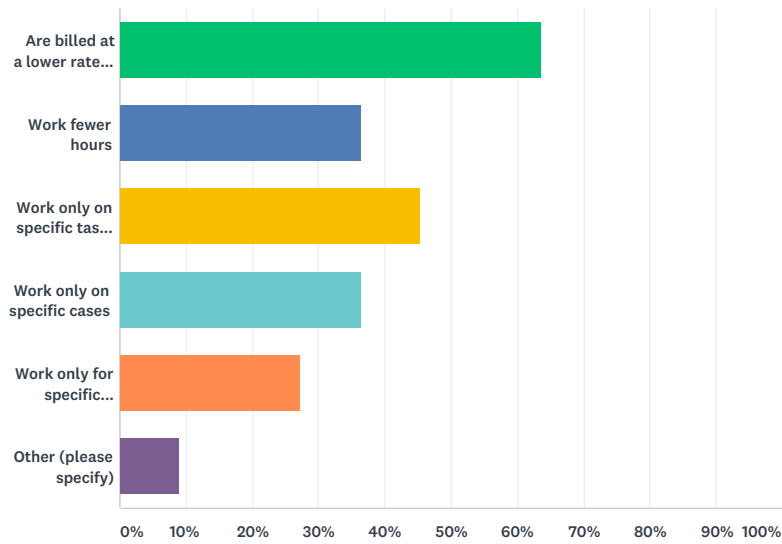
Answered: 24 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	50.00%	12
No	50.00%	12
TOTAL		24

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

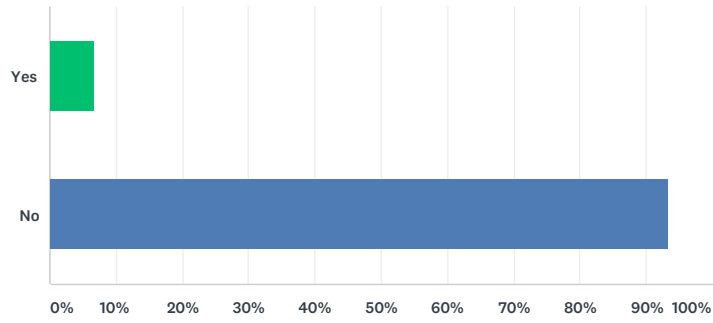
Answered: 11 Skipped: 19



ANSWER CHOICES	RESPONSES
Are billed at a lower rate than other associates	63.64% 7
Work fewer hours	36.36% 4
Work only on specific tasks or projects	45.45% 5
Work only on specific cases	36.36% 4
Work only for specific clients	27.27% 3
Other (please specify)	9.09% 1
Total Respondents: 11	

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

Answered: 15 Skipped: 15

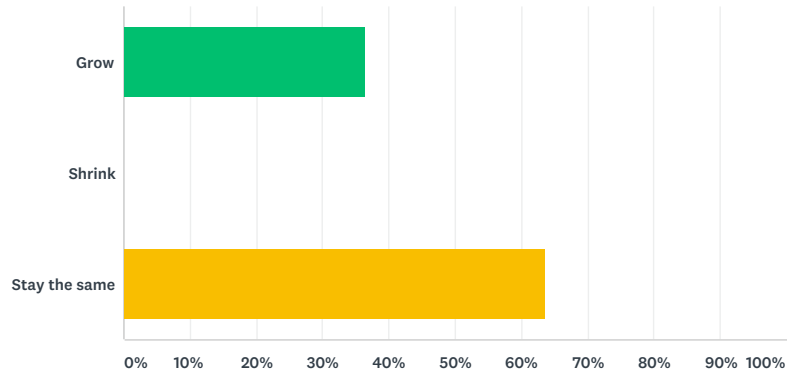


ANSWER CHOICES	RESPONSES	
Yes	6.67%	1
No	93.33%	14
TOTAL		15



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

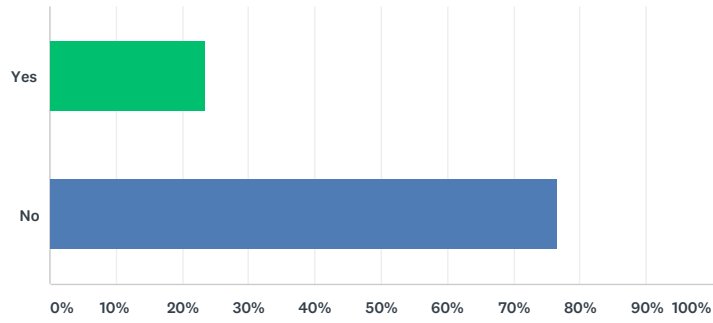
Answered: 11 Skipped: 19



ANSWER CHOICES	RESPONSES	
Grow	36.36%	4
Shrink	0.00%	0
Stay the same	63.64%	7
TOTAL		11

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

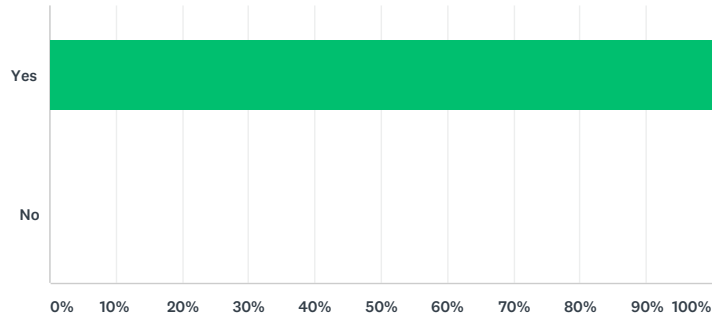
Answered: 30 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		23.33%	7
No		76.67%	23
TOTAL			30

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

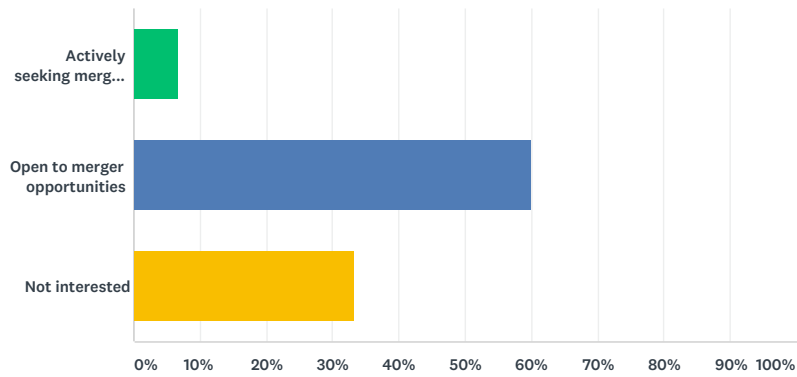
Answered: 6 Skipped: 24



ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
TOTAL		6

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

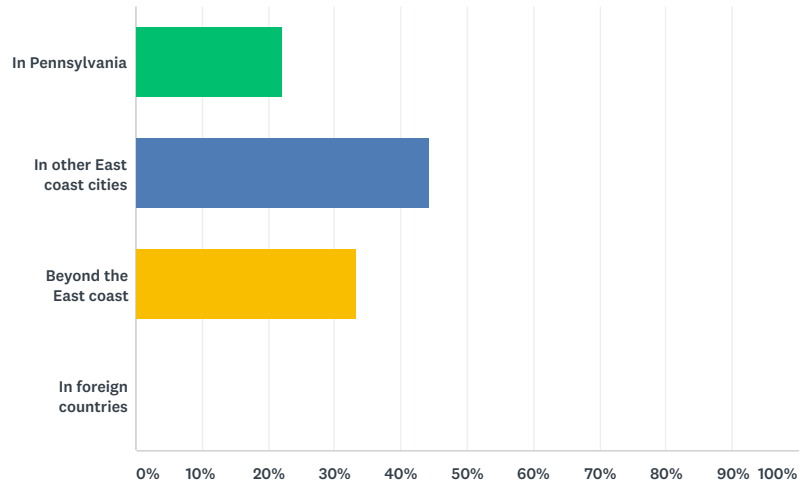
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES
Actively seeking merger partners	6.67% 2
Open to merger opportunities	60.00% 18
Not interested	33.33% 10
TOTAL	30

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

Answered: 9 Skipped: 21



ANSWER CHOICES	RESPONSES
In Pennsylvania	22.22% 2
In other East coast cities	44.44% 4
Beyond the East coast	33.33% 3
In foreign countries	0.00% 0
TOTAL	9

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

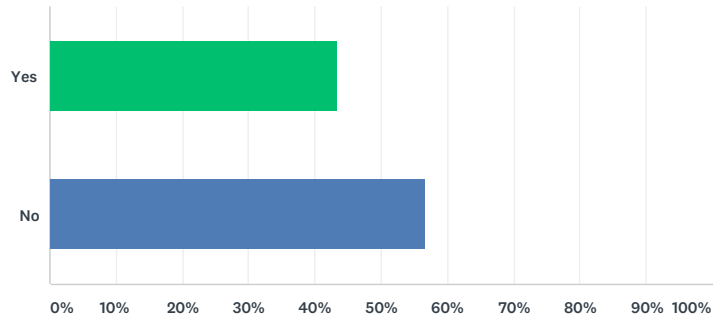
Answered: 0 Skipped: 30

 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	0

### Q23 Between June 1, 2018 and June 1, 2019, has your firm opened one or more new offices?

Answered: 30 Skipped: 0



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

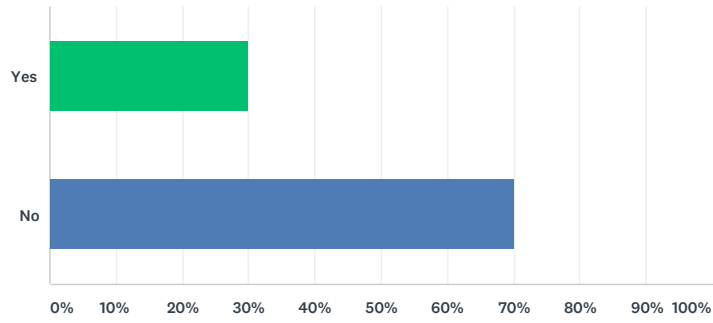
## Q24 If yes, where?

Answered: 10 Skipped: 20



### Q25 Does your firm intend to open one or more new offices between June 1, 2019 and June 1, 2020?

Answered: 30 Skipped: 0



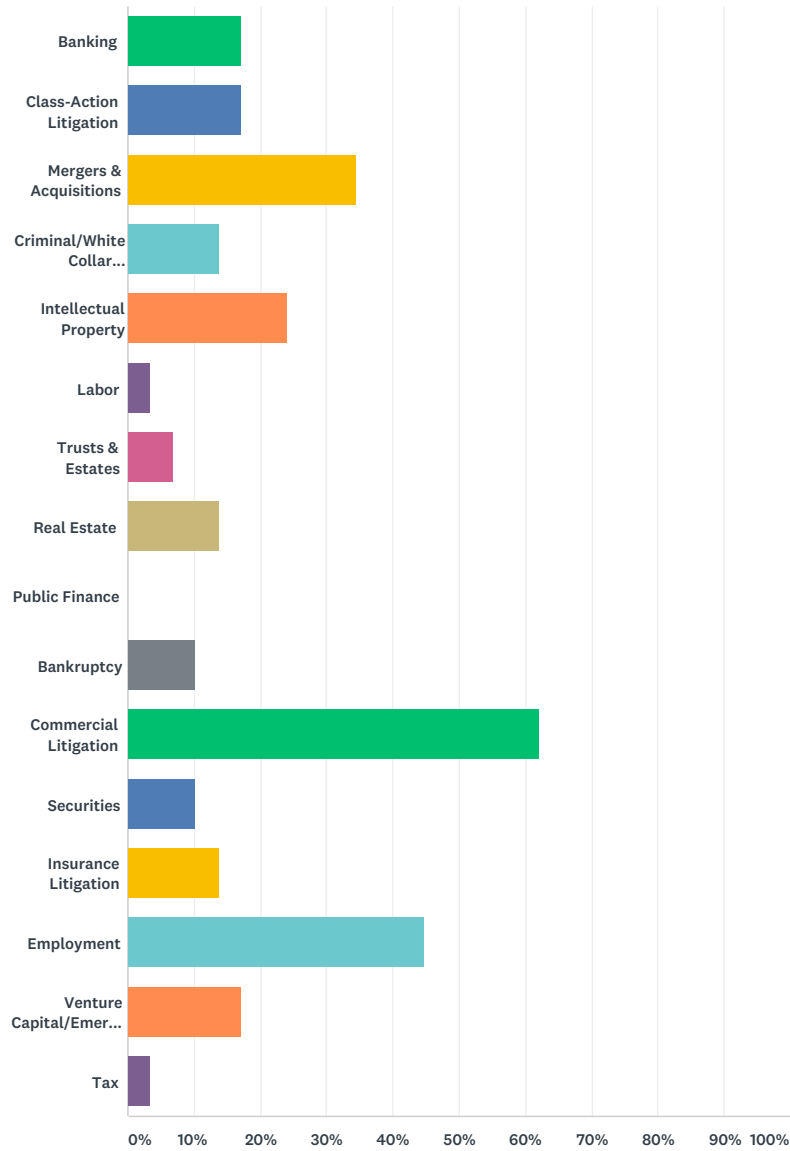
ANSWER CHOICES		RESPONSES	
Yes		30.00%	9
No		70.00%	21
TOTAL			30

## Q26 If yes, where?

Answered: 7 Skipped: 23

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

Answered: 29 Skipped: 1

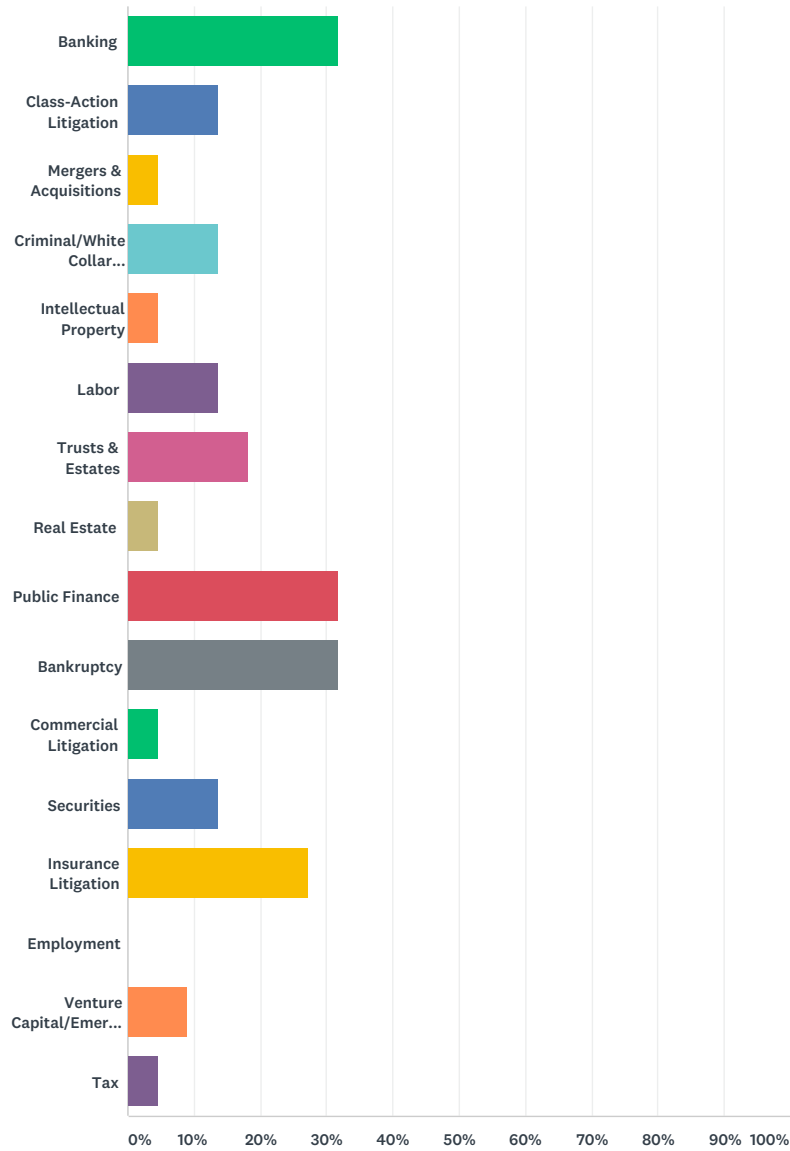


ANSWER CHOICES	RESPONSES	
Banking	17.24%	5
Class-Action Litigation	17.24%	5
Mergers & Acquisitions	34.48%	10
Criminal/White Collar Litigation	13.79%	4
Intellectual Property	24.14%	7
Labor	3.45%	1
Trusts & Estates	6.90%	2
Real Estate	13.79%	4
Public Finance	0.00%	0
Bankruptcy	10.34%	3
Commercial Litigation	62.07%	18

Securities	10.34%	3
Insurance Litigation	13.79%	4
Employment	44.83%	13
Venture Capital/Emerging Business	17.24%	5
Tax	3.45%	1
Total Respondents: 29		

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

Answered: 22 Skipped: 8

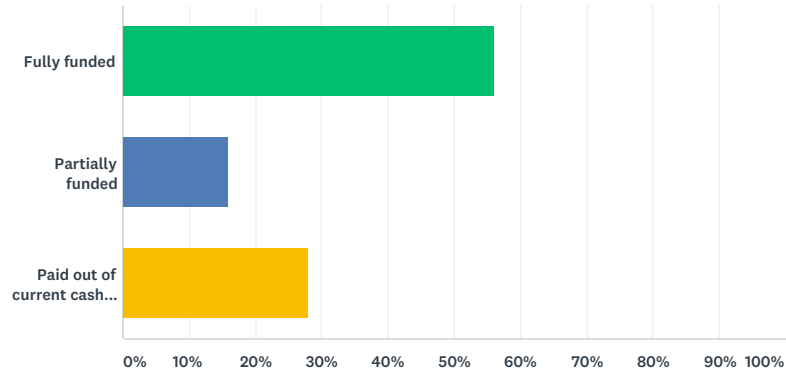


ANSWER CHOICES	RESPONSES
Banking	31.82% 7
Class-Action Litigation	13.64% 3
Mergers & Acquisitions	4.55% 1
Criminal/White Collar Litigation	13.64% 3
Intellectual Property	4.55% 1
Labor	13.64% 3
Trusts & Estates	18.18% 4
Real Estate	4.55% 1
Public Finance	31.82% 7
Bankruptcy	31.82% 7
Commercial Litigation	4.55% 1

Securities	13.64%	3
Insurance Litigation	27.27%	6
Employment	0.00%	0
Venture Capital/Emerging Business	9.09%	2
Tax	4.55%	1
Total Respondents: 22		

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

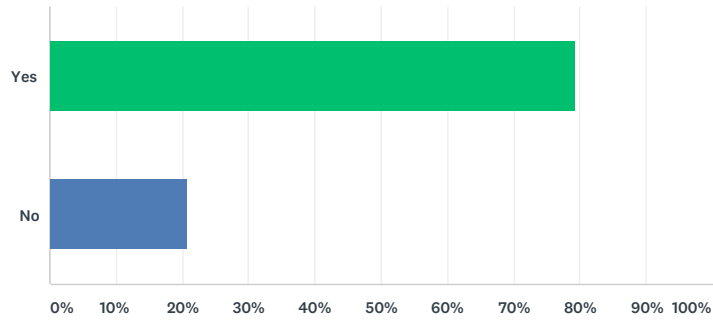
Answered: 25 Skipped: 5



ANSWER CHOICES	RESPONSES	
Fully funded	56.00%	14
Partially funded	16.00%	4
Paid out of current cash flow	28.00%	7
TOTAL		25

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

Answered: 29 Skipped: 1

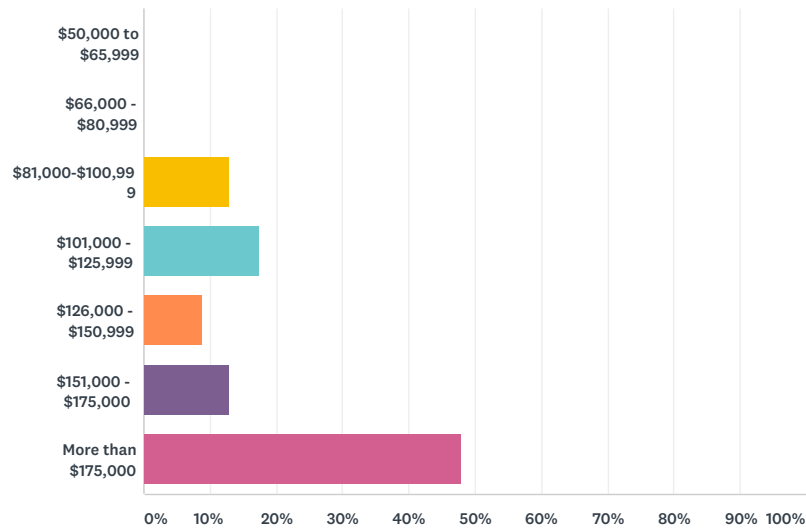


ANSWER CHOICES	RESPONSES	
Yes	79.31%	23
No	20.69%	6
TOTAL		29



### Q31 That person's salary range is:

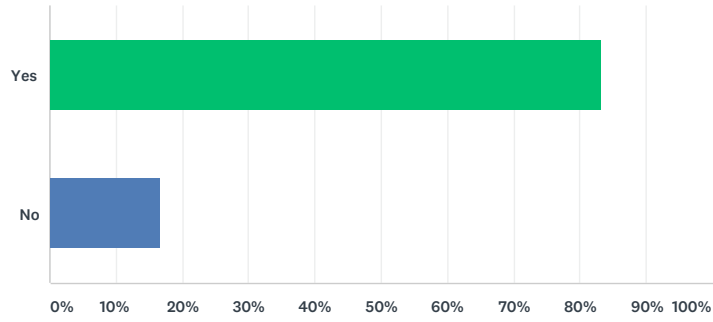
Answered: 23 Skipped: 7



ANSWER CHOICES	RESPONSES
\$50,000 to \$65,999	0.00% 0
\$66,000 - \$80,999	0.00% 0
\$81,000-\$100,999	13.04% 3
\$101,000 - \$125,999	17.39% 4
\$126,000 - \$150,999	8.70% 2
\$151,000 - \$175,000	13.04% 3
More than \$175,000	47.83% 11
Total Respondents: 23	

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

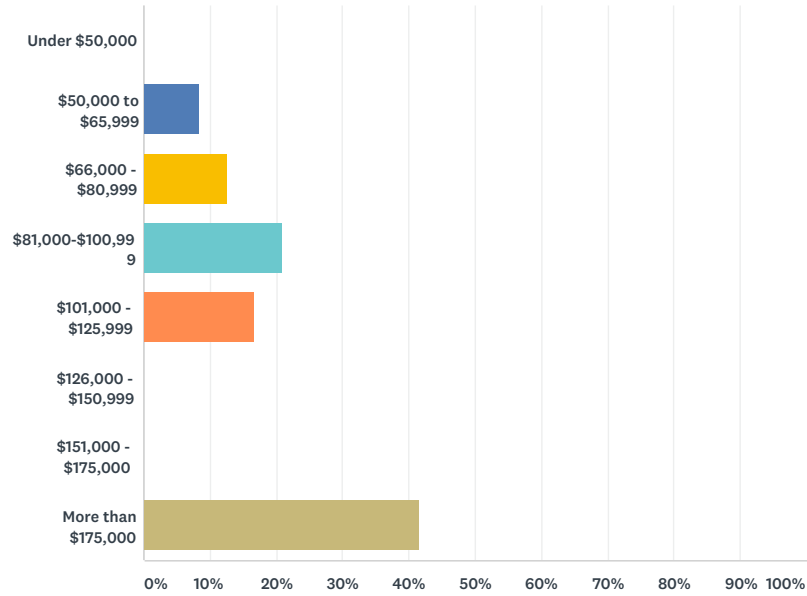
Answered: 30 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		83.33%	25
No		16.67%	5
TOTAL			30

### Q33 If full-time, the salary range is:

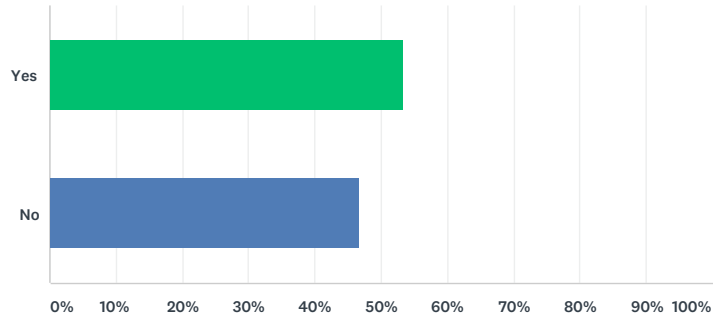
Answered: 24 Skipped: 6



ANSWER CHOICES	RESPONSES
Under \$50,000	0.00% 0
\$50,000 to \$65,999	8.33% 2
\$66,000 - \$80,999	12.50% 3
\$81,000-\$100,999	20.83% 5
\$101,000 - \$125,999	16.67% 4
\$126,000 - \$150,999	0.00% 0
\$151,000 - \$175,000	0.00% 0
More than \$175,000	41.67% 10
Total Respondents: 24	

### Q34 Does your firm have a marketing partner?

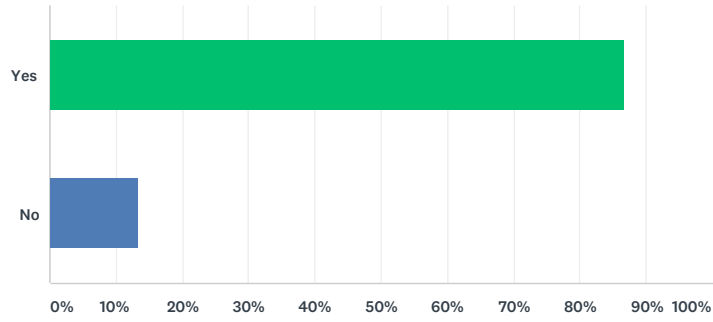
Answered: 30 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		53.33%	16
No		46.67%	14
TOTAL			30

### Q35 Does your firm have a marketing budget?

Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	86.67%	26
No	13.33%	4
TOTAL		30

Q36 If yes, between June 2018 and June 2019, what percentage of the firm's expenses was marketing-related?

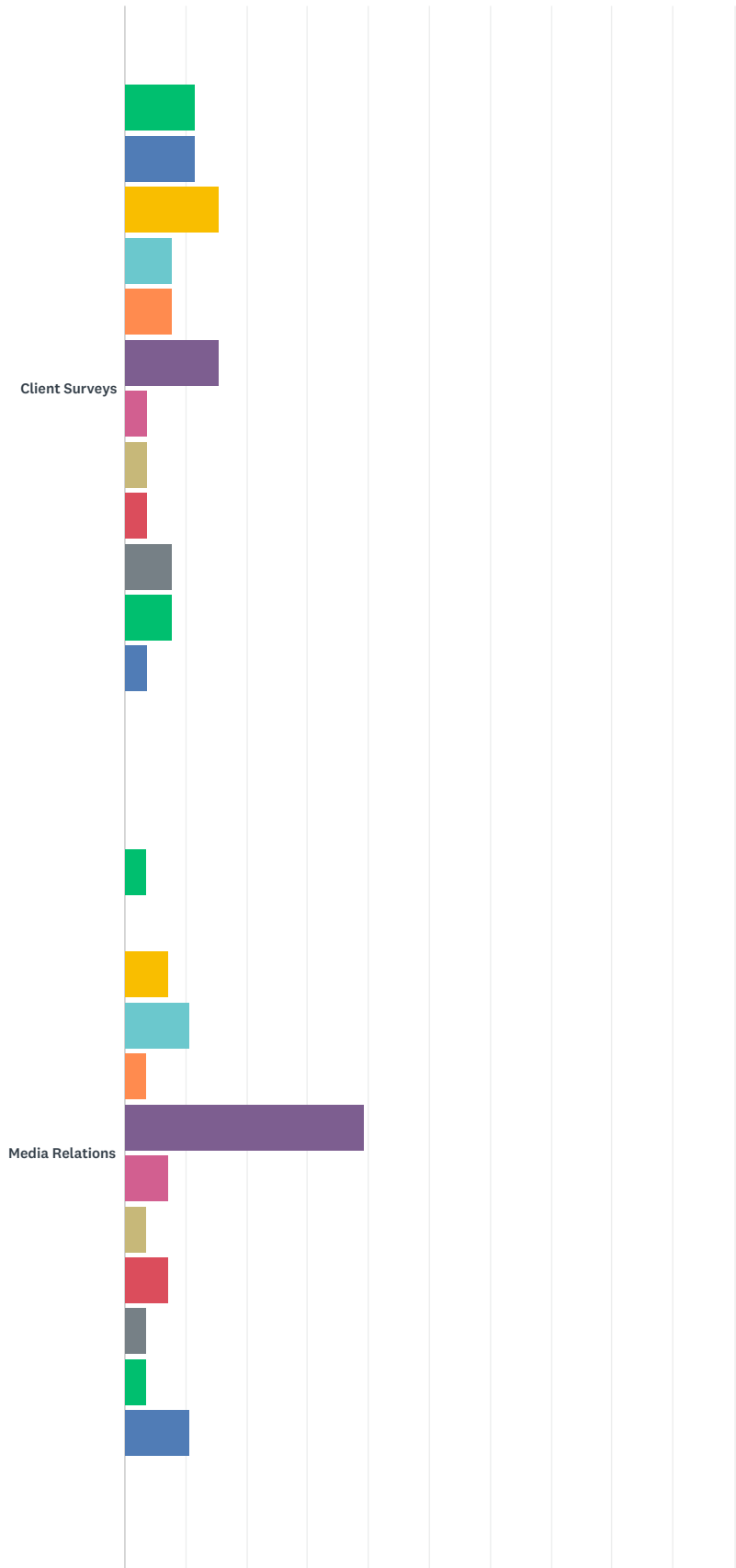
Answered: 20 Skipped: 10

Q37 If yes, between June 1, 2019 and June 1, 2020, what percentage of the firms expenses are expected to be marketing-related?

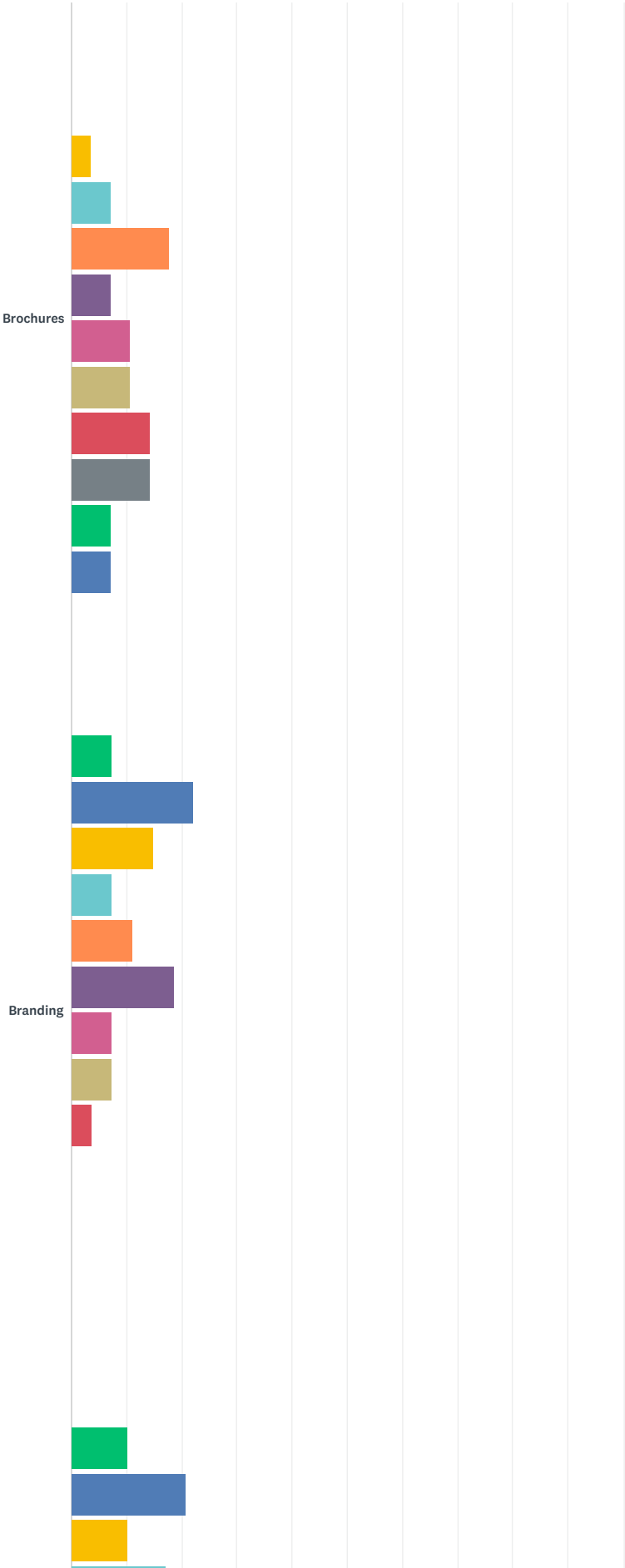
Answered: 19 Skipped: 11

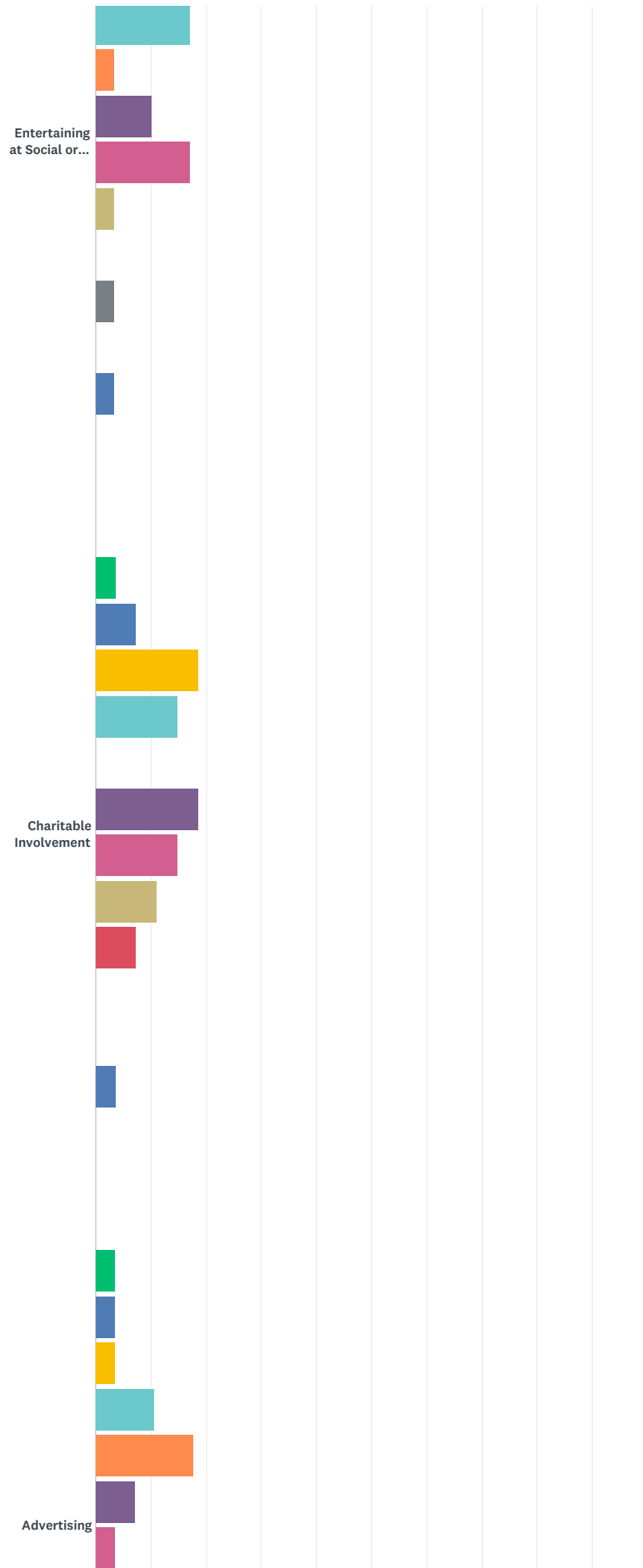
### Q38 Please rank these common marketing tools for a law firm in terms of their effectiveness.(Most effective = 1; Least effective = 12)

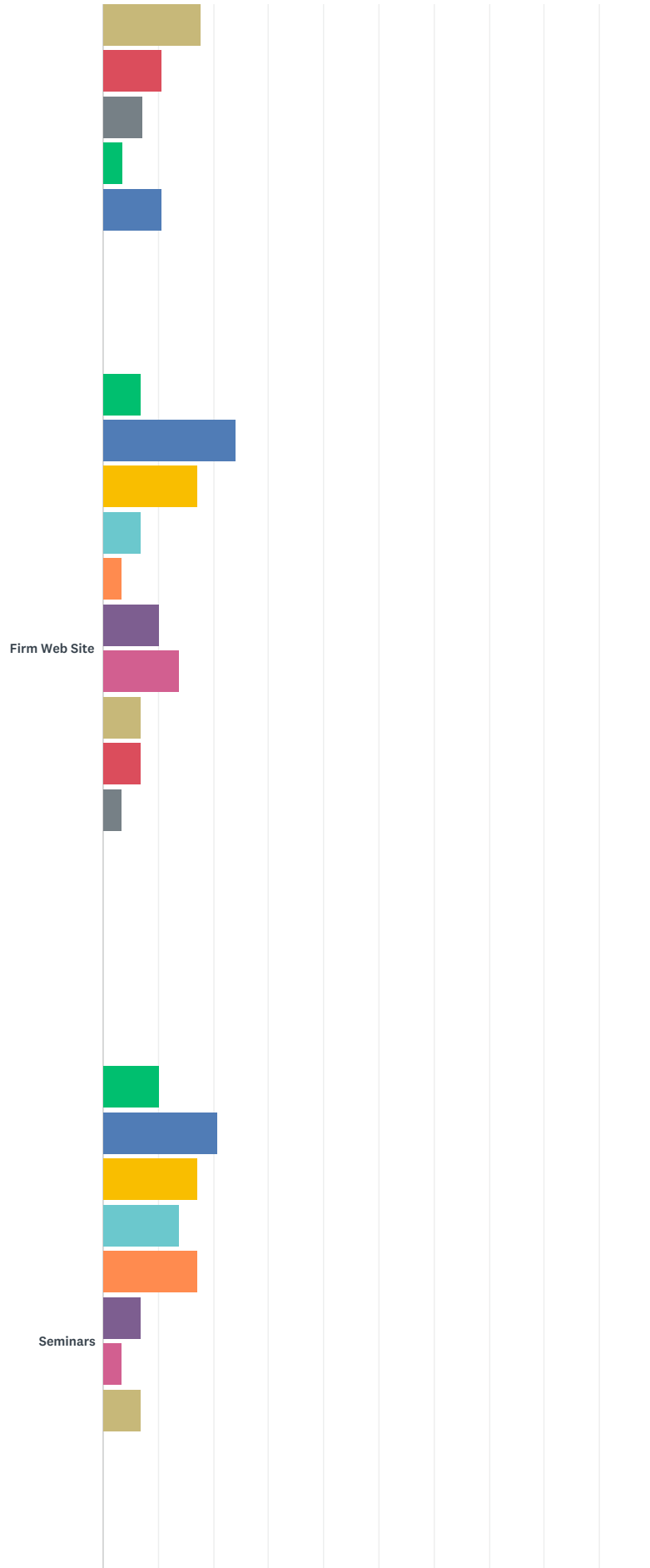
Answered: 29 Skipped: 1

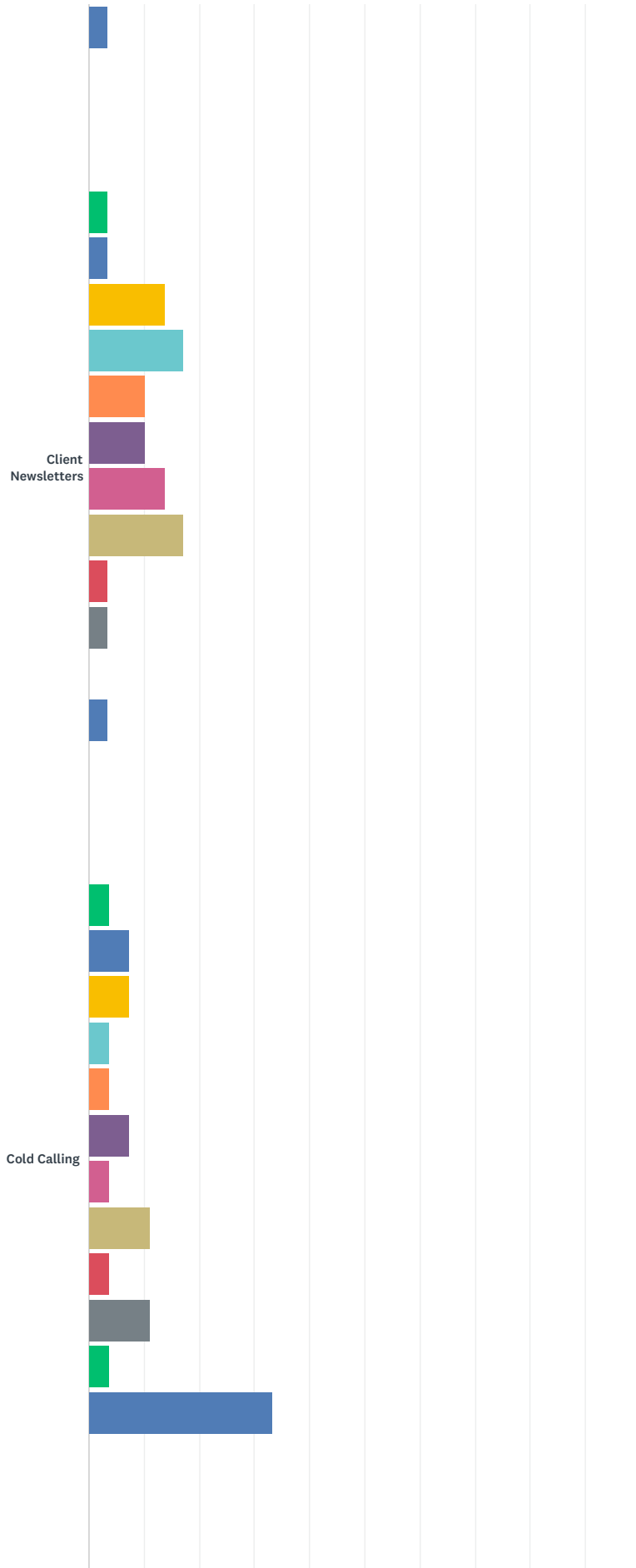


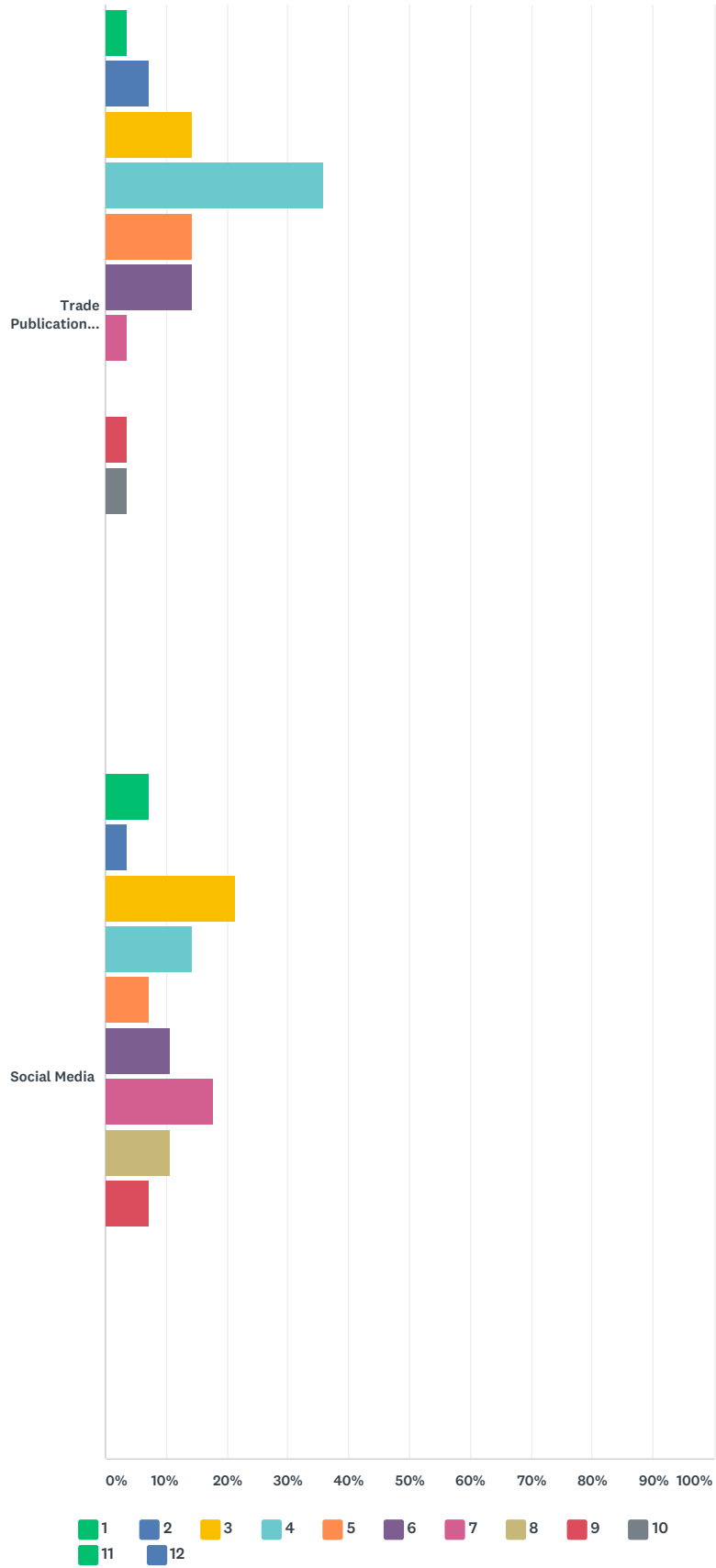










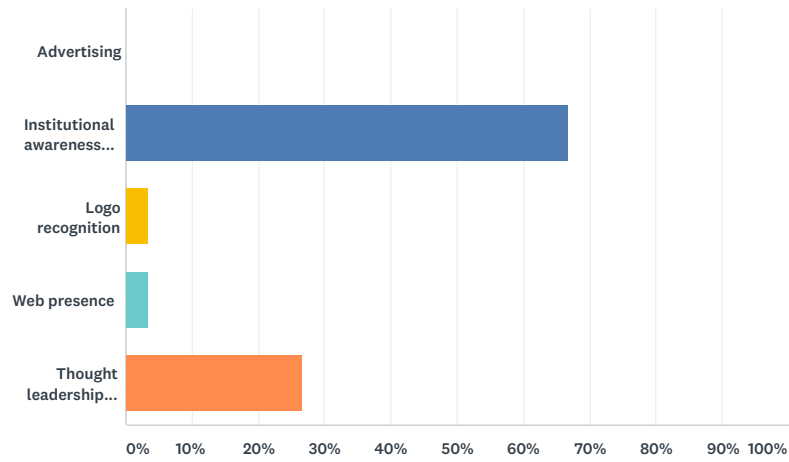


	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL	WEIG AVEF
Client Surveys	11.54%	11.54%	15.38%	7.69%	7.69%	15.38%	3.85%	3.85%	3.85%	7.69%	7.69%	3.85%	26	
	3	3	4	2	2	4	1	1	1	2	2	1		

Media Relations	3.57% 1	0.00% 0	7.14% 2	10.71% 3	3.57% 1	39.29% 11	7.14% 2	3.57% 1	7.14% 2	3.57% 1	3.57% 1	10.71% 3	28
Brochures	0.00% 0	0.00% 0	3.57% 1	7.14% 2	17.86% 5	7.14% 2	10.71% 3	10.71% 3	14.29% 4	14.29% 4	7.14% 2	7.14% 2	28
Branding	7.41% 2	22.22% 6	14.81% 4	7.41% 2	11.11% 3	18.52% 5	7.41% 2	7.41% 2	3.70% 1	0.00% 0	0.00% 0	0.00% 0	27
Entertaining at Social or Sporting Events	10.34% 3	20.69% 6	10.34% 3	17.24% 5	3.45% 1	10.34% 3	17.24% 5	3.45% 1	0.00% 0	3.45% 1	0.00% 0	3.45% 1	29
Charitable Involvement	3.70% 1	7.41% 2	18.52% 5	14.81% 4	0.00% 0	18.52% 5	14.81% 4	11.11% 3	7.41% 2	0.00% 0	0.00% 0	3.70% 1	27
Advertising	3.57% 1	3.57% 1	3.57% 1	10.71% 3	17.86% 5	7.14% 2	3.57% 1	17.86% 5	10.71% 3	7.14% 2	3.57% 1	10.71% 3	28
Firm Web Site	6.90% 2	24.14% 7	17.24% 5	6.90% 2	3.45% 1	10.34% 3	13.79% 4	6.90% 2	6.90% 2	3.45% 1	0.00% 0	0.00% 0	29
Seminars	10.34% 3	20.69% 6	17.24% 5	13.79% 4	17.24% 5	6.90% 2	3.45% 1	6.90% 2	0.00% 0	0.00% 0	0.00% 0	3.45% 1	29
Client Newsletters	3.45% 1	3.45% 1	13.79% 4	17.24% 5	10.34% 3	10.34% 3	13.79% 4	17.24% 5	3.45% 1	3.45% 1	0.00% 0	3.45% 1	29
Cold Calling	3.70% 1	7.41% 2	7.41% 2	3.70% 1	3.70% 1	7.41% 2	3.70% 1	11.11% 3	3.70% 1	11.11% 3	3.70% 1	33.33% 9	27
Trade Publication Writing	3.57% 1	7.14% 2	14.29% 4	35.71% 10	14.29% 4	14.29% 4	3.57% 1	0.00% 0	3.57% 1	3.57% 1	0.00% 0	0.00% 0	28
Social Media	7.14% 2	3.57% 1	21.43% 6	14.29% 4	7.14% 2	10.71% 3	17.86% 5	10.71% 3	7.14% 2	0.00% 0	0.00% 0	0.00% 0	28

### Q39 What subset of branding is most important to you?

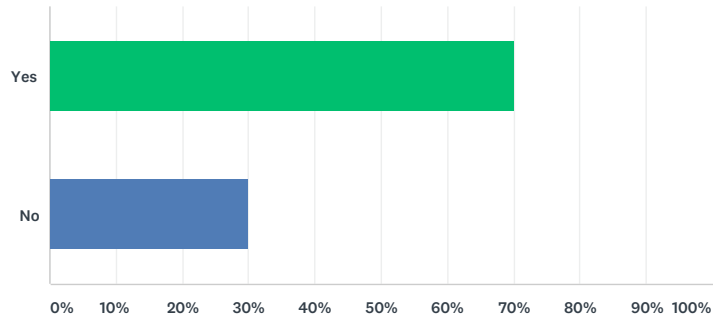
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Advertising	0.00%	0
Institutional awareness within the marketplace	66.67%	20
Logo recognition	3.33%	1
Web presence	3.33%	1
Thought leadership recognition	26.67%	8
TOTAL		30

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

Answered: 30 Skipped: 0

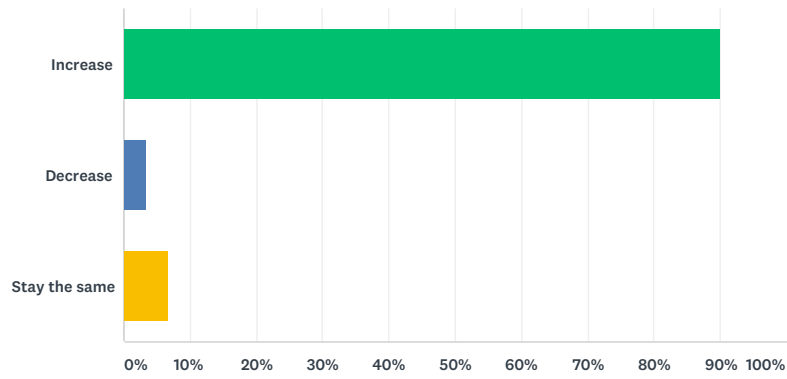


ANSWER CHOICES	RESPONSES	
Yes	70.00%	21
No	30.00%	9
TOTAL		30



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

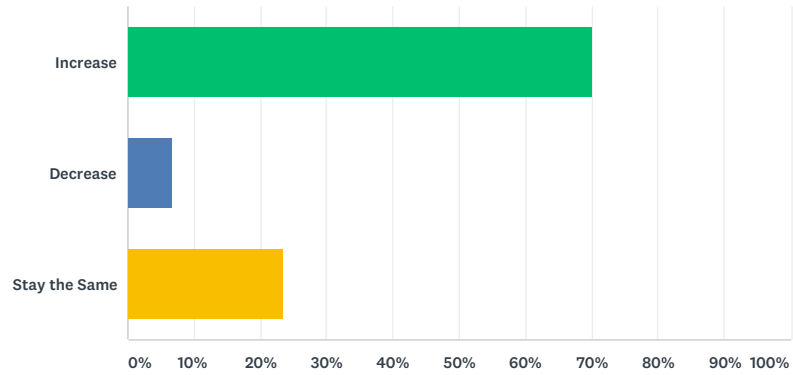
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Increase	90.00%	27
Decrease	3.33%	1
Stay the same	6.67%	2
TOTAL		30

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

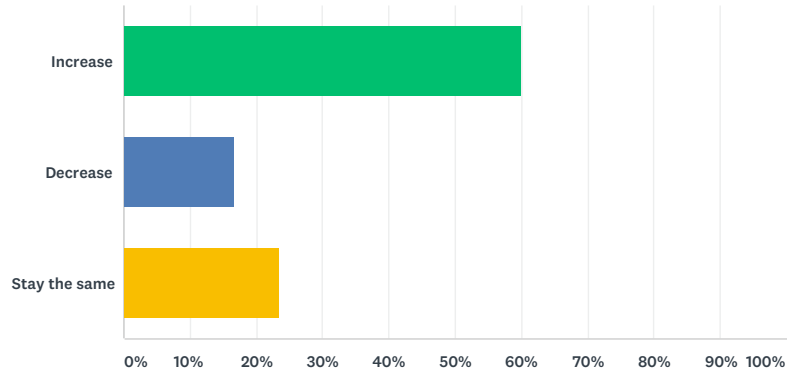
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Increase	70.00%	21
Decrease	6.67%	2
Stay the Same	23.33%	7
TOTAL		30

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

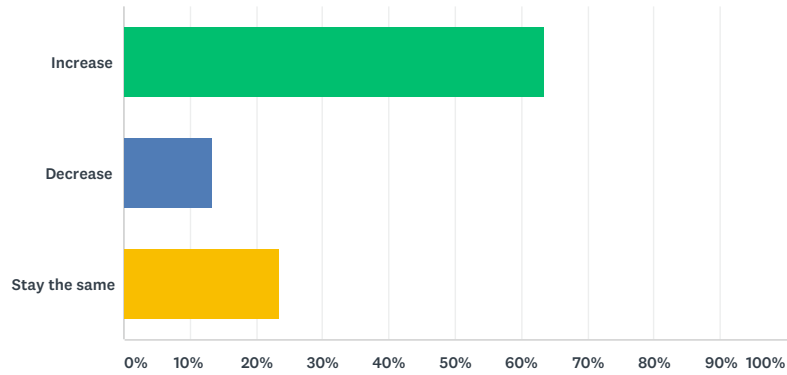
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Increase	60.00%	18
Decrease	16.67%	5
Stay the same	23.33%	7
TOTAL		30

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

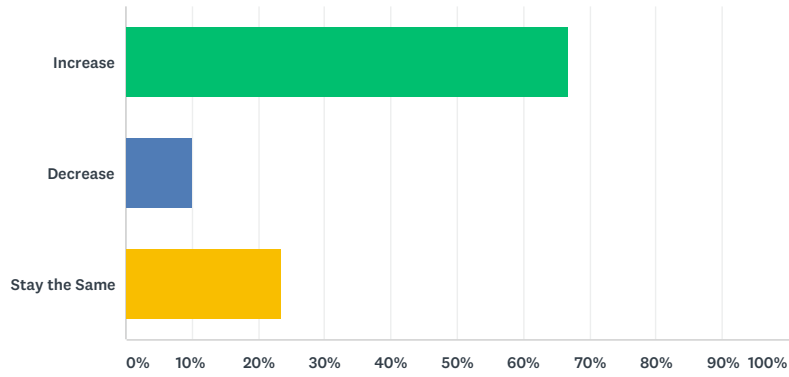
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Increase	63.33%	19
Decrease	13.33%	4
Stay the same	23.33%	7
TOTAL		30

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

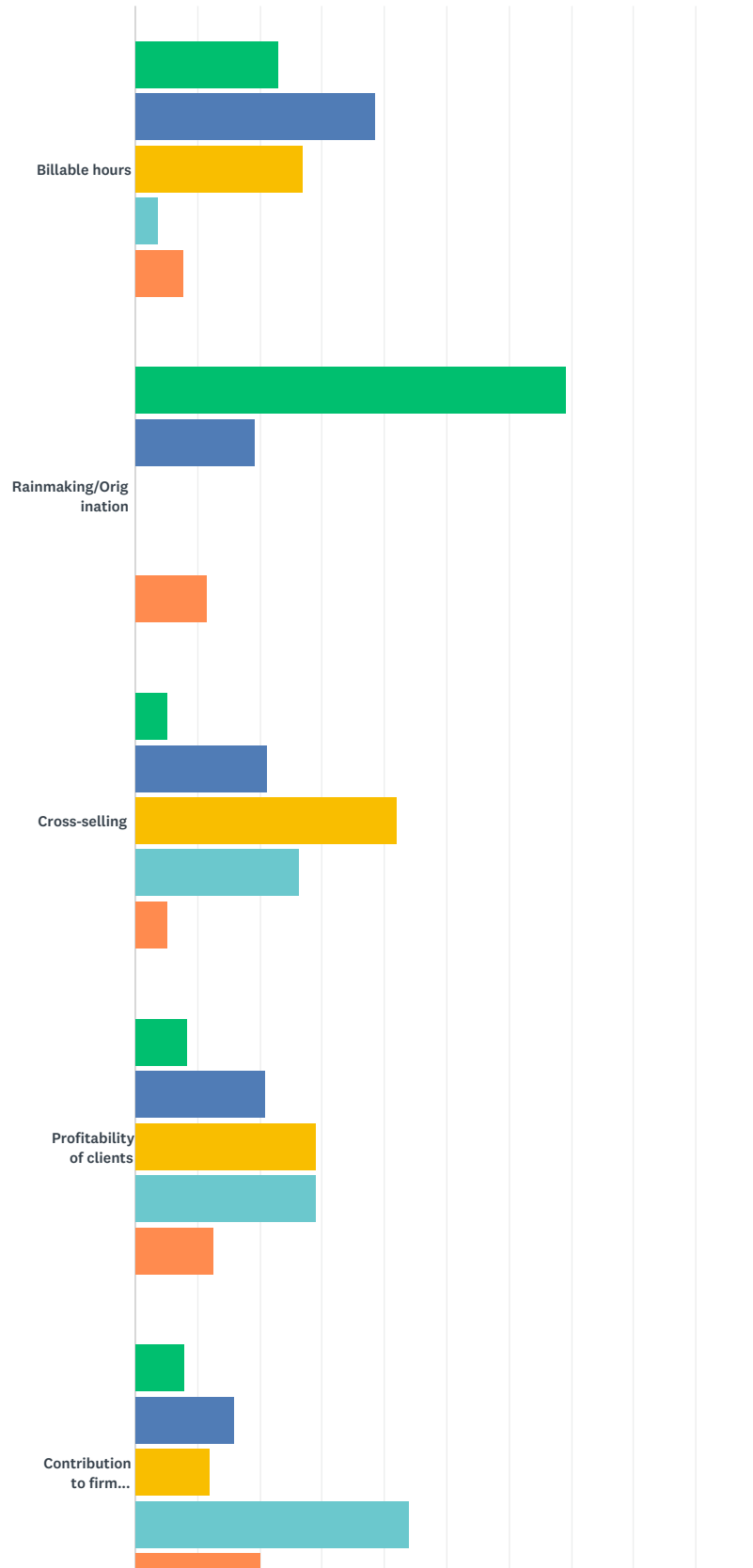
Answered: 30 Skipped: 0

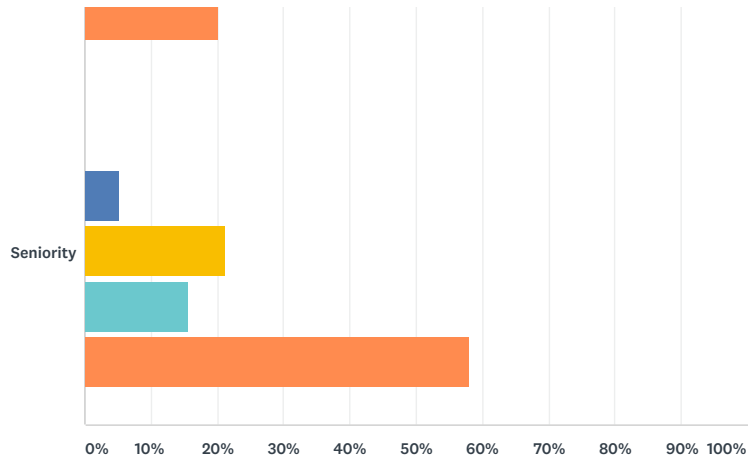


ANSWER CHOICES	RESPONSES	
Increase	66.67%	20
Decrease	10.00%	3
Stay the Same	23.33%	7
TOTAL		30

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: 29 Skipped: 1



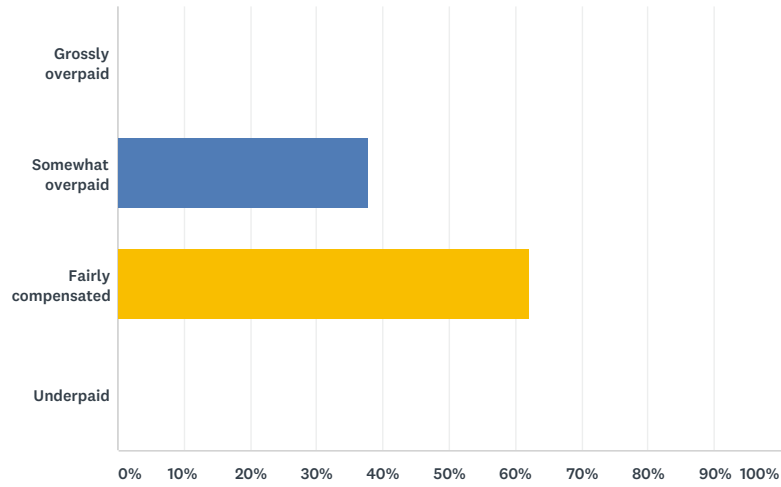


1 2 3 4 5

	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
Billable hours	23.08% 6	38.46% 10	26.92% 7	3.85% 1	7.69% 2	26	2.35
Rainmaking/Origination	69.23% 18	19.23% 5	0.00% 0	0.00% 0	11.54% 3	26	1.65
Cross-selling	5.26% 1	21.05% 4	42.11% 8	26.32% 5	5.26% 1	19	3.05
Profitability of clients	8.33% 2	20.83% 5	29.17% 7	29.17% 7	12.50% 3	24	3.17
Contribution to firm management	8.00% 2	16.00% 4	12.00% 3	44.00% 11	20.00% 5	25	3.52
Seniority	0.00% 0	5.26% 1	21.05% 4	15.79% 3	57.89% 11	19	4.26

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

Answered: 29 Skipped: 1

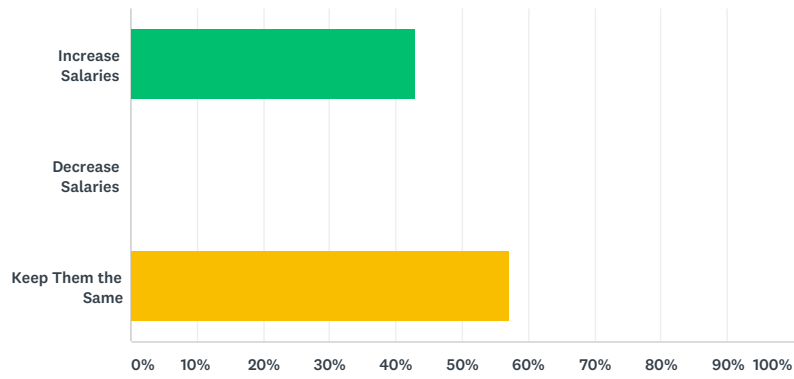


ANSWER CHOICES	RESPONSES
Grossly overpaid	0.00% 0
Somewhat overpaid	37.93% 11
Fairly compensated	62.07% 18
Underpaid	0.00% 0
TOTAL	29



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

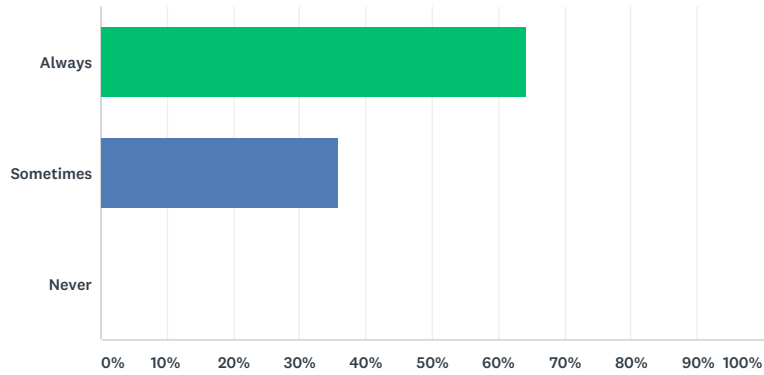
Answered: 28 Skipped: 2



ANSWER CHOICES	RESPONSES	
Increase Salaries	42.86%	12
Decrease Salaries	0.00%	0
Keep Them the Same	57.14%	16
TOTAL		28

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

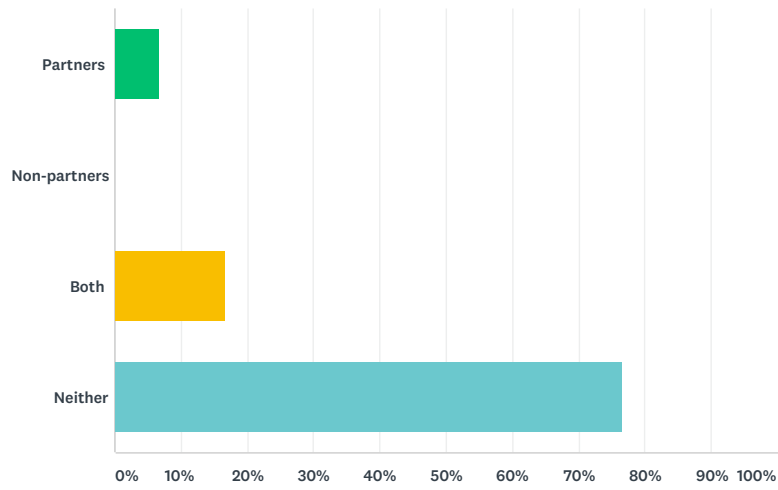
Answered: 28 Skipped: 2



ANSWER CHOICES	RESPONSES	
Always	64.29%	18
Sometimes	35.71%	10
Never	0.00%	0
TOTAL		28

### Q50 Is your firm planning to change compensation models for:

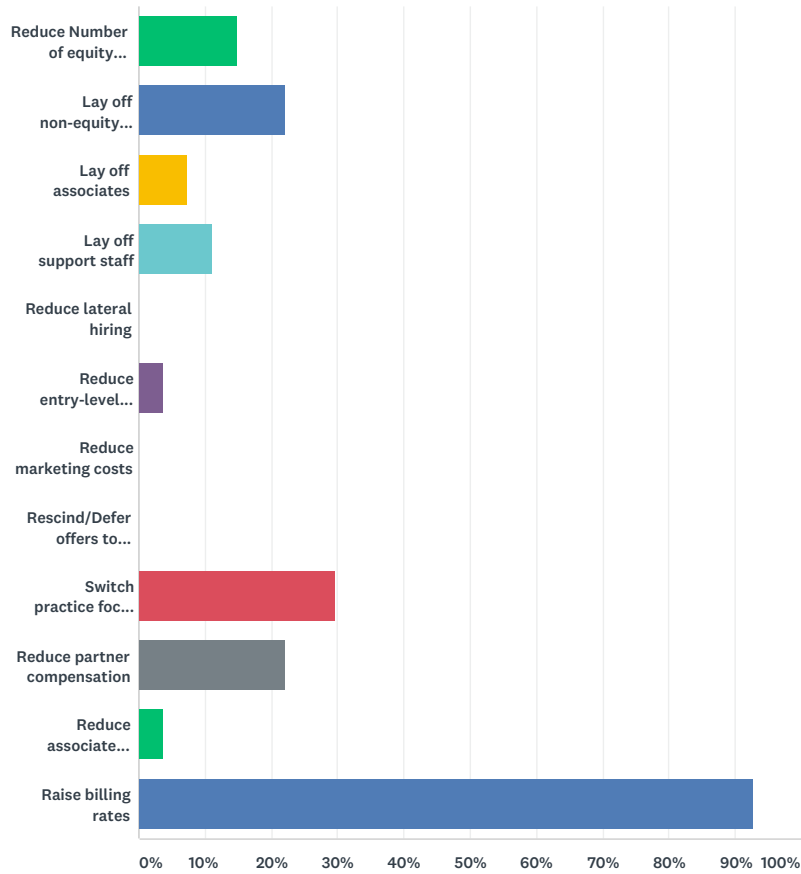
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Partners	6.67%	2
Non-partners	0.00%	0
Both	16.67%	5
Neither	76.67%	23
TOTAL		30

Q51 Between June 1, 2018 and June 1, 2019, what actions did your firm take to retain profitability levels? Please check all that apply.

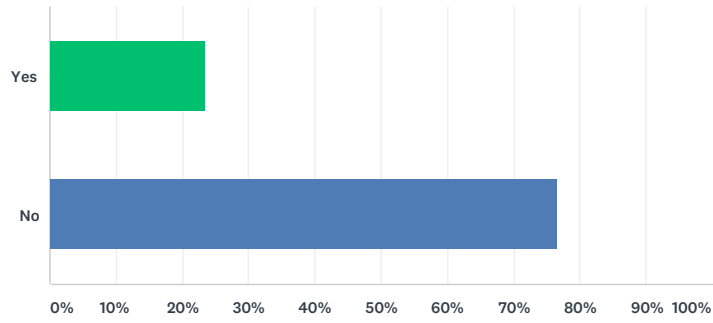
Answered: 27 Skipped: 3



ANSWER CHOICES	RESPONSES
Reduce Number of equity partners	14.81% 4
Lay off non-equity partners	22.22% 6
Lay off associates	7.41% 2
Lay off support staff	11.11% 3
Reduce lateral hiring	0.00% 0
Reduce entry-level hiring	3.70% 1
Reduce marketing costs	0.00% 0
Rescind/Defer offers to incoming first-year associates	0.00% 0
Switch practice focus to higher-demand areas	29.63% 8
Reduce partner compensation	22.22% 6
Reduce associate compensation	3.70% 1
Raise billing rates	92.59% 25
Total Respondents: 27	

### Q52 Between June 1, 2018 and June 1, 2019, has your firm de-equitized any partners?

Answered: 30 Skipped: 0



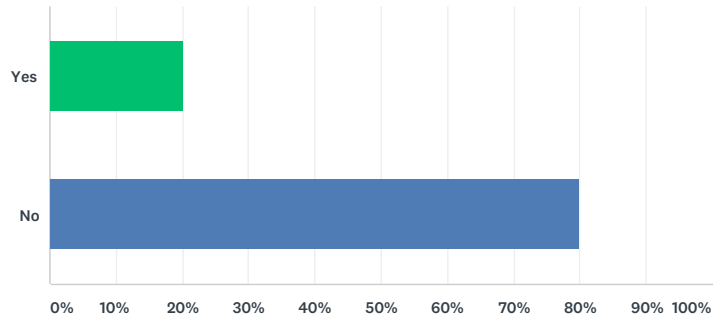
ANSWER CHOICES		RESPONSES	
Yes		23.33%	7
No		76.67%	23
TOTAL			30

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

Answered: 4 Skipped: 26

### Q54 Does your firm expect to de-equitize partners between June 1, 2019 and June 1, 2020?

Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	20.00%	6
No	80.00%	24
TOTAL		30

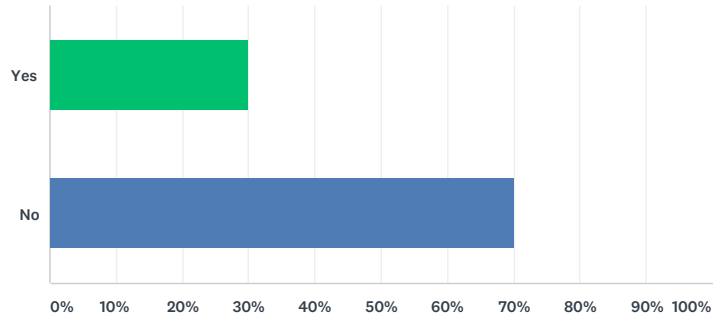
Q55 If yes, what percentage of the firm's equity tier do you expect to de-equitize?

Answered: 3 Skipped: 27



### Q56 Does your firm have a mandatory retirement policy?

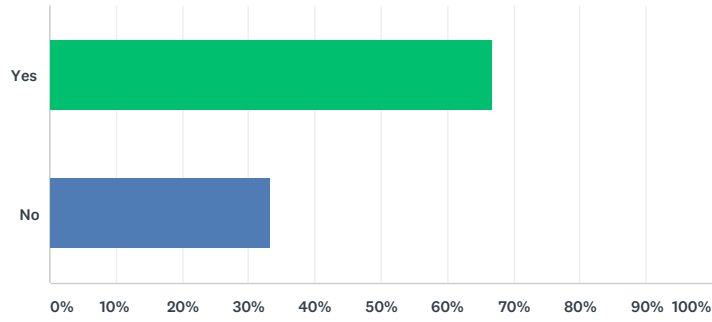
Answered: 30 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		30.00%	9
No		70.00%	21
TOTAL			30

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

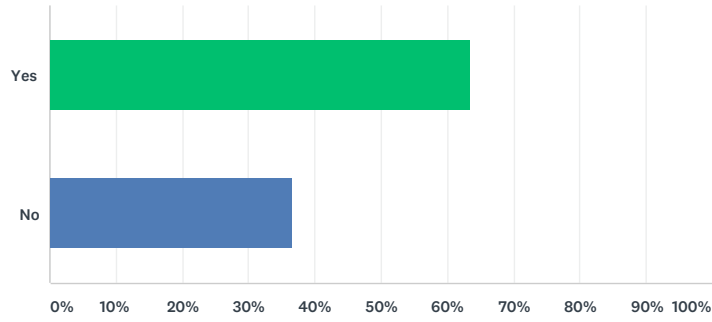
Answered: 30 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		66.67%	20
No		33.33%	10
TOTAL			30

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

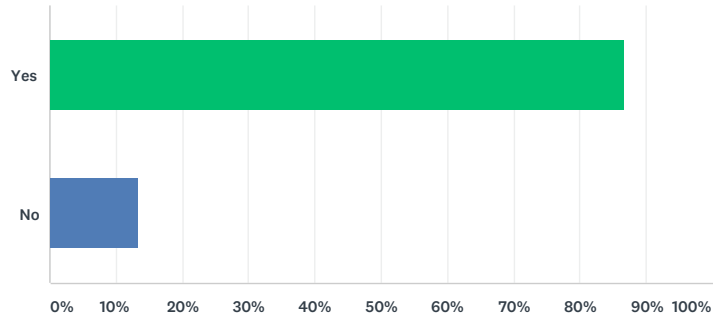
Answered: 30 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		63.33%	19
No		36.67%	11
TOTAL			30

### Q59 Does your firm provide business development training?

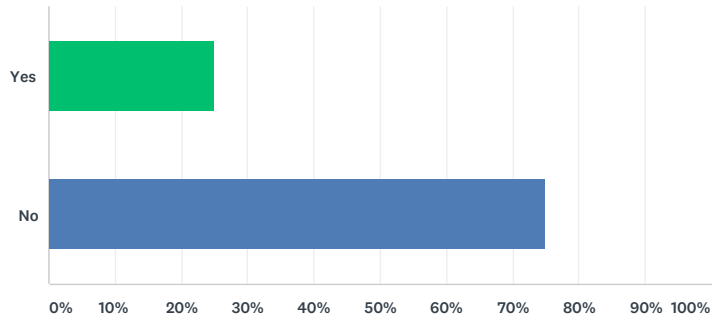
Answered: 30 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		86.67%	26
No		13.33%	4
TOTAL			30

**Q60 The American Bar Association and Philadelphia Bar Association recommend that each lawyer work 50 hours of pro bono per year. Between June 1, 2018 and June 1, 2019, did your firm meet that figure?**

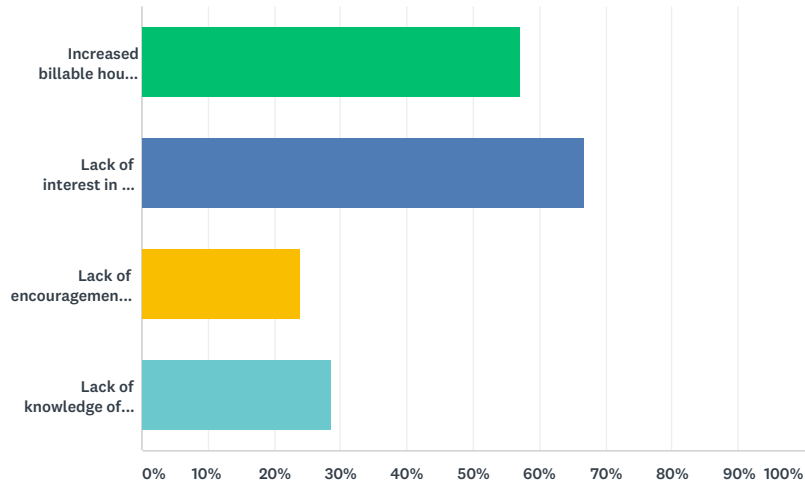
Answered: 28 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	25.00%	7
No	75.00%	21
TOTAL		28

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

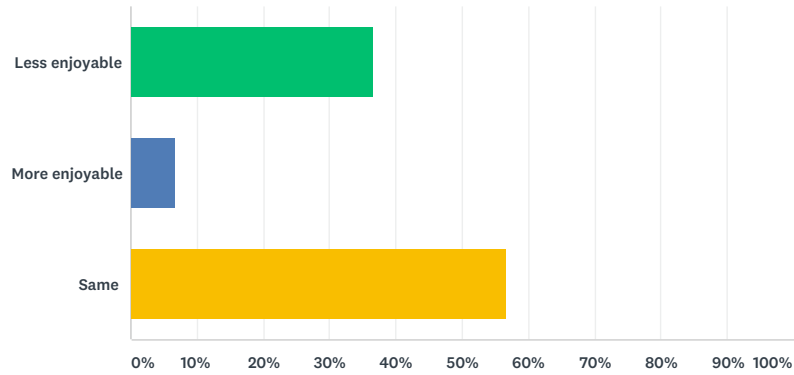
Answered: 21 Skipped: 9



ANSWER CHOICES	RESPONSES
Increased billable hour equirements/responsibilities	57.14% 12
Lack of interest in pro bono from lawyers at firm	66.67% 14
Lack of encouragement/flexibility from management	23.81% 5
Lack of knowledge of pro bono opportunities	28.57% 6
Total Respondents: 21	

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

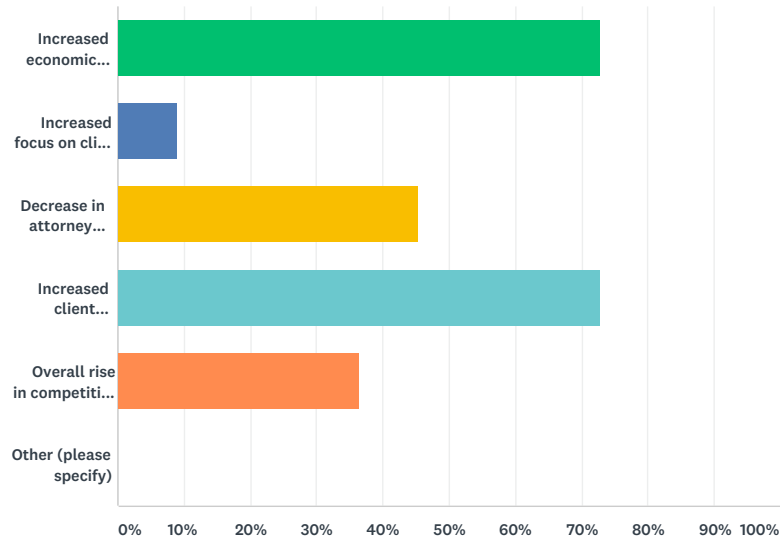
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES
Less enjoyable	36.67% 11
More enjoyable	6.67% 2
Same	56.67% 17
TOTAL	TOTAL 30

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

Answered: 11 Skipped: 19

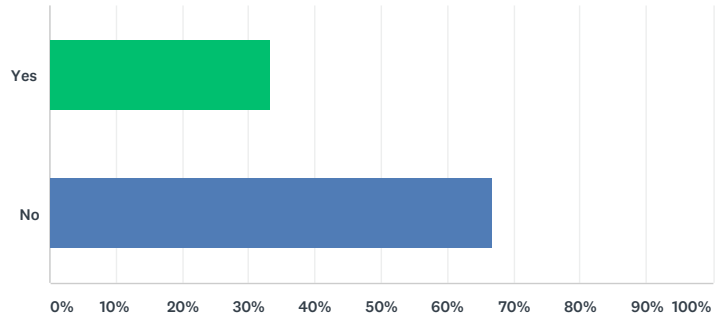


ANSWER CHOICES	RESPONSES	
Increased economic pressures	72.73%	8
Increased focus on client development	9.09%	1
Decrease in attorney professionalism & civility	45.45%	5
Increased client demands/pressure to lower fees	72.73%	8
Overall rise in competitive market	36.36%	4
Other (please specify)	0.00%	0
Total Respondents: 11		



### Q64 Does your firm regularly use client satisfaction surveys?

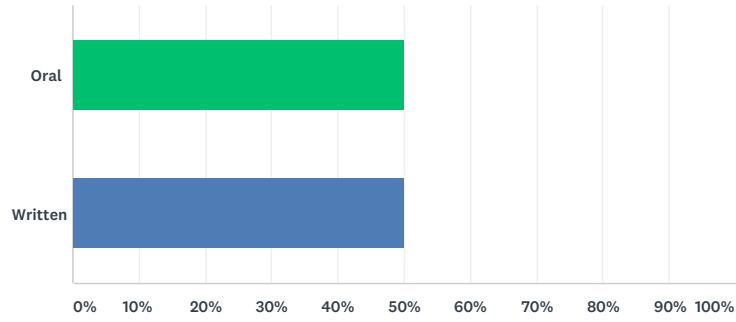
Answered: 30 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		33.33%	10
No		66.67%	20
TOTAL			30

### Q65 If yes, are they (choose one):

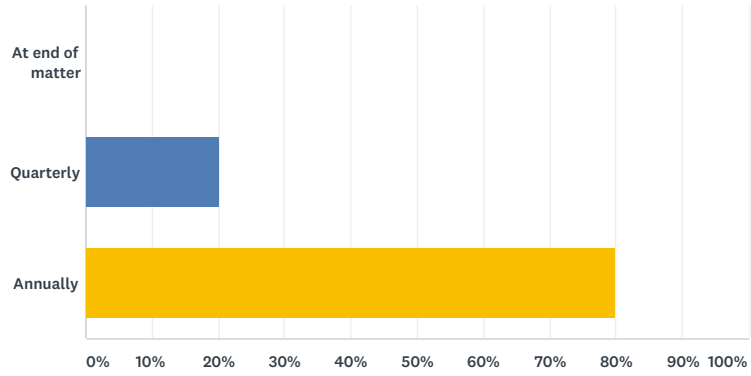
Answered: 10 Skipped: 20



ANSWER CHOICES	RESPONSES	
Oral	50.00%	5
Written	50.00%	5
TOTAL		10

### Q66 If yes, how often (choose one):

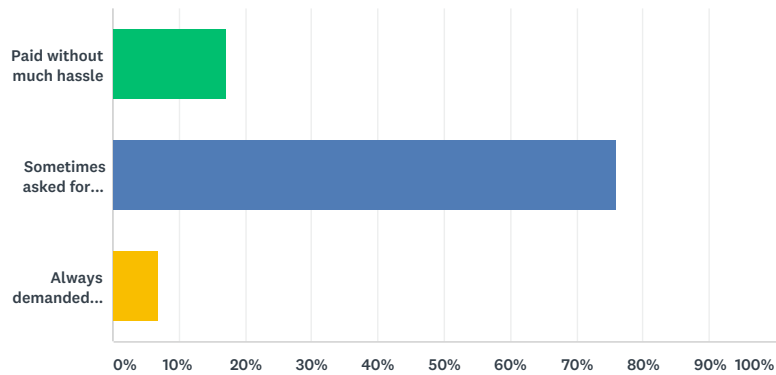
Answered: 10 Skipped: 20



ANSWER CHOICES	RESPONSES	
At end of matter	0.00%	0
Quarterly	20.00%	2
Annually	80.00%	8
TOTAL		10

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

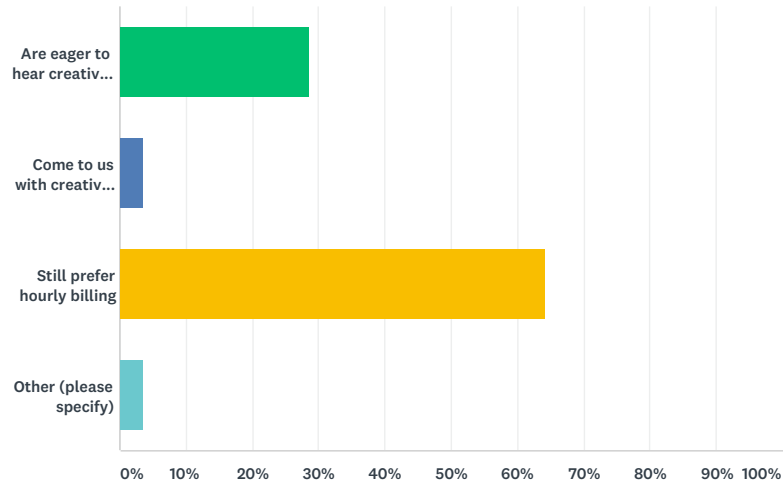
Answered: 29 Skipped: 1



ANSWER CHOICES	RESPONSES	
Paid without much hassle	17.24%	5
Sometimes asked for reductions	75.86%	22
Always demanded reductions	6.90%	2
TOTAL		29

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

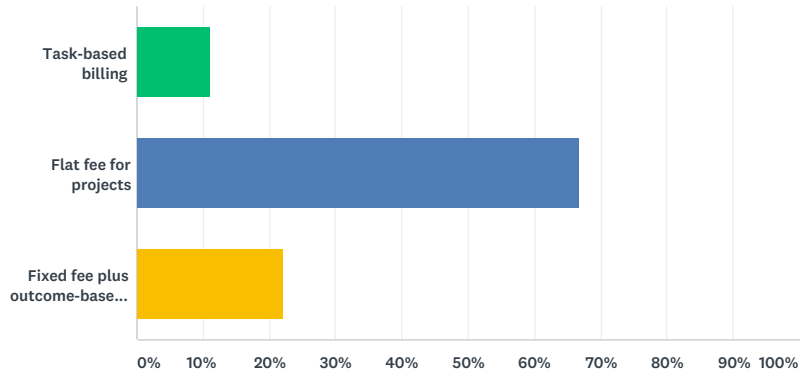
Answered: 28 Skipped: 2



ANSWER CHOICES	RESPONSES
Are eager to hear creative strategies	28.57% 8
Come to us with creative strategies	3.57% 1
Still prefer hourly billing	64.29% 18
Other (please specify)	3.57% 1
TOTAL	28

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

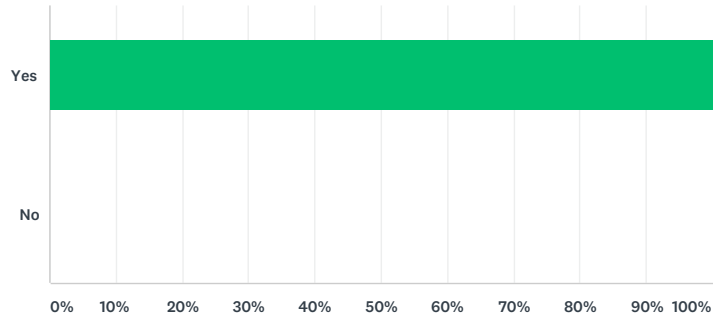
Answered: 27 Skipped: 3



ANSWER CHOICES	RESPONSES
Task-based billing	11.11% 3
Flat fee for projects	66.67% 18
Fixed fee plus outcome-based bonus	22.22% 6
TOTAL	TOTAL 27

### Q70 Do you ever provide clients with an expected budget?

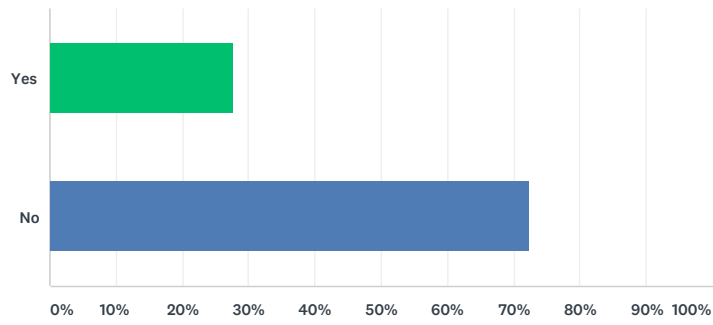
Answered: 29 Skipped: 1



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

### Q71 Do you employ legal project management staff?

Answered: 29 Skipped: 1

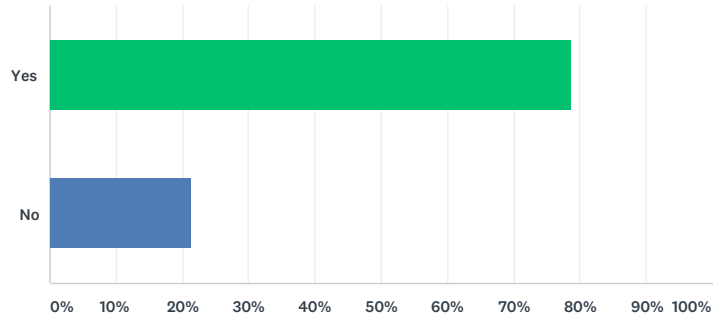


ANSWER CHOICES		RESPONSES	
Yes		27.59%	8
No		72.41%	21
TOTAL			29



### Q72 Does your firm have a diversity initiative?

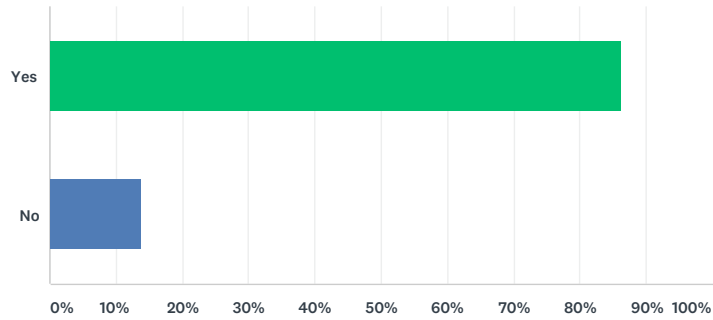
Answered: 28 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	78.57%	22
No	21.43%	6
TOTAL		28

### 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?

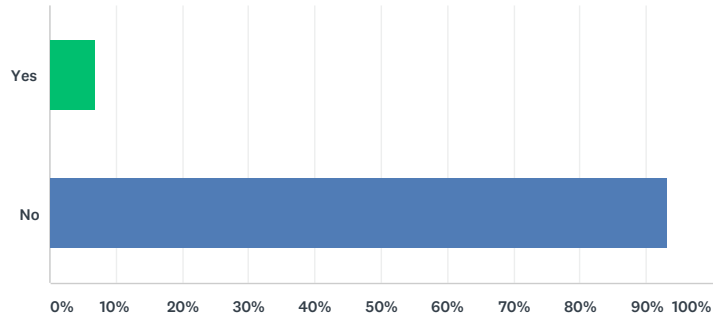
Answered: 29 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	86.21%	25
No	13.79%	4
TOTAL		29

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

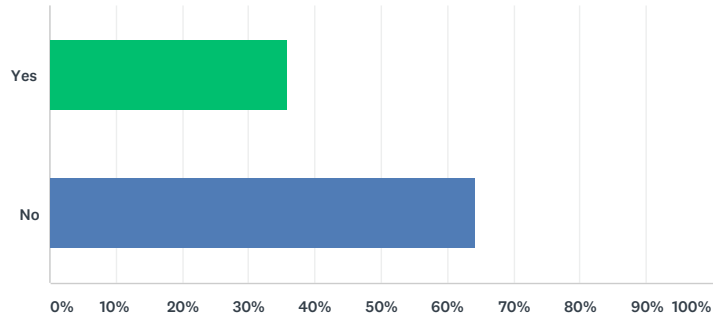
Answered: 29 Skipped: 1



ANSWER CHOICES		RESPONSES	
Yes		6.90%	2
No		93.10%	27
TOTAL			29

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

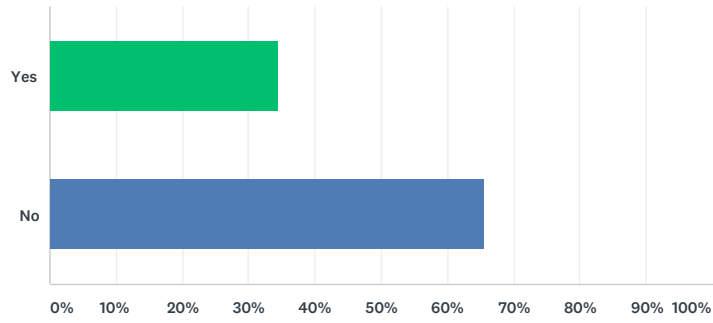
Answered: 28 Skipped: 2



ANSWER CHOICES		RESPONSES	
Yes		35.71%	10
No		64.29%	18
TOTAL			28

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

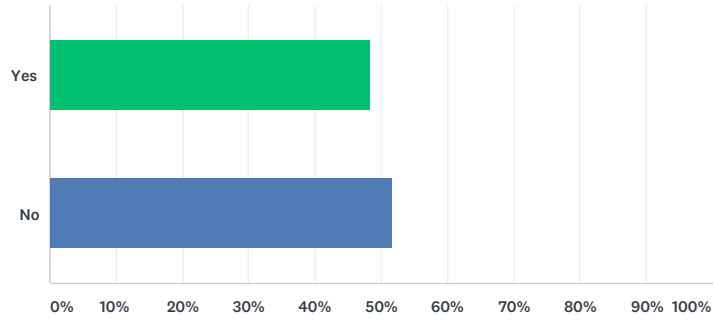
Answered: 29 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	34.48%	10
No	65.52%	19
TOTAL		29

### Q77 Has your firm gained any work due to convergence?

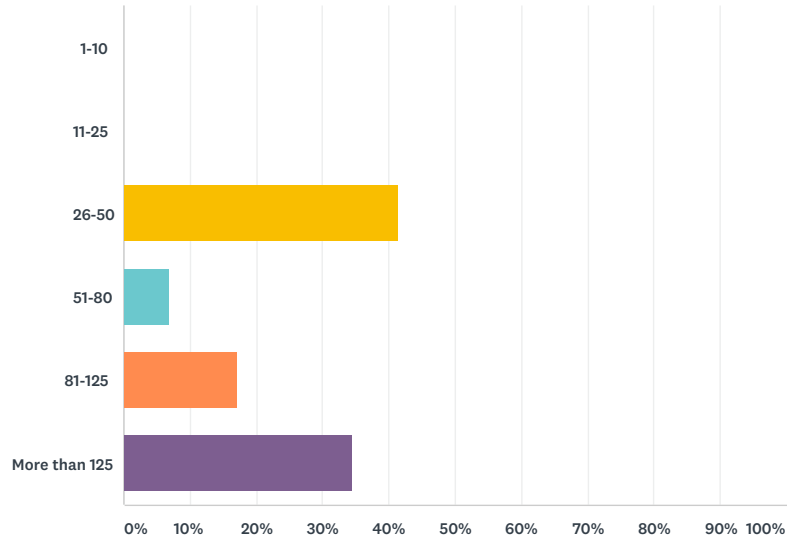
Answered: 29 Skipped: 1



ANSWER CHOICES		RESPONSES	
Yes		48.28%	14
No		51.72%	15
TOTAL			29

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

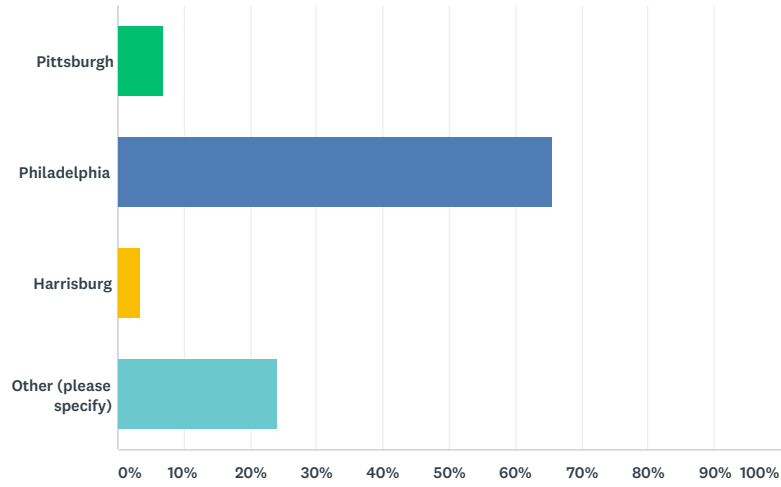
Answered: 29 Skipped: 1



ANSWER CHOICES	RESPONSES	
1-10	0.00%	0
11-25	0.00%	0
26-50	41.38%	12
51-80	6.90%	2
81-125	17.24%	5
More than 125	34.48%	10
TOTAL		29

### Q79 Your firm is headquartered in (choose one):

Answered: 29 Skipped: 1

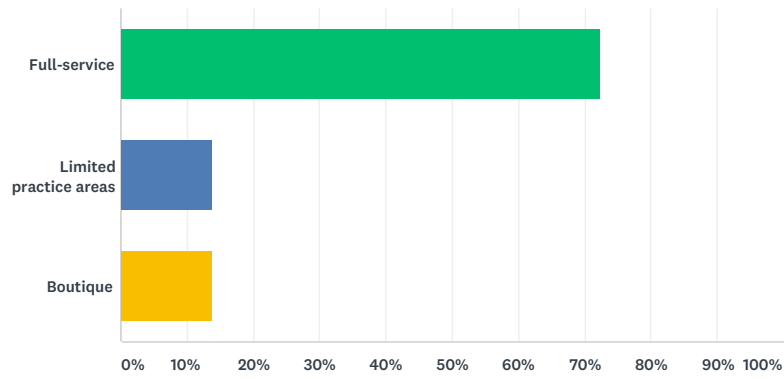


ANSWER CHOICES	RESPONSES	
Pittsburgh	6.90%	2
Philadelphia	65.52%	19
Harrisburg	3.45%	1
Other (please specify)	24.14%	7
TOTAL		29



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

Answered: 29 Skipped: 1



ANSWER CHOICES	RESPONSES	
Full-service	72.41%	21
Limited practice areas	13.79%	4
Boutique	13.79%	4
TOTAL		29