

1 Tina Wolfson, CA Bar No. 174806  
twolfson@ahdootwolfson.com  
2 Robert R. Ahdoot, CA Bar No. 172098  
rahdoot@ahdootwolfson.com  
3 Theodore Maya, CA Bar No. 223242  
tmaya@ahdootwolfson.com  
4 Bradley K. King, CA Bar No. 274399  
bking@ahdootwolfson.com  
5 AHDOOT & WOLFSON, PC  
2600 West Olive Avenue, Suite 500  
6 Burbank, California 91505  
Tel: (310) 474-9111; Fax: (310) 474-8585  
7

8 Cornelius P. Dukelow (admitted *pro hac vice*)  
cdukelow@abingtonlaw.com  
9 ABINGTON COLE + ELLERY  
320 S. Boston Avenue, Suite 1130  
10 Tulsa, Oklahoma 74103  
Telephone & Facsimile: (918) 588-3400

11 Keith S. Dubanevich (admitted *pro hac vice*)  
kdubanevich@stollberne.com  
12 STOLL STOLL BERNE  
13 LOKTING & SHLACHTER P.C.  
209 SW Oak Street, Suite 500  
14 Portland, Oregon 97204  
Telephone: (503) 227-1600  
15 Facsimile: (503) 227-6840

16 *Class Counsel*

17 **UNITED STATES DISTRICT COURT**  
18 **CENTRAL DISTRICT OF CALIFORNIA**  
19 **SOUTHERN DIVISION**

20 PHILIP ALVAREZ, RANDALL  
21 BETTISON, MARC KELLEHER, and  
22 DARLENE VAUGH, individually and  
on behalf of all others similarly situated,

23 Plaintiffs,

24 v.

25 SIRIUS XM RADIO INC.,

26 Defendant.  
27

Case No. 2:18-cv-08605-JVS-SS

**DECLARATION OF ROBERT R.  
AHDoot IN SUPPORT OF  
PLAINTIFFS' MOTION FOR  
ATTORNEYS' FEES AND  
EXPENSES AND FOR SERVICE  
PAYMENTS**

Hon. James V. Selna, presiding

1 **DECLARATION OF ROBERT R. AHDOOT**

2 I, Robert R. Ahdoot, declare under penalty of perjury, pursuant to 28 U.S.C.  
3 § 1746 and based on my own personal knowledge and, where indicated as based on  
4 information and belief, that the following statements are true:

5 1. I am a partner and founding member of Ahdoot & Wolfson, PC  
6 (“AW”), and a member in good standing of the bar of the State of California and  
7 admitted before this Court. I respectfully submit this declaration in support of  
8 Plaintiffs’ Motion for Attorneys’ Fees and Expenses and for Service Payments.<sup>1</sup>

9 2. The principal attorneys and staff working on this matter at AW have  
10 included my partners Tina Wolfson, Theodore W. Maya, Henry Kelston, and  
11 Bradley K. King, former AW associate Meredith Lierz, former AW paralegals Diana  
12 Kiem and Jessielle Fabian, AW paralegal Samantha Benson, and me.

13 3. Also working with AW are attorneys and staff at co-Class Counsel’s  
14 law firms, Abington Cole + Ellery and Stoll Stoll Berne Lokting & Shlachter P.C.

15 4. AW, along with our co-Class Counsel have vigorously and zealously  
16 represented the interests of the proposed Class from the inception of this hard-fought  
17 litigation until the present.

18 5. Throughout this action, AW has sought to reach consensus with co-  
19 Class Counsel to manage the administration and work division in this case in a  
20 systematic and efficient manner, coordinating work assignments through conference  
21 calls, working to avoid duplication of efforts or unnecessary work undertaken by any  
22 of the counsel for the Class in this case, and ensuring that the skills and talents of  
23 counsel were put to use in an efficient and effective manner that maximized what  
24 each firm and attorney could contribute in a non-redundant way.

25  
26 <sup>1</sup> Unless otherwise defined herein, capitalized words and phrases shall have the  
27 same meaning as in the Definitions section (Section II) of the Settlement Agreement  
28 (“Settlement Agreement,” “Settlement,” or “SA”) filed in this Action. (ECF 68.)

1           **HISTORY OF THE LITIGATION AND CLASS COUNSEL’S EFFORTS**

2           6.       In this Action, Plaintiffs claim that Sirius XM systematically advertised  
3 and sold its lifetime subscriptions to consumers by leading consumers to believe that  
4 such lifetime subscriptions were for the lifetime of the consumer. *See generally*  
5 Amended Consolidated Class Action Complaint (“Amended Complaint”) (ECF 67.)

6           7.       Plaintiffs allege that, at the time of their purchases, they understood that  
7 that their Lifetime Subscriptions would last for *their* lifetime, as opposed to the  
8 lifetime of a particular Device. Plaintiffs allege that Defendant’s refusal to honor the  
9 lifetime subscriptions is wrongful and that the action should be certified pursuant to  
10 FRCP Rule 23.

11          8.       Sirius XM denies such allegations and maintains that such so-called  
12 Lifetime Subscriptions were limited to the lifetime of four Devices (the first plus  
13 three additional Devices) and that a \$75 fee is required for each such transfer from  
14 one Device to another until a subscriber reached their given limit of three transfers.

15          9.       The Settlement resolves three separate class action lawsuits filed by the  
16 Named Plaintiffs against Sirius XM against the captions *Vaugh v. Sirius XM Radio*  
17 *Inc.*, No. 1:18-cv-10331-NLH-AMD (D.N.J.) (“*Vaugh*”), *Alvarez v. Sirius XM*  
18 *Radio Inc.*, No. 2:18-cv-08605-JVS-SS (C.D. Cal.) (“*Alvarez*”), and *Bettison v Sirius*  
19 *XM Radio Inc.*, 3:18-cv-01065-PK (D. Or.) (“*Bettison*”), as well as the individual  
20 claim of Wright in the class action entitled *Wright v. Sirius XM Radio Inc.*, No. 8:16-  
21 cv-01688-JVS-JCG (C.D. Cal.) (“*Wright*”).

22          10.       As explained herein, I and my partners at AW believe the proposed  
23 Settlement to be fair, reasonable, and adequate, and in the best interests of the  
24 proposed Settlement Class.

1           11. Class Counsel expended considerable efforts on behalf of Plaintiffs,  
2 and vigorously litigated this case from its inception, through an onslaught of  
3 impediments, facing and overcoming every obstacle plaintiffs could face prior to  
4 trial in a class action.

5           12. Class Counsel conducted significant pre-filing investigations, which  
6 included detailed review and evaluation of the facts, including a thorough and  
7 exhaustive investigation of issues related to Sirius XM's representations,  
8 advertising, marketing, business practices, and promotional efforts and  
9 comprehensive research and analysis of the applicable law, including those relating  
10 to Sirius arbitration provisions.

11           13. Class Counsel interviewed, and conducted a detailed vetting of  
12 hundreds of affected Class Members, with whom they communicated throughout the  
13 course of the litigation. Class Counsel then drafted the initial complaints filed in the  
14 four actions.

15           14. In all phases of the litigation, Class Counsel endeavored to gain an  
16 ample understanding of the legal issues underlying Plaintiffs' claims.

17           15. The breadth of information gleaned from their extensive discovery  
18 investigation efforts allowed Class Counsel to weigh the likely success of Plaintiffs'  
19 claims and estimate individual damages associated with Plaintiffs' claims.

20           16. This necessary worked also allowed Class Counsel to proceed forward  
21 in a collaborative manner and formulate a litigation strategy aimed at obtaining  
22 meaningful relief for the Settlement Class as efficiently as possible.

23           17. Other litigation related worked performed by Class Counsel throughout  
24 this litigation included, *inter alia*: repeated briefings on Sirius XM's Motion to  
25 Compel arbitration in *Wright*; a fully briefed appeal in *Wright* (including preparing  
26 for and attending oral argument immediately before settlement); preparing and  
27 serving written discovery; reviewing documents produced by Sirius XM; preparing  
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1 and serving initial disclosures; meetings, emails, phone calls between attorneys and  
2 staff at Class Counsel's law firms; numerous conference calls and correspondence  
3 between Class Counsel and defense counsel; regularly communicating with the  
4 Plaintiffs and scores of other clients regarding the progress of the cases; regularly  
5 communicating with the Plaintiffs regarding case developments, discovery,  
6 settlement and litigation strategy; and preparing numerous case management  
7 statements and attending case management hearings in the four separate litigations.

8 18. On September 12, 2016, Paul Wright filed a class action alleging  
9 breaches of express and implied contract, fraudulent and negligent  
10 misrepresentation, and violations of California's Consumers Legal Remedies Act,  
11 Cal. Civ. Code § 1750, *et seq.*, and Unfair Competition Law, Cal. Bus. & Prof. Code  
12 § 17200, *et seq.* (*Wright*, ECF 1.)

13 19. On November 14, 2016, Sirius XM filed a motion to dismiss and to  
14 compel arbitration in the *Wright* case. The parties fully briefed that motion, and the  
15 Court heard oral argument on April 24, 2016. In response to Plaintiffs' counsel's  
16 argument at that hearing, the Court permitted further briefing on the impact of the  
17 California Supreme Court's then-recent decision in *McGill v. Citibank, N.A.*, 2 Cal.  
18 5th 945, 956 (2017). After that briefing, on June 1, 2017, the Court granted  
19 Defendant's motion, dismissing Plaintiff Wright's claims without prejudice.  
20 (*Wright*, ECF 59.) The Court also denied Wright's request for leave to amend his  
21 complaint to add additional class representatives.

22 20. After the Court granted Defendant's motion to compel arbitration  
23 (*Wright* ECF 59), Class Counsel notified its clients and expended considerable effort  
24 renewing vetting efforts and preparing individual arbitration case files, including  
25 demands to commence arbitration for each client in anticipation of potential  
26 individual arbitration proceedings. While Class Counsel immediately pursued an  
27 appeal of the order compelling arbitration, Class Counsel also prepared for all of  
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1 their clients to file individual arbitration demands and proceed pursuant to Sirius  
2 XM's arbitration provision. Class Counsel temporarily halted these efforts when  
3 settlement negotiations regarding a class resolution progressed. The actions were  
4 finally settled after Class Counsel fully briefed the appeal and prepared for and  
5 appeared at oral argument.

6 21. The Settlement was reached as a result of extensive arms'-length  
7 discussions and negotiations (in conjunction with the exchange of documents and  
8 information between the Parties), occurring over the course of many months.

9 22. In spring of 2017, counsel for Plaintiff Wright began exploring the  
10 possibility of resolution and engaging a mediator. The parties held an in-person  
11 settlement conference with counsel for Sirius XM at the Jones Day office in New  
12 York, but despite a number of follow up conversations, a resolution did not occur at  
13 that time.

14 23. Nevertheless, these initial conversations laid the groundwork for future  
15 resolution discussions, and Plaintiffs' Counsel expended significant time and  
16 resources during the initial talks, including hard-fought negotiation of informal  
17 discovery and review of the voluminous documents Sirius XM agreed to produce  
18 pursuant to those resolution efforts.

19 24. On June 28, 2017, shortly before Plaintiffs Alvarez, Bettison, and  
20 Vaugh filed their cases, Mr. Wright appealed this Court's order granting Defendant's  
21 motion to dismiss and to compel arbitration of his claims. (9th Cir. Case No. 17-  
22 55928.) Thereafter, the parties filed their opening, response, and reply briefs in the  
23 Appeal.

24 25. On May 8, 2018, Plaintiff Darlene Vaugh filed a class action complaint  
25 in the Superior Court of New Jersey for Atlantic County, alleging breaches of  
26 express and implied contract, fraudulent and negligent misrepresentation, unjust  
27 enrichment, and violations of New Jersey's Consumer Fraud Act, N.J. Stat. Ann. §  
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1 56:8-1, *et seq.* Sirius XM removed this action to the District of New Jersey on June  
2 8, 2018 and answered the complaint there on June 11, 2018. (*Vaugh*, ECF Nos. 1,  
3 3.)

4 26. Plaintiff Philip Alvarez filed a class action complaint in the Superior  
5 Court of California, County of Los Angeles, on August 28, 2018, alleging violations  
6 of the UCL and CLRA, as well as fraudulent and negligent misrepresentation, and  
7 seeking declaratory and injunctive relief only, and no monetary damages. Sirius XM  
8 removed this action to the Central District of California on October 5, 2018 and  
9 answered the complaint on October 6, 2018. (ECF Nos. 1, 7.)

10 27. Plaintiff Randall Bettison filed a class action complaint in the Circuit  
11 Court of Oregon for Multnomah County on May 17, 2018, alleging breaches of  
12 express and implied contract, fraudulent misrepresentation, unjust enrichment, and  
13 violations of Oregon’s Unlawful Trade Practices Act, Or. Rev. Stat. § 646.605, *et*  
14 *seq.* Sirius XM removed this action to the District of Oregon on June 19, 2018 and  
15 answered the complaint on June 20, 2018. (*Bettison*, ECF Nos. 1, 3.)

16 28. While the *Wright* Appeal and the other Plaintiffs’ claims were pending,  
17 and after all briefing in the Appeal was submitted, on November 29, 2018, the parties  
18 participated in a full-day mediation session before the Honorable Carl J. West (Ret.)

19 29. At Plaintiffs’ counsel’s request, Defendant provided substantial  
20 information in advance of mediation, sufficient to enable Class Counsel to value the  
21 claims and understand the prospective Class’s composition. This information, and  
22 the parties’ prior investigations, litigation, and briefing, gave Plaintiffs’ counsel an  
23 understanding of the claims and defenses sufficient to meaningfully conduct  
24 informed settlement discussions. Investigation revealed that Defendant offered  
25 Lifetime Subscriptions for prices ranging from \$357.54 to \$755.00.

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**SETTLEMENT OF THE ACTIONS**

30. Before entering into the Settlement, Class Counsel conducted a thorough examination, investigation, and evaluation of the relevant law, facts, and allegations to assess the merits of the claims and potential claims to determine the strength of liability, potential remedies, and all defenses thereto.

31. The Settlement was not reached at the November 29, 2018 mediation. However, over the course of following week, with the assistance of Judge West, the Parties continued to engage in extensive and often spirited negotiations.

32. On December 5, 2018, after all briefing was completed before the Court of Appeals, and shortly before oral argument was set to begin in Plaintiff Wright’s appeal before the Ninth Circuit, the Parties were able to reach an agreement in principle. Accordingly, Plaintiff Wright moved to dismiss his appeal at the commencement of oral argument, and the Ninth Circuit did not rule on the appeal. (9th Cir. Case No. 17-55928, ECF 38.)

33. The Parties then engaged in additional and extensive months-long negotiations, through many telephone discussions, to finalize and memorialize all aspects of the Settlement Agreement, including each of its exhibits.

34. While such documentation is always work intensive and time consuming, Sirius XM had very strong viewpoints on every detail of the process, and every minutiae of the Settlement was extensively negotiated and hard fought.

35. Although the Parties reached an agreement in principle, several details of the Settlement remained unresolved. The Parties thus worked diligently and expended additional time and effort to negotiate and finalize the terms of a written settlement agreement and the number of ancillary documents and the plan for Class Notice.

1           36. The Parties negotiated the attorneys’ fees and expenses to be sought by  
2 Class Counsel only after reaching an agreement upon the relief provided to the  
3 Settlement Class and the material terms of the Settlement, under the supervision of  
4 the Honorable Carl J. West (Ret.) of JAMS.

5           37. Even though Sirius XM is paying for Settlement administration in  
6 addition to the benefits made available to the Class, the Parties held a competitive  
7 bidding process to procure claims administration estimates from well-known  
8 administration companies, at the conclusion of which the Parties selected Epiq Class  
9 Action & Claims Solutions, Inc. (“Epiq”).

10           38. The Settlement and its exhibits, the Notice Plan, and each document  
11 comprising the notice were negotiated separately through many in-person and  
12 telephonic meetings, were meticulously drafted by Class Counsel, and were the  
13 subject of exhaustive negotiations and phone calls, and multiple rounds of revisions  
14 to refine each component of the Settlement, over the course of many months.

15           39. In addition, Epiq provided meaningful input on all of the notice  
16 documents, so as to ensure these materials are comprehensive and easy to read and  
17 understand by Settlement Class Members, and that they fully comply with due  
18 process, CAFA, and all requirements of Rule 23.

19           40. In addition to the Named Plaintiffs and Paul Wright, Class Counsel also  
20 communicated the Settlement’s terms to all of their many clients, who unanimously  
21 expressed support.

22           41. On June 5, 2020, after months of negotiations, the Parties executed the  
23 Settlement Agreement.

24           42. After a lengthy process that led to finalization of the Settlement, Class  
25 Counsel prepared and filed Plaintiffs’ Motion for Preliminary Approval of Class  
26 Action Settlement, which included supporting documents, declarations, and  
27 exhibits.  
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1 Settlement Class representatives were advised of and understood their obligations as  
2 Settlement Class representatives. Plaintiffs regularly communicated with Class  
3 Counsel regarding various issues pertaining to this case and the Settlement, and will  
4 continue to do so until the Settlement is approved, and its administration completed.

5 48. Plaintiffs (who are made up of both Active and Inactive Subscribers)  
6 do not have any conflicts of interest with the absent Class Members, as their claims  
7 are coextensive with those of the Class Members.

8 **CLASS COUNSEL’S HOURS AND LODESTAR**

9 49. Class Counsel, in Plaintiffs’ Motion for Attorneys’ Fees and Expenses  
10 and for Service Payments, filed concurrently herewith, have applied for attorneys’  
11 fees and expenses not to exceed \$3,500,000 (the total fees requests equal  
12 approximately 3.6% of the estimated Settlement value opined by Plaintiff’s expert,  
13 Christian Treggilis).

14 50. This amount was not discussed between the Parties until after they  
15 agreed on the material terms of the Settlement.

16 51. **Class Counsel’s Combined Lodestar.** Using the information provided  
17 in my co-Class Counsel’s concurrently filed Declarations and my own personal  
18 knowledge of my firm’s lodestar, the following chart summarizes the lodestar by  
19 each firm:

<b>Class Counsel’s Combined Lodestar</b>		
<b>Firm</b>	<b>Hours</b>	<b>Lodestar</b>
Ahdoot & Wolfson, PC	1,601.00	\$1,231,220.00
Abington Cole + Ellery	512.90	\$384,675.00
Stoll Stoll Berne Lokting & Shlachter P.C.	47.05	\$30,930.25
<b>Totals</b>	<b>2,160.95</b>	<b>\$1,646,825.25</b>

25 52. Class Counsel and their staffs have devoted a total of 2,160.95 hours to  
26 this litigation and have a total combined lodestar of \$1,646,825.25 through  
27 November 15, 2020.  
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1           53. **AW's Hours and Lodestar.** AW expended 1,601 hours in this  
2 litigation through November 15, 2020, for a lodestar of \$1,231,220.00.

3           54. AW's representation of the Class was on a wholly contingent basis.  
4 The Firm devoted substantial resources to this matter, and we have received no  
5 payment for any of the 1,601 hours of services performed or the out of pocket costs  
6 and expenses that AW committed to the litigation of this case. We did this, with no  
7 guarantee of repayment, to represent our clients and because of the public interest  
8 and social importance of this case. Moreover, AW was required to forego other  
9 financial opportunities to litigate this case. AW thus took this case with the  
10 expectation that the firm would receive a risk enhancement in the event we prevailed.

11           55. All attorneys and legal staff who worked on this case maintained  
12 contemporaneous time records reflecting the time spent on all billable matters. In  
13 all instances, the time keeper indicated the date and amount of time spent on a task  
14 to one-tenth of an hour, described the work that was performed during the indicated  
15 time period, and identified the case to which the time should be charged. AW's  
16 contemporaneous time records shall be made available to the Court for *in camera*  
17 review upon request.

18           56. AW made every effort to litigate this matter efficiently by coordinating  
19 the work of AW's attorneys and paralegals, as well as co-Class Counsel, minimizing  
20 duplication, and assigning tasks in a time and cost-efficient manner, based on the  
21 time keepers' experience levels and talents.

22           57. The detailed time records for the hours spent by my firm and billed to  
23 this case through November 15, 2020 are available to the Court upon request. I  
24 certify to the Court that AW's fee records accurately reflect work actually,  
25 reasonably, and necessarily performed in connection with the litigation of this  
26 matter. I believe that the hours spent reflect time spent reasonably litigating this  
27 case, which I have sought to manage and staff efficiently as described above.  
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1 58. A summary of rates and hours expended by AW’s professionals, as of  
 2 November 15, 2020, is set forth as follows:

3 Professional	4 Title	5 Billable Rate	6 Billable Hours	7 Billable Fees
8 Tina Wolfson	9 Partner	\$950	356.4	\$338,580.00
10 Robert Ahdoot	11 Partner	\$950	273.5	\$259,825.00
12 Theodore Maya	13 Partner	\$850	287.5	\$244,375.00
14 Henry Kelston	15 Partner	\$850	80.9	\$68,765.00
16 Bradley K. King	17 Partner	\$650	410.2	\$266,630.00
18 Meredith Lierz	19 Associate	\$450	24.6	\$11,070.00
20 Diana Kiem	21 Paralegal	\$250	126.9	\$31,725.00
22 Jessielle Fabian	23 Paralegal	\$250	38.6	\$9,650.00
24 Samantha Benson	25 Paralegal	\$250	2.4	\$600.00
26 <b>TOTALS:</b>			<b>1601</b>	<b>\$1,231,200.00</b>

27 59. Since November 15, 2020, Class Counsel have devoted significant  
 28 additional hours of time to, among other things, preparing and finalizing the motion  
 for attorneys’ fees and service payments, and all supporting declarations and exhibits  
 hereto, and responding to Class Member inquiries.

59. I expect AW to maintain a high level of oversight and involvement in  
 this case, and will continue to incur significant amounts of time given the future  
 work still needed for completion of the Settlement, including: preparing and filing  
 final approval papers, attending the final approval hearing, responding to Class  
 Member inquiries or challenges, responding to any requests for exclusion or  
 objections and filing any replies in support of final approval, addressing any appeals,  
 and working with Defendant and the Settlement Administrator on the distribution of  
 benefits to the Class. Therefore, I anticipate incurring significant additional lodestar  
 in the future.

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**CLASS COUNSEL’S REASONABLE EXPENSES**

61. As set forth in the concurrently filed Declarations of Class Counsel, the Plaintiff firms have incurred a total of \$29,015.37 in unreimbursed expenses that were necessarily incurred in connection with the investigation, prosecution, and settlement of this litigation, as follows:

<b>Firm</b>	<b>Total Expenses</b>
Ahdoot & Wolfson, PC	\$27,019.10
Stoll Stoll Berne Lokting & Shlachter P.C.	\$1,996.27
<b>Totals</b>	<b>\$29,015.37</b>

62. Class Counsel also anticipate incurring additional expenses to see this case to completion, for which Class Counsel will not seek additional reimbursement.

**AHDOOT & WOLFSON, PC’S EXPENSES**

63. To date, AW has incurred \$27,019.10 of these expenses, as follows:

<b>Description</b>	<b>Amount</b>
Electronic Research & Pacer Fees	\$231.20
Expert Fees	\$6,804.00
Filing & Attorney Service Fees	\$5,664.15
Mailing and Postage	\$77.75
Meals	\$588.38
Mediation Fees	\$5,400.00
Outside Printing/Copying	\$471.76
Travel/Lodging	\$7,781.86
<b>Total</b>	<b>\$27,019.10</b>

64. These costs are the common types of costs regularly billed to paying clients and recoverable in cases where statutory cost-shifting provisions are available, as they are here. These costs and expenses are fully documented, in my opinion necessary, and reasonable.

1                                   **AHDOOT & WOLFSON, PC FIRM EXPERIENCE**

2           65.    At all times, AW had the experience and expertise to effectively litigate  
3 any all issues related to this litigation.

4           66.    Tina Wolfson and I founded AW in 1998. From its inception AW  
5 specialized in complex and class action litigation and public interest litigation. The  
6 firm’s resume is attached hereto as **Exhibit A**. For decades, the attorneys at AW  
7 have vigorously litigated against large corporations and public entities vindicating  
8 the rights of millions of consumers, employees, and taxpayers in protracted, complex  
9 litigation, to successful results. AW has represented plaintiffs in employment,  
10 consumer rights, environmental and taxpayer rights litigation. AW partners have  
11 been named “Super Lawyers” by their peers in recognition of the results achieved  
12 by their work. Since its founding, AW has served as class counsel and in leadership  
13 positions in a wide range of consumer protection class actions. Tina Wolfson,  
14 Theodore W. Maya, Henry Kelston, Bradley K. King, Meredith Lierz, Diana Kiem,  
15 Jessielle Fabian, Samantha Benson and I have worked on this matter.

16           67.    Tina Wolfson attended and graduated Harvard Law School *cum laude*  
17 in 1994. Ms. Wolfson began her civil litigation career at Morrison & Foerster, LLP,  
18 where she defended major corporations in complex actions and represented indigent  
19 individuals in immigration and deportation trials as part of the firm’s *pro bono*  
20 practice. She then gained further invaluable litigation and trial experience at a  
21 boutique firm, focusing on representing plaintiffs on a contingency basis in civil  
22 rights and employee rights cases. Ms. Wolfson frequently lectures on numerous  
23 topics related to class action litigation across the country.

24           68.    I attended and graduated Pepperdine Law School *cum laude* in 1994,  
25 where I served as Literary Editor of the Pepperdine Law Review. I also clerked for  
26 the Honorable Paul Flynn at the California Court of Appeals, and began my career  
27 as a civil litigator at the Los Angeles office of Mendes & Mount, LLP, where I  
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1 defended large corporations and syndicates such as Lloyds of London in complex  
2 environmental and construction-related litigation as well as a variety of other  
3 matters. I have also lectured on numerous topics related to class action litigation  
4 across the country.

5 69. Theodore W. Maya is also a partner at AW and worked on this matter.  
6 Mr. Maya graduated from UCLA Law School in 2002 after serving as Editor-in-  
7 Chief of the *UCLA Law Review*. From July 2003 to August 2004, Mr. Maya served  
8 as Law Clerk to the Honorable Gary Allen Feess in the United States District Court  
9 for the Central District of California. Mr. Maya was also a litigation associate in the  
10 Los Angeles offices of Kaye Scholer LLP for approximately eight years where he  
11 worked on a large variety of complex commercial litigation from inception through  
12 trial. Mr. Maya was named “Advocate of the Year” for 2007 by the Consumer Law  
13 Project of Public Counsel for successful *pro bono* representation of a victim of a  
14 large-scale equity fraud ring.

15 70. Henry Kelston is a partner at AW who worked on this matter. Mr.  
16 Kelston graduated from New York University School of Law in 1978 and is a  
17 member of the New York and Connecticut Bars. Mr. Kelston has litigated a broad  
18 array of class actions for more than two decades, including actions challenging  
19 improperly charged bank fees, unauthorized collection of biometric data, and  
20 unlawful no-poach agreements among employers. He has been on the front lines in  
21 major data breach cases against companies such as Yahoo! and Facebook, and has  
22 represented consumers in class actions challenging food labeling practices, including  
23 the use of “natural” claims on products containing GMOs. His work in *In re Conagra*  
24 *Foods, Inc.*, contributed to a groundbreaking decision by the Ninth Circuit Court of  
25 Appeals, significantly strengthening the rights of consumers to bring class actions.  
26 Mr. Kelston is also a frequent speaker and CLE presenter on electronic discovery,  
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1 and a member of The Sedona Conference® Working Group 1 on Electronic  
2 Document Retention and Production.

3 71. Bradley K. King is a partner at AW who worked on this matter. Mr.  
4 King graduated from Pepperdine University School of Law in 2010, where he served  
5 as Associate Editor of the Pepperdine Law Review. He worked as a law clerk for the  
6 California Office of the Attorney General, Correctional Law Section in Los Angeles  
7 and was a certified law clerk for the Ventura County District Attorney’s Office. Mr.  
8 King began his legal career at a boutique civil rights law firm, gaining litigation  
9 experience in a wide variety of practice areas, including employment law, police  
10 misconduct, municipal contract, criminal defense, and premises liability cases.

11 72. Meredith S. Lierz was an associate at AW who worked on this matter.  
12 Ms. Lierz graduated Southwestern University School of Law in 2013. Ms. Lierz also  
13 obtained a Master’s in Business Administration from Claremont Graduate  
14 University. While at Southwestern University School of Law, Ms. Lierz was a Lead  
15 Articles Editor at *Southwestern Law Review* and a member of the Southwestern Law  
16 School Moot Court Honors Program. Ms. Lierz left her employment at AW in April  
17 2017 when she moved from Los Angeles.

18 73. Since 1999, Tina Wolfson and I have been appointed lead counsel in  
19 numerous complex consumer class actions. Many of these matters are set forth in  
20 AW’s firm resume attached hereto.

21 74. The following matters, however, are some more recent examples of  
22 class actions that Tina Wolfson and I have litigated to conclusion or are currently  
23 litigating on behalf of clients - either as Class Counsel, proposed Class Counsel or  
24 members of a Court appointed Plaintiff Steering Committee:

25 • *Eck, et al. v. City of Los Angeles*, No. BC577028 (Los Angeles  
26 Superior Court (“LASC”)) (Final Approval February 2018): AW was appointed Co-

27  
28



1 Class Counsel, and achieved a \$295 million settlement based on allegedly unlawful  
2 city tax regulations regarding electrical power.

3 • *Lavinsky v. City of Los Angeles*, No. BC542245 (LASC) (Hon.  
4 Ann I. Jones) (Final Approval October 2019): AW as lead Class Counsel, in a case  
5 challenging the imposition of certain utility taxes on the use of natural gas, prevailed  
6 on summary adjudication, certified a class, and achieved a settlement with a  
7 conservative minimum value of \$51 million (which included a cash fund and direct  
8 tax savings over the first three years after the Settlement’s Effective Date).

9 • *In re: Experian Data Breach Litig.*, No. 8:15-cv-01592-AG-  
10 DFM (C.D. Cal.) (Final Approval May 2019): AW served as Co-Lead Counsel, in  
11 this MDL Data Breach Class Action, for a Class of almost 16 million class members  
12 who were victims of a data breach affecting T-Mobile applicants and customers  
13 whose personal data was stored by Experian. Class action settlement conservatively  
14 valued at over \$150 million.

15 • *Pantelyat v. Bank of America, N.A.*, No. 1:16-cv-08964-AJN  
16 (S.D.N.Y.) (Hon. Alison J. Nathan) (Final Approval January 2019): AW served as  
17 sole class counsel for plaintiffs in a class action arising from allegedly improper  
18 overdraft fees and achieved a \$22 million class settlement, representing  
19 approximately 80% of total revenues gleaned by the bank’s alleged conduct.

20 • *Liggio v. Apple Federal Credit Union*, No. 18-cv-1059-LO (E.D.  
21 Va.) (Hon. Liam O’Grady) (Final Approval December 2019): AW served as co-class  
22 counsel and achieved a \$2.7 million class settlement in action alleging improperly-  
23 assessed overdraft fees.

24 • *Owens v. Bank of America, N.A.*, No. 1:19-cv-20614-MGC (S.D.  
25 FL) (Hon. Marcia G. Cooke): AW served as co-lead counsel and achieved a \$4.95  
26 million settlement between Bank of America and account holders who claimed the  
27 Bank breached its contract by assessing overdraft fees resulting from various non-  
28



1 recurring transactions. Judge Cooke indicated that the Court would finally approve  
2 the Settlement matter at a final approval hearing which took place on January 29,  
3 2020. There were no objectors to this Settlement.

4 • *Carter, et al. v. General Nutrition Centers, Inc. and GNC*  
5 *Holdings, Inc.*, No. 2:16-cv-00633-MRH (W.D. Pa.) (Hon. Mark R. Hornak) (Final  
6 Approval December 2019): AW achieved a \$6 million class settlement in a “false  
7 discount” class action involving products for sale on the GNC website. In finally  
8 approving the settlement, Judge Hornak noted the “simply superlative” materials  
9 prepared by counsel and commended the “effectiveness and efficiency” with which  
10 counsel brought the case to conclusion.

11 • *Kirby v. McAfee, Inc.*, No. 14-cv-02475-EJD (N.D. Cal.) (Hon.  
12 Edward J. Davila) (Final Approval February 2017): Co-Class Counsel. Plaintiffs  
13 challenged defendant’s auto renewal and false discount practices. Settlement made  
14 \$80 Million available to the class and included injunctive relief requiring McAfee to  
15 notify customers at the point of every sale that the service will be auto-renewed at  
16 an undiscounted subscription price. Further, the settlement required McAfee to  
17 change its policy regarding the past product price it lists as a reference to any  
18 discount it's currently offering. McAfee will now only list a past price that it has  
19 actually charged customers within the past 45 days.

20 • *In re: Premera Blue Cross Customer Data Sec. Breach Litig.*,  
21 No. 15-md-02633- SI (D. Or.) (Hon. Michael H. Simon) (Final Approval March  
22 2020): AW was selected to the Executive Leadership Committee after contested  
23 leadership applications in this MDL Data Breach Class Action. AW was  
24 instrumental in litigating the case through class certification and achieving a  
25 settlement valued at \$74 million.

26 • *Berman v. General Motors, LLC*, No. 2:18-cv-14371 (S.D. Fla.)  
27 (Hon. Robin L. Rosenberg) (Final Approval November 2019): AW served as co-  
28

1 lead counsel in a class action rising from allegations of a vehicle defect causing  
2 excessive oil consumption. The parties recently reached a settlement valued at  
3 approximately \$45 million.

4 • *In re: Uber FCRA Litig.*, No. 3:14-cv-05200-EMC (N.D. Cal.)  
5 (Hon. Edward M. Chen) (Final Approval May 2018): class settlement provided  
6 \$8.2M in monetary relief as well as injunctive relief guaranteeing Uber’s compliance  
7 with FCRA background check requirements; settlement reached while district  
8 court’s denial of a motion to compel individual arbitration was pending (and  
9 ultimately overturned) before the 9th Circuit.

10 • *In re: Apple Inc. Device Performance Litig.*, No. 5:18-md-  
11 02827-EJD (N.D. Cal.) (Hon. Edward J. Davila): AW appointed to the Plaintiffs’  
12 Steering Committee after contested applications in a case alleging deceptive conduct  
13 by Apple impacting iPhones nationwide. The Court preliminary approved a \$300  
14 million to \$500 million Settlement on May 15, 2020.

15 • *In re: The Home Depot, Inc., Customer Data Sec. Breach Litig.*,  
16 No. 1:14-md- 02583-TWT (N.D. Ga.) (Hon. Thomas W. Thrash Jr.) (Final Approval  
17 September 2017): AW served, by court appointment, on the MDL Consumer  
18 Plaintiffs’ Steering Committee. The settlement provided approximately \$29 million  
19 of monetary relief to the consumer class, as well as robust injunctive relief requiring  
20 Home Depot to overhaul its data security practices.

21 • *Smith v. Floor and Decor Outlets of America, Inc.*, No. 1:15-cv-  
22 04316-ELR (N.D. Ga.) (Hon. Eleanor L. Ross) (Final Approval January 2017): AW  
23 served as co-Class Counsel in a class action that resulted in a \$14 million class  
24 settlement regarding flooring product defect allegations. [REDACTED]

25 • *Chimeno-Buzzi v. Hollister Co.*, No. 1:14-cv-23120-MGC (S.D.  
26 Fla.) (Hon. Marcia G. Cooke) (Final Approval April 2016): AW served as co-Class  
27  
28

1 Counsel in a class action that resulted in a \$10 million class settlement arising from  
2 violations of the Telephone Consumer Protection Act of 1991 (“TCPA”).

3 • *Novoa v. The Geo Group, Inc.*, No. 5:17-cv-02514-JGB-SHK  
4 (C.D. Cal.) (Hon. Jesus G. Bernal): AW is co-counsel for the plaintiffs; case  
5 challenges private prison’s alleged practices of forced labor against immigration  
6 detainees.

7 • *In re: U.S. Office of Pers. Mgmt. Data Sec. Breach Litig.*, No.  
8 1:15-mc-01394-ABJ (D.D.C.) (Hon. Amy Berman Jackson): AW selected to the  
9 PSC after contested leadership applications in government personnel data breach.  
10 Order granting motion to dismiss recently reversed in part by D.C. Circuit Court of  
11 Appeals.

12 • *In re: Kind LLC “All Natural” Litig.*, No. 1:15-md-02645-WHP  
13 (S.D.N.Y.) (Hon. William H. Pauley): AW appointed interim co-lead counsel for the  
14 plaintiff class by MDL Court after contested leadership applications in false labeling  
15 food case.

16 75. Thus, AW has decades of experience in the prosecution of class actions  
17 and, in particular, class actions on behalf of consumers, and can more than  
18 adequately represent the Settlement Class.

### 19 **AW’S REASONABLE HOURLY RATES**

20 76. I believe that my firm’s rates are fully commensurate with the hourly  
21 rates of other nationally prominent firms performing similar work for both plaintiffs  
22 and defendants. After considering all of these data points, I have determined that the  
23 rates are reasonable for each of the AW professional who worked on this matter.

24 77. Because of the importance of recovery of attorney fee awards in  
25 contingency cases to a plaintiffs’ class action practice firm such as AW, we keep  
26 current on federal and California state law developments on the subject of attorneys’  
27 fees (AW is headquartered in Los Angeles and also maintains an office in New  
28

1 York). Accordingly, AW is familiar with the prevailing market rates for leading  
2 attorneys in California for trial court, complex and class action litigation of  
3 important issues.

4 78. AW periodically establishes hourly rates for the firm's billing  
5 personnel. AW establishes the rates based on prevailing market rates for attorneys  
6 and law firms in the Los Angeles area that have attorneys and staff of comparable  
7 skill, experience, and qualifications.

8 79. The bulk of AW's practice is contingent, and many of my firm's cases  
9 have been large and substantial in settlements or verdicts. In contingent risk cases,  
10 my firm and other firms doing this type of work frequently advance expenses and  
11 costs and defer all payment of our fees for several years, with no guarantee that any  
12 of the fees we incurred or costs we advanced would ever be recovered.

13 80. Courts have awarded AW attorneys' fees at rates that are comparable  
14 to the rates applicable to this matter. *See, e.g. Eck, et al. v. City of Los Angeles*, No.  
15 BC577028 (Los Angeles Superior Court ("LASC") (February 2018) (\$295 million  
16 finally approved settlement where the Court awarded Class Counsel's full request of  
17 approximately \$15 million based on percentage of the fund method and the virtually  
18 the same hourly rates); *Lavinsky v. City of Los Angeles*, No. BC542245 (LASC)  
19 (October 2019) (\$51 million minimum value finally approved settlement where the  
20 Court awarded Class Counsel's full request of approximately \$8 million based on  
21 percentage of the fund method and the virtually the same hourly rates); *Pantelyat v.*  
22 *Bank of America*, No. 1:16-cv-08964 (S.D.N.Y. Jan. 31, 2019) (Dkt. 116; \$22  
23 million finally approved settlement where the Court awarded Class Counsel's full  
24 request of \$5.5 million based on percentage of the fund method and the same hourly  
25 rates); *Williamson, et al. vs. McAfee, Inc.*, Case No. 5:14-cv-00158-EJD (N.D. Cal.  
26 Feb. 15, 2017) (Dkt. 118; \$85 Million settlement in deceptive auto renewal case);  
27 *Smith v. Floor & Decor Outlets of Am., Inc.*, Case No. 1:15-cv-04316-ELR, (N.D.  
28

1 Ga. Jan. 10, 2017) (Dkt. No. 69; \$14.5 Million product liability settlement re:  
2 laminate flooring); *Chimeno-Buzzi v. Hollister Co.*, Case No. 1:14-cv-23120-MGC  
3 (S.D. Fla. April 11, 2016) (Dkt. No. 155; \$10 Million TCPA Settlement).

4 81. The rates charged by AW are reasonable and well within the range of  
5 rates charged by comparably qualifying attorneys for comparably complex work.  
6 Comparable hourly rates have been found reasonable in numerous cases.

7 82. Moreover, the rates requested by AW are in line with the non-  
8 contingent market rates charged by attorneys of reasonably comparable experience,  
9 skill, and reputation for reasonably comparable services and supported by surveys  
10 of legal rates, including the following:

11 • In December 2015, Thomson Reuters published its Legal Billing  
12 Report, Volume 17, Number 3. A true and correct copy of the pages of that report  
13 listing California and West Regions is attached hereto as **Exhibit B**. It shows that  
14 the rates claimed by AW are well within the range of rates found reasonable for other  
15 law firms.

16 • On January 5, 2015, the National Law Journal published an  
17 article about its then current rate survey entitled “Billing Rates Rise, Discounts  
18 Abound.” A true and correct copy of that article is attached hereto as **Exhibit C**. It  
19 contains the rates charged by numerous Los Angeles area law firms handling  
20 comparably complex litigation. AW’s rates are well in line with those rates.

21 • The 2015 Real Rate Report Snapshot published by Ty  
22 Metrix/Legal Analytics summarizes the 2014 “real rates” for partners and associates  
23 in various cities. A copy of the relevant pages is attached hereto as **Exhibit D**. It  
24 shows, for example, that for the Los Angeles area attorneys surveyed (1,392  
25 partners, 1,947 associates), the Third Quartile of hourly rates for partners in 2014  
26 was \$823.63. The Third Quartile hourly rate for associates was \$574.84. Given the  
27 excellent quality of Class Counsel’s work and the results obtained here, in my  
28

1 opinion rates higher than the Third Quartile are the most appropriate measure.  
2 Moreover, since 2014, most Los Angeles Area firms have raised their rates by at  
3 least 5-10%.

4           • On January 13, 2014, the National Law Journal published an  
5 article about its most recent rate survey. That article included a chart listing the  
6 billing rates of the 50 firms that charge the highest average hourly rates for partners.  
7 A true and correct copy of that article is attached hereto as **Exhibit E**. Of the 50  
8 firms listed, several have offices in the Los Angeles Area and many others have  
9 significant litigation experience in this area. And, although the rates that AW is  
10 requesting here are *lower* than many of the rates charged by the listed firms, the NLJ  
11 chart does show the *range* of rates charged for similar services, which is the  
12 applicable standard.

13           • The 2013 Real Rate Report Snapshot published by Ty  
14 Metrix/Legal Analytics summarizes the “real rates” for partners and associates in  
15 various cities. A copy of the relevant pages is attached hereto as **Exhibit F**. It shows  
16 that for the Los Angeles Area attorneys surveyed (972 partners, 1,239 associates),  
17 the Third Quartile partner rate in 2012 was \$816.89 per hour and the associate rate  
18 was \$531.63 per hour. Given the excellent quality of the work performed and results  
19 obtained here, in my opinion rates higher than the Third Quartile are the most  
20 appropriate measure. Moreover, since 2012, most Los Angeles Area firms have  
21 raised their rates by at least 5-10%.

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

1 2013, the 50 top grossing law firms billed their partners at an *average* rate between  
2 \$879 and \$882 per hour.

3 83. I have reviewed the full versions of these cited studies and articles.  
4 They also support the hourly rates charged by attorneys who are my co-Class  
5 Counsel in this matter, as set forth the concurrently filed Declarations of Keith S.  
6 Dubanevich and Cornelius P. Dukelow.

7 84. The Settlement achieved in this litigation is the product of the initiative,  
8 investigations, and hard work of skilled counsel.

9 85. Based on my experience and my knowledge regarding the factual and  
10 legal issues in this matter, and given the substantial benefits provided by the  
11 Settlement, it is my opinion that the proposed Settlement in this matter is fair,  
12 reasonable, and adequate, and is in the best interests of the Settlement Class  
13 Members.

14  
15 I declare under penalty of perjury pursuant to the laws of the United States of  
16 America that the foregoing is true and correct. Executed this 16th day of November  
17 2020 in Los Angeles, California.

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22 Robert R. Ahdoot

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**EXHIBIT A**



## AHDOOT & WOLFSON, PC

ATTORNEYS

Ahdoot & Wolfson, PC (“AW”) is a nationally recognized law firm founded in 1998 that specializes in complex and class action litigation, with a focus on consumer fraud, anti-competitive business practices, privacy rights, employee rights, defective products, civil rights, and taxpayer rights and unfair practices by municipalities. The attorneys at AW are experienced litigators who have vindicated the rights of millions of class members in protracted, complex litigation, to successful results. AW has been appointed to the leadership teams in numerous class actions in both state and federal courts.

**Tina Wolfson** graduated Harvard Law School *cum laude* in 1994. Ms. Wolfson began her civil litigation career at the Los Angeles office of Morrison & Foerster, LLP, where she defended major corporations in complex actions and represented indigent individuals in immigration and deportation trials as part of the firm’s *pro bono* practice. She then gained further invaluable litigation and trial experience at a boutique firm, focusing on representing plaintiffs on a contingency basis in civil rights and employee rights cases. Since co-founding AW in 1998, Ms. Wolfson had lead numerous class actions to successful results. Ms. Wolfson is a member of the California, New York and District of Columbia Bars.

Recognized for her deep class action experience, Ms. Wolfson frequently lectures on numerous class action topics across the country. Her notable speaking engagements include:

- Class Action Mastery Forum at the University Of San Diego School of Law (Data Breach/Privacy Class Action Panel) January 16, 2019;
- Association of Business Trial Lawyers: “Navigating Class Action Settlement Negotiations and Court Approval: A Discussion with the Experts,” Los Angeles May 2017, featuring Hon. Philip S. Gutierrez and Hon. Jay C. Gandhi;
- CalBar Privacy Panel: “Privacy Law Symposium: Insider Views on Emerging Trends in Privacy Law Litigation and Enforcement Actions in California,” Los Angeles Mar. 2017 (Moderator), featuring Hon. Kim Dunning;
- HarrisMartin: Equifax Data Breach Litigation Conference, November 2017, Atlanta (Co-Chair).
- American Conference Institute: “2nd Cross-Industry and Interdisciplinary Summit on Defending and Managing Complex Class Actions,” April 2016, New York: Class Action Mock Settlement Exercise featuring the Hon. Anthony J. Mohr;

- Federal Bar Association: N.D. Cal. Chapter “2016 Class Action Symposium,” San Francisco Dec. 2016 (Co-Chair), featuring Hon. Joseph F. Anderson, Jr. and Hon. Susan Y. Illston;
- Federal Bar Association: “The Future of Class Actions: Cutting Edge Topics in Class Action Litigation,” San Francisco Nov. 2015 (Co-Chair & Faculty), featuring Hon. Jon S. Tigar and Hon. Laurel Beeler.
- American Association for Justice: AAJ 2015 Annual Convention - “The Mechanics of Class Action Certification,” July 2015, Montreal, Canada.
- HarrisMartin: Data Breach Litigation Conference: The Coming of Age - “The First Hurdles: Standing and Other Motion to Dismiss Arguments,” March 2015, San Diego.
- Bridgeport: 2015 Annual Consumer Class Action Conference, February 2015, Miami (Co-Chair).
- Venable, LLP: Invited by former opposing counsel to present mock oral argument on a motion to certify the class in a food labeling case, Hon. Marilyn Hall Patel (Ret.) presiding, October 2014, San Francisco.
- Bridgeport: 15th Annual Class Action Litigation Conference - “Food Labeling and Nutritional Claim Specific Class Actions,” September 2014, San Francisco (Co-Chair and Panelist).
- Bridgeport: 2014 Consumer Class Action Conference - “Hot Topics in Food Class Action Litigation,” June 2014, Chicago.
- Perrin Conferences: Challenges Facing the Food and Beverage Industries in Complex Consumer Litigations, invited to discuss cutting edge developments in settlement negotiations, notice, and other topics, April 2014, Chicago.
- Bridgeport: Class Action Litigation & Management Conference - “Getting Your Settlement Approved,” April 2014, Los Angeles.
- HarrisMartin: Target Data Security Breach Litigation Conference - “Neiman Marcus and Michael’s Data Breach Cases and the Future of Data Breach Cases,” March 2014, San Diego.
- Bridgeport: Advertising, Marketing & Media Law: Litigation and Best Management Practices - “Class Waivers and Arbitration Provisions Post-*Concepcion* / *Oxford Health Care*,” March 2014, Los Angeles

Ms. Wolfson currently serves as a Ninth Circuit Lawyer Representative for the Central District of California, as Vice President of the Federal Litigation Section of the Federal Bar Association, as a member of the American Business Trial Lawyer Association, as a participant at the Duke Law School Conferences and the Institute for the Advancement of the American Legal System, and on the Board of Public Justice.

**Robert Ahdoot** graduated from Pepperdine Law School *cum laude* in 1994, where he served as Literary Editor of the Pepperdine Law Review. Mr. Ahdoot clerked for the Honorable Paul Flynn at the California Court of Appeals, and then began his career as a civil litigator at the Los Angeles office of Mendes & Mount, LLP, where he defended large corporations and syndicates such as Lloyds of London in complex environmental and construction-related litigation as well as a variety of other matters. Since co-founding AW in 1998, Mr. Ahdoot had led numerous class actions to successful results. Recognized for his deep class action experience, Mr. Ahdoot frequently lectures on numerous class action topics across the country. His notable speaking engagements include:

- MassTorts Made Perfect: Speaker Conference, April 2019, Las Vegas: “Llegal Fees: How Companies and Governments Charge The Public, and How You Can Fight Back.”
- HarrisMartin: Lumber Liquidators Flooring Litigation Conference, May 2015, Minneapolis: “Best Legal Claims and Defenses.”
- Bridgeport: 15th Annual Class Action Litigation Conference, September 2014, San Francisco: “The Scourge of the System: Serial Objectors.”
- Strafford Webinars: Crafting Class Settlement Notice Programs: Due Process, Reach, Claims Rates and More, February 2014: “Minimizing Court Scrutiny and Overcoming Objector Challenges.”
- Pincus: Wage & Hour and Consumer Class Actions for Newer Attorneys: The Do’s and Don’ts, January 2014, Los Angeles: “Current Uses for the 17200, the CLRA an PAGA.”
- Bridgeport: 2013 Class Action Litigation & Management Conference, August 2013, San Francisco: “Settlement Mechanics and Strategy.”

**Theodore W. Maya** graduated from UCLA Law School in 2002 after serving as Editor-in-Chief of the UCLA Law Review. From July 2003 to August 2004, Mr. Maya served as Law Clerk to the Honorable Gary Allen Feess in the United States District Court for the Central District of California. Mr. Maya was also a litigation associate in the Los Angeles offices of Kaye Scholer LLP for approximately eight years where he worked on a large variety of complex commercial litigation from inception through trial. Mr. Maya was named “Advocate of the Year” for 2007 by the Consumer Law Project of Public Counsel for successful pro bono representation of a victim of a large-scale equity fraud ring.

**Bradley K. King** is a member of the Bars of the States of New Jersey, New York, District of Columbia, and California. He graduated from Pepperdine University School of Law in 2010, where he served as Associate Editor of the Pepperdine Law Review. He worked as a law clerk for the California Office of the Attorney General, Correctional Law Section in Los Angeles and was a certified law clerk for the Ventura County District Attorney’s Office. Mr. King began his legal career at a boutique civil rights law firm, gaining litigation experience in a wide variety of practice areas, including employment law, police misconduct, municipal contracts, criminal defense, and premises liability cases.

**Henry Kelston** graduated from New York University School of Law in 1978 and is a member of the New York and Connecticut Bars. Mr. Kelston has litigated a broad array of class actions for more than two decades, including actions challenging improperly charged bank fees, unauthorized collection of biometric data, and unlawful no-poach agreements among employers. He has been on the front lines in major data breach cases against companies such as Yahoo! and Facebook, and has represented consumers in class actions challenging food labeling practices, including the use of “natural” claims on products containing GMOs. His work in *In re Conagra Foods, Inc.*, contributed to a groundbreaking decision by the Ninth Circuit Court of Appeals, significantly strengthening the rights of consumers to bring class actions. Mr. Kelston is also a frequent speaker and CLE presenter on electronic discovery, and a member of The Sedona Conference® Working Group 1 on Electronic Document Retention and Production.

#### Recent Notable Cases

In *Eck v. City of Los Angeles*, No. BC577028 (LASC) (Hon. Ann I. Jones), AW was appointed class counsel in a \$295 million settlement in a case alleging that an 8% surcharge on Los Angeles electricity rates was an illegal tax. Final settlement approval was affirmed on appeal in October 2019.

In *Kirby v. McAfee, Inc.*, No. 5:14-cv-02475-EJD (N.D. Cal.) (Hon. Edward J. Davila), a case arising from McAfee’s auto renewal and discount practices, AW and co-counsel achieved a settlement that made \$80 million available to the class and required McAfee to notify customers regarding auto-renewals at an undiscounted subscription price and change its policy regarding the past pricing it lists as a reference to any current discount.

In *Lavinsky v. City of Los Angeles*, No. BC542245 (LASC) (Hon. Ann I. Jones), a class action alleging the city unlawfully overcharged residents for utility taxes, AW certified the plaintiff class in litigation and then achieved a \$51 million class settlement.

As co-lead counsel in *Berman v. Gen. Motors, LLC*, No. 2:18-cv-14371-RLR (S.D. Fla.) (Hon. Robin L. Rosenberg) (vehicle oil consumption defect class action), AW achieved a \$40 million settlement. In *Lumber Liquidators Chinese-Manufactured Flooring Durability Marketing & Sales Practices Litigation*, No. 1:16-md-02743-AJT-TRJ (E.D. Va.) (Hon. Anthony J. Trenga), a case arising from alleged misrepresentations of laminate flooring durability, which was coordinated with MDL proceedings regarding formaldehyde emissions, AW served as class counsel and was instrumental in achieving a \$36 million settlement.

In *Pantelyat v. Bank of America, N.A.*, No. 1:16-cv-08964-AJN (S.D.N.Y.) (Hon. Alison J. Nathan), a class action arising from allegedly improper overdraft fees, AW served as sole class counsel for plaintiffs and achieved a \$22 million class settlement, representing approximately 80% of total revenues gleaned by the bank’s alleged conduct. In *Owens v. Bank of America, N.A.*, No. 1:19-cv-20614-MGC (S.D. FL) (Hon. Marcia G. Cooke), AW served as co-lead counsel and achieved a \$4.95 million settlement between Bank of America and account holders who claimed the Bank breached its contract by assessing overdraft fees resulting from various non-recurring transactions.

As co-lead counsel in the *Experian Data Breach Litigation*, No. 8:15-cv-01592-AG-DFM (C.D. Cal.) (Hon. Andrew J. Guilford), which affected nearly 15 million class members, AW achieved a settlement conservatively valued at over \$150 million. Each class member is entitled to two years of additional premium credit monitoring and ID theft insurance (to begin whenever their current credit monitoring product, if any, expires) plus monetary relief (in the form of either documented losses or a default payment for non-documented claims). Experian is also providing robust injunctive relief. Judge Guilford praised counsel's efforts and efficiency in achieving the settlement, commenting "You folks have truly done a great job, both sides. I commend you."

In the *Premera Blue Cross Customer Data Sec. Breach Litigation*, No. 3:15-cv-2633-SI (D. Or.) (Hon. Michael H. Simon), a case arising from a data breach disclosing the sensitive personal and medical information of 11 million Premera Blue Cross members, AW was instrumental in litigating the case through class certification and achieving a class settlement valued at \$74 million.

In *The Home Depot, Inc., Customer Data Sec. Breach Litigation*, No. 1:14-md-02583-TWT (N.D. Ga.) (Hon. Thomas W. Thrash Jr.), AW served on the consumer PSC and was instrumental in achieving a \$29 million settlement fund and robust injunctive relief to the consumer class. As co-lead counsel in *Gordon v. Chipotle Mexican Grill, Inc.*, No. 1:17-cv-01415-CMA-MLC (D. Colo.) (Hon. Christine M. Arguello), AW secured a settlement for the nationwide class that provides for up to \$250 in claimed damages or \$10,000 in extraordinary damages.

In *Adlouni v. UCLA Health Sys. Auxiliary*, No. BC589243 (Cal. Super. Ct. Los Angeles Cty. ("LASC")) (Hon. Daniel J. Buckley), AW, as a member of the PSC for patients impacted by university medical data breach, achieved a settlement providing two years of credit monitoring, a \$5,275,000 fund, and robust injunctive relief.

In the *U.S. Office of Personnel Management Data Security Breach Litigation*, No. 1:15-mc-1394-ABJ (D.D.C.) (Hon. Amy Berman Jackson), AW briefed and argued, in part, the granted motions to dismiss based on standing, and briefed in part the successful appeal to the D.C. Circuit.

AW also serves co-lead interim class counsel in the *Google Location History Litigation*, No. 5:18-cv-5062-EJD (N.D. Cal.) (Hon. Edward J. Davila), a consumer class action arising from Google's allegedly unlawful collection and use of mobile device location information on all Android and iPhone devices.

In the *Allergan Biocell Textured Breast Implant Products Liability Litigation*, No. 2:19-md-2921-BRM-JAD (D.N.J.), AW is serving as a member of plaintiffs' executive committee in a hybrid action alleging breast implants are linked to cancer. In the *ZF-TRW Airbag Control Units Products Liability Litigation*, No. 2:19-ml-2905-JAK-FFM (C.D. Cal.), AW is serving on the plaintiffs' executive committee.

AW is serving as interim co-lead class counsel in the *ZOOM Video Communications, Inc. Privacy Litigation*, No. 5:20-cv-02155-LHK (N.D. Cal.) (Hon. Lucy H. Koh), a class action alleging Zoom's failure to implement adequate security protocols or review procedures for its video-

conferencing platform jeopardized millions of consumers' privacy, fell well short of its promises, and diminished the value of the products and services provided.

AW represents online ad buyers in *Devaney v. Google LLC*, No. 3:20-cv-04130-JSC (N.D. Cal.) (Hon. Jacqueline Scott Corley), a class action alleging Google's acquisition of competitors, exclusivity provisions, interoperability/compatibility design choices, and development of its analytics services allowed it to gain dominance in the display advertising tech space and achieve an illegal monopoly.

In *Robinson v. Jackson Hewitt, Inc.*, No. 2:19-cv-09066-SDW-ESK (D.N.J.) (Hon. Susan D. Wigenton), a class action alleging that a standardized "no-poach" agreement among Jackson Hewitt and its franchisees limited mobility and compensation prospects for the tax preparer employees, AW is asserting claims on behalf of consumers under both federal antitrust and California employment laws.

In *Powell Prescription Center v. Surescripts, LLC*, No. 1:19-cv-00627 (N.D. Ill.) (Hon. John J. Tharp, Jr.), AW represents pharmacies in a class action arising from Surescripts' alleged monopolies in both the routing and eligibility markets of the e-prescription industry.

AW also was recently appointed co-lead counsel after competing applications in *Clark v. American Honda Motor Co., Inc.*, No. 2:20-cv-03147-AB-MRW (C.D. Cal.) (Hon. André Birotte Jr.), a class action arising from unintended and uncontrolled deceleration in certain Acura vehicles.

AW is also serving as plaintiffs' counsel in consumer privacy rights cases involving the right to control the collection and use of biometric information, successfully opposing motions to dismiss based on lack of standing. *See, e.g., Rivera v. Google LLC*, No. 19-1182 (7th Cir.) (order granting summary judgment currently on appeal to the Seventh Circuit); *Azzano v. Google LLC*, No. 2019-CH-11153 (Ill. Cir. Ct.) (Hon. Anna M. Loftus); *Molander v. Google LLC*, No. 5:20-cv-00918-EJD (N.D. Cal.) (Hon. Edward J. Davila); *Miracle-Pond v. Shutterfly, Inc.*, No. 1:19-cv-4722 (N.D. Ill.) (Hon. Mary M. Rowland); *Acaley v. Vimeo, Inc.*, No. 1:19-cv-7164 (N.D. Ill.) (Hon. Matthew F. Kennelly).

In addition, AW has served and are serving as plaintiffs' counsel in class actions enforcing consumer rights under the Telephone Consumer Protection Act of 1991 ("TCPA"), such as *Chimeno-Buzzi v. Hollister Co.*, No. 1:14-cv-23120-MGC (S.D. Fla.) (Hon. Marcia G. Cooke) (class counsel in \$10 million nationwide settlement) and *Melito v. American Eagle Outfitters, Inc.*, No. 1:14-cv-02440-VEC (S.D.N.Y.) (Hon. Valerie E. Caproni) (\$14.5 million nationwide settlement).

In *Smith v. Floor & Decor Outlets of America, Inc.*, No. 1:15-cv-04316-ELR (N.D. Ga.) (Hon. Eleanor L. Ross), AW achieved a \$14 million class settlement arising from alleged toxic emissions from flooring.

In *Skeen v. BMW of N. Am., LLC*, No. 2:13-cv-01531-WHW-CLW (D.N.J.) (Hon. William H. Walls) (arising from MINI Coopers with allegedly defective timing chain) and *Boehm v. BMW of N. Am., LLC*, No. 2:17-cv-12827-MCA-LDW (D.N.J.) (Hon. Madeline E. Cox Arleo) (arising from MINI Coopers with allegedly defective high pressure fuel pump), AW achieved uncapped settlement funds for warranty extension, reimbursement for repairs, and compensation for sale at a loss.



In *Pappas v. Naked Juice Co. of Glendora, Inc.*, No. 2:11-cv-8276-JAK-PLA (C.D. Cal.) (Hon. John A. Kronstadt), the Court appointed AW as co-lead counsel after contested lead applications. She then achieved a \$9 million nationwide settlement, with injunctive relief in the form of product labeling changes, and periodic audits to assure compliance with labeling representations. At the time, it was the largest settlement achieved in a food false advertising case.

As co-lead class counsel in *Carter, et al. v. General Nutrition Centers, Inc. and GNC Holdings, Inc.*, No. 2:16-cv-00633-MRH (W.D. Pa.) (Hon. Mark R. Hornak), a “false discount” class action involving products for sale on the GNC website, AW achieved a \$6 million class settlement. In finally approving the settlement, Judge Hornak noted the “simply superlative” materials prepared by counsel and commended the “effectiveness and efficiency” with which counsel brought the case to conclusion.

AW, as class counsel in the *Uber FCRA Litig.*, No. 3:14-cv-05200-EMC (N.D. Cal.) (Hon. Edward M. Chen), achieved a \$7.5 million class settlement including injunctive relief guaranteeing Uber’s compliance with FCRA background check requirements. The settlement was reached while the district court’s denial of a motion to compel individual arbitration was pending (and ultimately overturned) before the Ninth Circuit.

In the *Kind LLC “All Natural” Litig.*, No. 1:15-md-02645-WHP (S.D.N.Y.) (Hon. William H. Pauley), AW was appointed interim co-lead counsel for the plaintiff class by MDL Court after contested leadership applications in false labeling food case.

AW, as class counsel in *Weiss v. Los Angeles*, No. BC141354 (LASC) (Hon. James C. Chalfant), won a *writ of mandate* trial to stop the allegedly illegal practice pertaining to parking violation notices. The judgment was affirmed on appeal.

In the *Apple Inc. Device Performance Litigation*, No. 5:18-md-2827-EJD (N.D. Cal.) (Hon. Edward J. Davila), AW is serving on the Plaintiffs’ Executive Committee in a class action arising from Apple’s alleged practice of deploying software updates to iPhones that deliberately degraded the devices’ performance and battery life. This consolidated class action includes claims from named plaintiffs residing in all fifty states, as well as plaintiffs from U.S. Territories and numerous other countries. Judge Davila preliminarily approved a class action settlement of \$310 million and \$500 million maximum.

AW’s current work on civil rights class actions include achieving class certification in *Novoa v. The Geo Group, Inc.*, No. 5:17-cv-2514-JGB-SHK (C.D. Cal.) (Hon. Jesus G. Bernal) (challenging private prison’s alleged practices of forced labor against immigration detainees) and ongoing litigation in *Williams v. City of New York*, No. 1:17-cv-2303-RJD-SM (E.D.N.Y.) (Hon. Raymond J. Dearie) (challenging allegedly unconstitutional prison conditions at Rikers Island and other facilities in New York State).

**EXHIBIT B**

LEGAL RESEARCH REPORT  
by [REDACTED]

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Volume 17, Number 3  
December 2015



THOMSON REUTERS

# California Region

## Firm: Snell & Wilmer

Firm Size: 419 Firm Rank: 104

Court Name: Arizona  
 Case Name: Xilit Corp., et al.  
 Case Number: 2:15-bk-00679-BKM

For fee applications  
 1/22/2015 through 9/11/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees	
Eric S. Pezold	Partner	CA	2004	2004	\$520	0.10	\$52.00	
<b>Total:</b>							<b>0.10</b>	<b>\$52.00</b>

## Firm: Klee, Tuchin, Bogdanoff & Stern, LLP

Firm Size: 19 Firm Rank: 0

Court Name: California Central  
 Case Name: State Fish Co., Inc  
 Case Number: 2:15-bk-11084-SK

For fee applications  
 6/1/2015 through 9/30/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees	
Kenneth Klee	Partner	CA	1974	1975	\$1,300	0.20	\$260.00	
David Stern	Partner	CA	1975	1975	\$1,080	189.50	\$204,660.00	
Michael Tuchin	Partner	CA	1990	1990	\$1,080	137.10	\$148,068.00	
Maria Sountas Argiropoulos	Partner	CA	2006	2006	\$675	25.20	\$17,010.00	
Colleen M. Keating	Counsel	CA	2008	2008	\$650	111.20	\$72,280.00	
Jonathan M. Weiss	Associate	CA	2012	2012	\$475	525.00	\$249,375.00	
Kathryn T. Zwicker	Associate	CA	1986	1986	\$440	9.50	\$4,180.00	
Sasha M. Gurwitz	Associate	CA	2014	2014	\$395	40.80	\$16,116.00	
<b>Total:</b>							<b>1038.50</b>	<b>\$711,949.00</b>

## Firm: Bracewell & Giuliani LLP

Firm Size: 422 Firm Rank: 103

Court Name: Delaware  
 Case Name: Optim Energy, LLC, et al.  
 Case Number: 14-10262 (BLS)

For fee applications  
 2/12/2014 through 10/15/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees	
Joe R. Hull	Partner	CA	1969	1969	\$790	0.60	\$474.00	
<b>Total:</b>							<b>0.60</b>	<b>\$474.00</b>

## Firm: Brown Rudnick LLP

Firm Size: 184 Firm Rank: 211

Court Name: Delaware  
 Case Name: Corinthian Colleges Inc.  
 Case Number: 15-10952 (KIC)

For fee applications  
 5/4/2015 through 9/21/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees	
Ronald Rus	Partner	CA	1975	1975	\$880	1.50	\$1,320.00	
Lauren E. Curry	Partner	CA	2010	2010	\$730	78.90	\$57,597.00	
<b>Total:</b>							<b>80.40</b>	<b>\$58,917.00</b>

### California Region

**Firm: Cooley LLP**

Firm Size: 613 Firm Rank: 63

For fee applications  
8/1/2015 through 10/7/2015

Court Name: Delaware  
Case Name: RS Legacy Corporation  
Case Number: 15-10197 (815)

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees	
Seth A. Raffkin	Partner	CA	1998	1998	\$810	0.50	\$405.00	
Janet D. Gertz	Associate	CA	2004	2004	\$755	14.60	\$11,023.00	
Shannon L. Sorrells	Associate	CA	2011	2011	\$595	2.80	\$1,666.00	
<b>Total:</b>							<b>17.90</b>	<b>\$13,094.00</b>

**Firm: Gibson Dunn & Crutcher, LLP**

Firm Size: 1099 Firm Rank: 21

For fee applications  
8/1/2015 through 8/31/2015

Court Name: Delaware  
Case Name: ENERGY FUTURE HOLDINGS CORP  
Case Number: 14-10979 (CS)

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees	
Matthew Bouslog	Associate	CA	2011	2011	\$625	5.10	\$3,187.50	
<b>Total:</b>							<b>5.10</b>	<b>\$3,187.50</b>

**Firm: Kirkland & Ellis, LLP**

Firm Size: 1442 Firm Rank: 13

For fee applications  
8/1/2015 through 8/31/2015

Court Name: Delaware  
Case Name: ENERGY FUTURE HOLDINGS CORP  
Case Number: 14-10979 (CS)

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees	
Mike Behrus	Partner	CA	1999	1999	\$1,220	3.10	\$3,782.00	
Mark E. McKane	Partner	CA	1997	1997	\$1,025	198.50	\$203,462.50	
Christopher Keegan	Partner	CA	2002	2002	\$855	75.50	\$64,552.50	
Michael Esser	Associate	CA	2009	2009	\$825	213.40	\$176,055.00	
Alexander Davis	Associate	CA	2012	2012	\$710	192.60	\$136,746.00	
Justin Sowa	Associate	CA	2013	2013	\$710	199.70	\$141,787.00	
Austin Klar	Associate	CA	2013	2013	\$635	35.00	\$22,225.00	
Sarah Stock	Associate	CA	2013	2013	\$635	121.60	\$77,216.00	
Anna Terteryan	Associate	CA	2014	2014	\$555	241.80	\$134,199.00	
James Barolo	Associate	CA	2014	2014	\$555	108.60	\$60,273.00	
Kevin Chang	Associate	CA	2014	2014	\$555	170.80	\$94,794.00	
<b>Total:</b>							<b>1560.50</b>	<b>\$1,115,092.00</b>

### California Region

Firm: **Klee, Tuchin, Bogdanoff & Stern, LLP**

Firm Size: 19 Firm Rank: 0

Court Name: Delaware  
 Case Name: SEAL123, INC., et al  
 Case Number: 15-10081 (CSS)

For fee applications  
 7/1/2015 through 11/30/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Lee Bogdanoff	Partner	CA	1985	1985	\$1,080	7.30	\$7,884.00
Michael Tuchin	Partner	CA	1990	1990	\$1,080	37.10	\$40,068.00
David Fidler	Partner	CA	1997	1998	\$850	12.70	\$10,795.00
Robert J. Pfister	Partner	CA	2001	2001	\$795	0.20	\$159.00
David M. Gress	Partner	CA	2005	2005	\$695	67.30	\$46,773.50
María Sountas Argiropoulos	Partner	CA	2006	2006	\$675	1.70	\$1,147.50
Justin D. Yi	Partner	CA	2009	2009	\$625	0.80	\$500.00
Jonathan M. Weiss	Associate	CA	2012	2012	\$475	34.70	\$16,482.50
Kathryn T. Zwickler	Associate	CA	1986	1986	\$440	12.40	\$5,456.00
<b>Total:</b>						<b>174.20</b>	<b>\$129,265.50</b>

Firm: **Morrison & Foerster LLP**

Firm Size: 1025 Firm Rank: 22

Court Name: Delaware  
 Case Name: ENERGY FUTURE HOLDINGS CORP  
 Case Number: 14-10979 (CSS)

For fee applications  
 8/1/2015 through 8/31/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Clara Lim	Associate	CA	2012	2012	\$635	39.80	\$25,273.00
Chika Arakawa	Associate	CA	2013	2013	\$495	8.30	\$4,108.50
<b>Total:</b>						<b>48.10</b>	<b>\$29,381.50</b>



California Region

Firm **Munger Toiles & Olson LLC**

Firm Size: 181 Firm Rank: 216

Court Name: Delaware  
 Case Name: ENERGY FUTURE HOLDINGS CORP  
 Case Number: 17-10979 (SS)

For fee applications  
 8/1/2015 through 8/31/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
John W. Spiegel	Partner	CA	1977	1977	\$1,065	36.30	\$38,659.50
Thomas B. Walper	Partner	CA	1980	1980	\$1,065	184.05	\$196,013.25
Stephen D. Rose	Partner	CA	1991	1991	\$960	29.20	\$28,032.00
Todd J. Rosen	Partner	CA	1999	1999	\$875	53.20	\$46,550.00
Jay M. Fujitani	Partner	CA	1984	1984	\$830	92.50	\$76,775.00
Kevin S. Allred	Partner	CA	1986	1986	\$830	94.50	\$78,435.00
Seth Goldman	Partner	CA	2002	2002	\$750	154.70	\$116,025.00
Bradley R. Schneider	Of Counsel	CA	2004	2004	\$680	115.10	\$78,288.00
Emily A. Bussigel	Associate	CA	2010	2010	\$635	184.80	\$117,348.00
Sam Greenberg	Associate	CA	2010	2010	\$615	61.70	\$37,945.50
Alex D. Teropka	Associate	CA	2012	2012	\$510	89.40	\$45,594.00
Andrea M. Weirtraub	Associate	CA	2013	2013	\$510	68.30	\$34,833.00
Sara N. Taylor	Associate	CA	2012	2012	\$510	70.40	\$35,904.00
Peter E. Boos	Associate	CA	2014	2014	\$395	11.40	\$4,503.00
<b>Total:</b>						<b>1245.55</b>	<b>\$934,885.25</b>

Firm **O'Melveny & Myers LLP**

Firm Size: 1198 Firm Rank: 16

Court Name: Delaware  
 Case Name: Colt Holding Company  
 Case Number: 15-11296 (LSS)

For fee applications  
 8/1/2015 through 9/30/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
John-Paul Mctiey	Partner	CA	1999	1999	\$930	6.70	\$6,231.00
Sarah Hoffner	Counsel	CA	2004	2004	\$755	11.20	\$8,456.00
Jeeho Lee	Counsel	CA	2007	2007	\$745	5.00	\$3,725.00
Joannah Caneda	Associate	CA	2015	2015	\$460	4.90	\$2,254.00
Christopher Marcin	Associate	CA	2014	2014	\$415	1.20	\$498.00
Joseph Zujkowski	Counsel	CA	2008	2008	\$390	183.60	\$71,604.00
<b>Total:</b>						<b>212.60</b>	<b>\$92,768.00</b>

California Region

Firm: Pachulski Stang Ziehl Young Jones & Wei

Firm Size: 55 Firm Rank: 0

Name

Debra I. Grassgreen  
William Ramseyer

Title  
Partner  
Of Counsel

For fee applications  
8/1/2015 through 8/31/2015

Court Name: Delaware  
Case Name: DDMG Estate  
Case Number: 12-12568(BLS)

State	Graduated	Admitted	Rate	Hours	Fees
CA	1991	1994	\$925	1.30	\$1,202.50
CA	1980	1980	\$650	1.10	\$715.00
<b>Total:</b>				<b>2.40</b>	<b>\$1,917.50</b>

Firm: Pachulski Stang Ziehl Young Jones & Wei

Firm Size: 55 Firm Rank: 0

Name

William L. Ramseyer

Title  
Of Counsel

For fee applications  
6/1/2015 through 8/31/2015

Court Name: Delaware  
Case Name: ICL Holdings Company, INC  
Case Number: 12-18319

State	Graduated	Admitted	Rate	Hours	Fees
CA	1980	1980	\$650	7.60	\$4,940.00
<b>Total:</b>				<b>7.60</b>	<b>\$4,940.00</b>

Firm: Pachulski Stang Ziehl Young Jones & Wei

Firm Size: 55 Firm Rank: 0

Name

Andrew W. Caine  
William L. Ramseyer  
William Ramseyer

Title  
Partner  
Of Counsel  
Of Counsel

For fee applications  
8/1/2015 through 9/30/2015

Court Name: Delaware  
Case Name: NE OPCO Int  
Case Number: 1:13-BK-11483

State	Graduated	Admitted	Rate	Hours	Fees
CA	1983	1983	\$925	0.20	\$185.00
CA	1980	1980	\$650	1.30	\$845.00
CA	1980	1980	\$650	2.10	\$1,365.00
<b>Total:</b>				<b>3.60</b>	<b>\$2,395.00</b>

Firm: Pachulski Stang Ziehl Young Jones & Wei

Firm Size: 55 Firm Rank: 0

Name

Andrew W. Caine  
Jeffrey Pomerantz  
Shirley S. Cho

Title  
Of Counsel  
Partner  
Of Counsel

For fee applications  
7/1/2015 through 11/30/2015

Court Name: Delaware  
Case Name: SEAL123, INC., et al.  
Case Number: 15-10081 (CSS)

State	Graduated	Admitted	Rate	Hours	Fees
CA	1983	1983	\$925	0.40	\$370.00
CA	1989	1989	\$895	0.90	\$805.50
CA	1997	1997	\$750	13.10	\$9,825.00
<b>Total:</b>				<b>14.40</b>	<b>\$11,000.50</b>

### California Region

**Firm: Pachulski Stang Ziehl Young Jones & Weil**  
 Firm Size: 55 Firm Rank: 0  
 Court Name: Delaware  
 Case Name: S3 Body Armor, Inc.  
 Case Number: 10-11255-(PJW)  
 For fee applications: 9/1/2014 through 9/30/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Alan J. Kornfeld	Partner	CA	1987	1987	\$925	8.90	\$8,232.50
Andrew Caine	Of Counsel	CA	1983	1983	\$895	0.20	\$179.00
David J. Barton	Partner	CA	1981	1981	\$850	0.30	\$255.00
David M. Bertenthal	Partner	CA	1989	1993	\$850	10.00	\$8,500.00
Maxim B. Litvak	Partner	CA	2001	2001	\$775	1.70	\$1,317.50
Joshua M. Fried	Partner	CA	2006	2006	\$725	2.80	\$2,030.00
Jonathan Kim	Of Counsel	CA	1995	1995	\$665	0.80	\$532.00
Elissa Wagner	Of Counsel	CA	2000	2001	\$625	46.60	\$29,125.00
William Ramseyer	Of Counsel	CA	1980	1980	\$625	2.40	\$1,500.00
<b>Total:</b>						<b>73.70</b>	<b>\$51,671.00</b>

**Firm: Paul Hastings LLP**  
 Firm Size: 882 Firm Rank: 30  
 Court Name: Delaware  
 Case Name: Mphycorp, Inc.  
 Case Number: 15-11357 (CSS)  
 For fee applications: 8/1/2015 through 9/30/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Leslie A. Plaskon	Partner	CA	1988	1988	\$1,150	111.10	\$127,765.00
Peter Burke	Partner	CA	1996	1996	\$975	3.90	\$3,802.50
Daniel C. Tola	Associate	CA	2013	2013	\$550	20.50	\$11,275.00
Kevin Kraft	Associate	CA	2014	2014	\$495	4.80	\$2,376.00
<b>Total:</b>						<b>140.30</b>	<b>\$145,218.50</b>

**Firm: Paul Hastings LLP**  
 Firm Size: 881 Firm Rank: 30  
 Court Name: Delaware  
 Case Name: SFAL123, INC., et al.  
 Case Number: 15-10081 (CSS)  
 For fee applications: 7/1/2015 through 11/30/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Nancy L. Abell	Partner	CA	1979	1979	\$995	0.30	\$895.50
Stephen D. Cooke	Partner	CA	1985	1985	\$973	0.30	\$292.13
<b>Total:</b>						<b>1.20</b>	<b>\$1,187.63</b>

By Region, By Firm

### California Region

Firm: **Quinn Emanuel Urquhart & Sullivan, LLP**

Firm Size: 647 Firm Rank 58

Court Name: Delaware

Case Name: RS Legacy Corporation  
Case Number: 15-10197 (BLS)

For fee applications  
6/1/2015 through 10/7/2015

Title	State	Graduated	Admitted	Rate	Hours	Fees
Partner	CA	2004	2005	\$840	11.20	\$9,408.00
Associate	CA	2008	2010	\$735	211.50	\$155,452.50
Partner	CA	1990	1990	\$695	47.20	\$32,804.00
<b>Total:</b>					<b>269.90</b>	<b>\$197,664.50</b>

Firm: **Robins-Kaplan LLP**

Firm Size: 250 Firm Rank 0

Court Name: Delaware

Case Name: Corinthian Colleges Inc  
Case Number: 15-10952 (KIC)

For fee applications  
5/4/2015 through 9/21/2015

Title	State	Graduated	Admitted	Rate	Hours	Fees
Partner	CA	1995	1995	\$810	5.70	\$4,617.00
Partner	CA	2014	2014	\$795	60.30	\$47,938.50
Partner	CA	2014	2014	\$675	17.00	\$11,475.00
Partner	CA	2014	2014	\$675	452.00	\$305,100.00
Partner	CA	2014	2014	\$650	17.40	\$11,310.00
Associate	CA	2009	2009	\$470	397.90	\$187,013.00
Associate	CA	2014	2014	\$450	568.10	\$255,645.00
Partner	CA	2001	2001	\$420	18.10	\$7,602.00
<b>Total:</b>					<b>1536.50</b>	<b>\$830,700.50</b>

Firm: **Torys LLP**

Firm Size: 236 Firm Rank 0

Court Name: Delaware

Case Name: Nortel Networks Inc.  
Case Number: 09-10138

For fee applications  
8/1/2015 through 8/31/2015

Title	State	Graduated	Admitted	Rate	Hours	Fees
Partner	CA	1974	1974	\$1,090	9.10	\$9,919.00
Associate	CA	2007	2007	\$775	163.00	\$126,325.00
<b>Total:</b>					<b>172.10</b>	<b>\$136,244.00</b>

## California Region

**Firm Cooley LLP**  
 Firm Size: 613 Firm Rank: 63

**Court Name** Virginia Eastern  
**Case Name** Health Diagnostic Laboratory, Inc.  
**Case Number** 15-32919-KRH

**For fee applications**  
 6/7/2015 through 8/31/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Aarti G. Reddy	Associate	CA	2010	2010	\$655	11.20	\$7,336.00
Amanda B. Pacheco	Associate	CA	2013	2013	\$470	3.30	\$1,551.00
<b>Total:</b>						<b>14.50</b>	<b>\$8,887.00</b>



West Region

Firm Faegre Baker Daniels LLP

Firm Size: 750 Firm Rank: 0

Name

Michael K. Bolton  
 Brandon K. Oliver

Title  
 Partner  
 Associate

Court Name Colorado  
 Case Name ROBERT D. MORDINI, JR.,  
 Case Number 1:1-15491-ABC

State	Graduated	Admitted	Rate
CO	2001	2001	\$540
CO	2010	2010	\$295
Total:			

For fee applications  
 9/1/2013 through 11/18/2015

Hours	Fees
0.50	\$270.00
3.50	\$1,082.50
<u>4.00</u>	<u>\$1,302.50</u>

Firm Greenberg Traurig LLP

Firm Size: 1699 Firm Rank: 9

Name

Matthew L. Hinker

Title  
 Associate

Court Name Delaware  
 Case Name ATLS Acquisition LLC  
 Case Number 13-10262 (P/M)

State	Graduated	Admitted	Rate
CO	2010	2010	\$635
Total:			

For fee applications  
 8/1/2015 through 8/31/2015

Hours	Fees
2.30	\$1,460.50
<u>2.30</u>	<u>\$1,460.50</u>

Firm O'Melveny & Myers LLP

Firm Size: 1193 Firm Rank: 16

Name

Robert Alashek  
 Peter Friedlman

Title  
 Partner  
 Partner

Court Name Delaware  
 Case Name Colt Holding Company  
 Case Number 15-11296 (LSS)

State	Graduated	Admitted	Rate
CO	1977	1977	\$1,075
CO	1998	1998	\$935
Total:			

For fee applications  
 8/1/2015 through 9/30/2015

Hours	Fees
1.50	\$1,612.50
107.00	\$100,045.00
<u>108.50</u>	<u>\$101,657.50</u>

Firm Jenner & Block LLP

Firm Size: 433 Firm Rank: 98

Name

Jarrell A. Cook

Title  
 Associate

Court Name Alabama Northern  
 Case Name Walter Energy Inc  
 Case Number 15-02741-TOM11

State	Graduated	Admitted	Rate
WA	2014	2014	\$460
Total:			

For fee applications  
 7/15/2015 through 10/31/2015

Hours	Fees
10.00	\$4,600.00
<u>10.00</u>	<u>\$4,600.00</u>



West Region

Firm Akin Gump Strauss Hauer & Feld LLP

Firm Size: 790 Firm Rank 40

Court Name Delaware  
Case Name Chiefsheet Resources Inc  
Case Number 15-10585(LS)

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Matthew W. Kinskey	Associate	WA	2014	2014	\$430	115.10	\$49,493.00
					<b>Total:</b>		<b>\$49,493.00</b>

For fee applications  
7/1/2015 through 10/31/2015

Firm Bracewell & Giuliani LLP

Firm Size: 422 Firm Rank 105

Court Name Delaware  
Case Name Optim Energy, LLC, et al,  
Case Number 14-10262 (BLS)

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Nancy Jo Nelson	Partner	WA	1984	1984	\$975	28.60	\$27,885.00
Jacqueline Java	Counsel	WA	2000	2000	\$670	0.90	\$603.00
Jacqueline Java	Counsel	WA	2000	2000	\$650	54.50	\$35,432.63
Sandra Snyder	Associate	WA	2006	2006	\$529	106.80	\$56,583.71
Sandra Snyder	Associate	WA	2006	2006	\$520	2.30	\$1,196.00
Blake Urban	Associate	WA	2009	2009	\$481	5.10	\$2,455.50
Serena Rwejuna	Associate	WA	2013	2013	\$363	37.00	\$13,449.87
					<b>Total:</b>	<b>235.20</b>	<b>\$137,505.71</b>

For fee applications  
2/12/2014 through 10/15/2015

Firm Foley & Lardner LLP

Firm Size: 874 Firm Rank 31

Court Name Delaware  
Case Name Universal Cooperatives Inc  
Case Number 14-11187 (MFW)

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Jack G. Haake	Associate	WA	2011	2011	\$315	12.40	\$3,906.00
					<b>Total:</b>	<b>12.40</b>	<b>\$3,906.00</b>

For fee applications  
8/1/2015 through 8/31/2015

Firm Jones Day

Firm Size: 2407 Firm Rank 3

Court Name Delaware  
Case Name Molycorp, Inc  
Case Number 15-11357 (CSS)

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Kent L. Killelea	Of Counsel	WA	1984	1984	\$750	5.30	\$3,975.00
					<b>Total:</b>	<b>5.30</b>	<b>\$3,975.00</b>

For fee applications  
8/1/2015 through 9/30/2015

# 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	\$260.00
Partner	Mike Bethus	Kirkland & Ellis LLP	1999	1998	CA	\$1,220	2.1	\$3,782.00
Partner	Leslie A. Plackon	Paul Hastings LLP	1988	1988	CA	\$1,150	111.1	\$127,765.00
Partner	Sheila Block	Torys LLP	1974	1974	CA	\$1,090	9.1	\$9,919.00
Partner	David Stern	Klee, Tuchin, Bogdanoff & Stern, LLP	1975	1975	CA	\$1,080	189.5	\$204,660.00
Partner	Lele Bogdanoff	Klee, Tuchin, Bogdanoff & Stern, LLP	1985	1985	CA	\$1,080	7.3	\$7,884.00
Partner	Michael Tuchin	Klee, Tuchin, Bogdanoff & Stern, LLP	1985	1985	CA	\$1,080	174.2	\$188,136.00
Partner	John W. Spiegl	Munger Tolles & Olson LLC	1990	1990	CA	\$1,065	36.3	\$38,659.50
Partner	Thomas B. Walper	Munger Tolles & Olson LLC	1977	1977	CA	\$1,065	184.05	\$196,013.25
Partner	Mark E. McKane	Kirkland & Ellis LLP	1980	1980	CA	\$1,025	198.5	\$203,462.50
Partner	Nancy I. Abell	Paul Hastings LLP	1997	1997	CA	\$995	0.9	\$895.50
Partner	Peter Burke	Paul Hastings LLP	1979	1979	CA	\$975	3.9	\$3,802.50
Partner	Stephen D. Cooke	Paul Hastings LLP	1986	1986	CA	\$973	0.3	\$292.13
Partner	Stephen D. Rose	Munger Tolles & Olson LLC	1985	1985	CA	\$960	20.2	\$28,032.00
Partner	John-Paul Motley	O'Melveny & Myers LLP	1991	1991	CA	\$930	6.7	\$6,231.00
Of Counsel	Alan J. Kornfeld	Pachulski Stang Ziehl Young Jones & Weintraub	1999	1999	CA	\$925	8.9	\$8,232.50
Partner	Andrew W. Cairne	Pachulski Stang Ziehl Young Jones & Weintraub	1987	1987	CA	\$925	0.6	\$555.00
Of Counsel	Debra I. Grassgreen	Pachulski Stang Ziehl Young Jones & Weintraub	1983	1983	CA	\$925	1.3	\$1,202.50
Partner	Andrew Cairne	Pachulski Stang Ziehl Young Jones & Weintraub	1994	1994	CA	\$895	0.2	\$179.00
Partner	Jeffrey Pomerantz	Pachulski Stang Ziehl Young Jones & Weintraub	1983	1983	CA	\$895	0.9	\$805.50
Partner	Ronald Rus	Brown Rudnick LLP	1989	1989	CA	\$880	1.5	\$1,320.00
Partner	Todd J. Rosen	Munger Tolles & Olson LLC	1975	1975	CA	\$875	53.2	\$46,550.00
Partner	Christopher Keegan	Kirkland & Ellis LLP	1999	1999	CA	\$855	75.5	\$64,552.50
Partner	David Eldler	Klee, Tuchin, Bogdanoff & Stern, LLP	2002	2002	CA	\$850	12.7	\$10,795.00
Partner	Davki J. Barton	Pachulski Stang Ziehl Young Jones & Weintraub	1998	1997	CA	\$850	0.3	\$255.00
Partner	David M. Benththal	Pachulski Stang Ziehl Young Jones & Weintraub	1981	1981	CA	\$850	10	\$8,500.00
Partner	Benjamin Finestone	Pachulski Stang Ziehl Young Jones & Weintraub	1993	1989	CA	\$840	11.2	\$9,408.00
Partner	Jay M. Fujitani	Quinn Emanuel Urquhart & Sullivan, LLP	2005	2004	CA	\$830	92.5	\$76,775.00
Partner	Kevin S. Allred	Munger Tolles & Olson LLC	1984	1986	CA	\$830	94.5	\$78,435.00
Associate	Michael Esser	Munger Tolles & Olson LLC	1986	1986	CA	\$825	213.4	\$176,055.00
Partner	Ronen M. Silberfeld	Kirkland & Ellis LLP	2009	2009	CA	\$810	5.7	\$4,617.00
Partner	Seth A. Rafkin	Robins Kaplan LLP	1995	1995	CA	\$810	0.5	\$405.00
Partner	Howard Weg	Robins Kaplan LLP	1998	1998	CA	\$795	60.3	\$47,938.50
Partner	Robert J. Pfister	Klee, Tuchin, Bogdanoff & Stern, LLP	2014	2014	CA	\$795	0.2	\$159.00
Associate	Joe R. Hull	Bracewell & Giuliani LLP	2001	2001	CA	\$790	0.6	\$474.00
Partner	Adam Stevens	Torys LLP	1969	1969	CA	\$775	163	\$126,325.00
Partner	Maxim B. Litvak	Pachulski Stang Ziehl Young Jones & Weintraub	2007	2007	CA	\$775	1.7	\$1,317.50
Associate	Janet D. Gertz	Cooley LLP	2001	2001	CA	\$755	14.6	\$11,023.00
Counsel	Sarah Hoffner	O'Melveny & Myers LLP	2004	2004	CA	\$755	11.2	\$8,456.00
Partner	Seth Goldman	Munger Tolles & Olson LLC	2004	2004	CA	\$750	154.7	\$116,025.00
Of Counsel	Shirley S. Cho	Pachulski Stang Ziehl Young Jones & Weintraub	2002	2002	CA	\$750	13.1	\$9,825.00

California Region

Title	Professional	Firm	Graduated	Admitted	State	Rate	Hours	Total
Counsel	Jeeho Lee	O'Melveny & Myers LLP	2007	2007	CA	\$745	5	\$3,725.00
Associate	Katherine Scharifing	Quinn Emanuel Urquhart & Sullivan, LLP	2010	2008	CA	\$735	211.5	\$155,452.50
Partner	Lauren E. Curry	Brown Rudnick LLP	2010	2010	CA	\$730	78.9	\$57,597.00
Partner	Joshua M. Fried	Pachulski Stang Ziehl Young Jones & Weintraub	2006	2006	CA	\$725	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	\$141,787.00
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	\$695	47.2	\$32,804.00
Of Counsel	Bradley R. Schneider	Munger Tolles & Olson LLC	2004	2004	CA	\$680	115.1	\$78,768.00
Partner	David B. Sherman	Robins Kaplan LLP	2014	2014	CA	\$675	17	\$11,475.00
Partner	Marla Sourtas Argiropoulos	Klee, Tuchin, Bogdanoff & Stern, LLP	2006	2006	CA	\$675	26.9	\$18,157.50
Partner	Scott F. Gaultier	Robins Kaplan LLP	2014	2014	CA	\$675	452	\$305,100.00
Of Counsel	Jonathan Kim	Pachulski Stang Ziehl Young Jones & Weintraub	1995	1995	CA	\$665	0.8	\$532.00
Associate	Aarti G. Reddy	Cooley LLP	2010	2010	CA	\$655	11.2	\$7,336.00
Counsel	Colleen M. Kendig	Klee, Tuchin, Bogdanoff & Stern, LLP	2008	2008	CA	\$650	111.2	\$72,280.00
Partner	James P. Meunton, Jr.	Robins Kaplan LLP	2014	2014	CA	\$650	17.4	\$11,310.00
Of Counsel	William L. Ramseyer	Pachulski Stang Ziehl Young Jones & Weintraub	1980	1980	CA	\$650	8.9	\$5,785.00
Associate	William Ramseyer	Pachulski 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 Lim	Morrison & Foerster LLP	2012	2012	CA	\$635	39.8	\$25,273.00
Associate	Emily A. Bussigal	Munger Tolles & Olson LLC	2010	2010	CA	\$635	184.8	\$117,348.00
Associate	Sarah Stock	Kirkland & Ellis LLP	2013	2013	CA	\$635	121.6	\$77,216.00
Of Counsel	Elissa Wagner	Pachulski Stang Ziehl Young Jones & Weintraub	2001	2000	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 Bouslog	Gibson Dunn & Crutcher, LLP	2011	2011	CA	\$625	5.1	\$3,187.50
Of Counsel	William Ramseyer	Pachulski Stang Ziehl Young Jones & Weintraub	1980	1980	CA	\$625	2.4	\$1,500.00
Associate	Sam Greenberg	Munger Tolles & Olson LLC	2010	2010	CA	\$615	61.7	\$37,945.50
Associate	Shannon L. Sorrells	Cooley LLP	2011	2011	CA	\$595	2.8	\$1,666.00
Associate	Anna Terteryan	Kirkland & Ellis LLP	2014	2014	CA	\$555	241.8	\$134,199.00
Associate	James Berdlo	Kirkland & Ellis LLP	2014	2014	CA	\$555	108.5	\$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	2004	2004	CA	\$520	0.1	\$52.00
Associate	Alex D. Teropka	Munger Tolles & Olson LLC	2012	2012	CA	\$510	89.4	\$45,594.00
Associate	Andrea M. Weintraub	Munger Tolles & Olson LLC	2013	2013	CA	\$510	68.3	\$34,833.00
Associate	Sara N. Taylor	Munger Tolles & Olson LLC	2012	2012	CA	\$510	70.4	\$35,904.00
Associate	Chika Arakawa	Morrison & Foerster LLP	2013	2013	CA	\$495	8.3	\$4,108.50
Associate	Kevin Kraft	Paul Hastings LLP	2014	2014	CA	\$495	4.8	\$2,376.00
Associate	Jonathan M. Wieleb	Klee, Tuchin, Bogdanoff & Stern, LLP	2012	2012	CA	\$475	559.7	\$265,857.50
Associate	Amanda B. Pacheco	Cooley LLP	2013	2013	CA	\$470	3.8	\$1,551.00
Associate	Cynthia C. Hernandez	Robins Kaplan LLP	2009	2009	CA	\$470	397.9	\$187,013.00

### California Region

Title	Professional	Firm	Graduated	Admitted	State	Rate	Hours	Total
Associate	Joannah Camedia	O'Melveny & Myers LLP	2015	2015	CA	\$450	4.9	\$2,254.00
Associate	Lorile A. Ball	Robbins Kaplan LLP	2014	2014	CA	\$450	568.1	\$255,645.00
Associate	Kathryn T. Zwickler	Klee, Tuchin, Rogdianoff & Stern, LLP	1986	1986	CA	\$440	21.9	\$9,635.00
Partner	Amy Churein	Robbins Kaplan LLP	2001	2001	CA	\$420	18.1	\$7,602.00
Associate	Christopher Martini	O'Melveny & Myers LLP	2014	2014	CA	\$415	1.2	\$498.00
Associate	Peter E. Boos	Munger Toiles & Olson LLC	2014	2014	CA	\$395	11.4	\$4,503.00
Associate	Sasha M. Gurvitz	Klee, Tuchin, Rogdianoff & Stern, LLP	2014	2014	CA	\$395	40.8	\$16,115.00
Counsel	Joseph Zujkowski	O'Melveny & Myers LLP	2008	2008	CA	\$390	183.6	\$71,604.00

West Region


Title	Professional	Firm	Graduated	Admitted	State	Rate	Hours	Total
Partner	Robert Blashek	O'Melveny & Myers LLP	1977	1977	CO	\$1,075	1.5	\$1,612.50
Partner	Peter Friedman	O'Melveny & Myers LLP	1998	1998	CO	\$935	107	\$100,045.00
Associate	Matthew L. Hinker	Greenberg Traurig LLP	2010	2010	CO	\$635	2.3	\$1,460.50
Partner	Michael K. Bolton	Faegre Baker Daniels LLP	2001	2001	CO	\$540	0.5	\$270.00
Associate	Brandon K. Oliver	Faegre Baker Daniels LLP	2010	2010	CO	\$295	3.5	\$1,032.50
Partner	Nancy Jo Nelson	Bracewell & Giuliani LLP	1984	1984	WA	\$375	28.6	\$27,885.00
Of Counsel	Kent L. Killalea	Jones Day	1984	1984	WA	\$750	5.3	\$3,975.00
Counsel	Jacqueline Java	Bracewell & Giuliani LLP	2000	2000	WA	\$670	0.9	\$603.00
Counsel	Jacqueline Java	Bracewell & Giuliani LLP	2000	2000	WA	\$650	54.5	\$35,432.63
Associate	Sandra Snyder	Bracewell & Giuliani LLP	2006	2006	WA	\$529	106.8	\$56,583.71
Associate	Sandra Snyder	Bracewell & Giuliani LLP	2006	2006	WA	\$520	2.3	\$1,196.00
Associate	Blake Urban	Bracewell & Giuliani LLP	2009	2009	WA	\$481	5.1	\$2,455.50
Associate	Jarrell A. Cook	Jenner & Block LLP	2014	2014	WA	\$460	10	\$4,600.00
Associate	Matthew W. Kinskey	Akin Gump Strauss Hauser & Feld LLP	2014	2014	WA	\$430	115.1	\$49,493.00
Associate	Serena Rwejuna	Bracewell & Giuliani LLP	2013	2013	WA	\$363	37	\$13,449.87
Associate	Jack G. Haake	Foley & Lardner LLP	2011	2011	WA	\$315	12.4	\$3,906.00

**EXHIBIT C**



THE NATIONAL LAW JOURNAL

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## Billing Rates Rise, Discounts Abound

A 10 percent increase is offset by price cuts.

Ketelyn Polantz, 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 Priciest 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, Gotshal & 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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2014 Adams and Reese	New Orleans, LA	318	\$700.00	\$305.00	\$420.00	\$915.00	\$220.00	\$270.00	\$500.00	\$425.00	\$875.00	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 Akerman	Miami, FL	523	\$880.00	\$380.00	\$595.00	\$465.00	\$205.00	\$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 Alvin Gump Strauss Hauer & Field	Washington, DC	609	\$1220.00	\$615.00	\$785.00	\$660.00	\$365.00	\$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 Allen Matkins Leck Gamble Mallory & Neibels	Los Angeles, CA	181	\$680.00	\$525.00	\$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 Alston & Bird	Atlanta, GA	789	\$875.00	\$485.00	\$675.00	\$575.00	\$280.00	\$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 Andrews Kurth	Houston, TX	337	\$1080.00	\$745.00	\$890.00	\$1090.00	\$265.00	\$670.00				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 Archer & Gröiner	Hartford, NJ	194	\$460.00	\$330.00	\$400.00	\$295.00	\$200.00	\$245.00				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 Arent Fox	Washington, DC	330	\$950.00	\$500.00	\$650.00	\$695.00	\$275.00	\$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 Arnall Golden Gregory	Atlanta, GA	140	\$520.00	\$430.00	\$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 Arnold & Porter	Washington, DC	720	\$650.00	\$670.00	\$815.00	\$610.00	\$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	\$695.00	\$650.00	\$465.00	\$350.00	\$175.00	\$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 Baker & Hostetler	Cleveland, OH	788	\$670.00	\$275.00	\$449.00	\$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	4057	\$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 Eaker, Donelson, Bearman, Caldwell & Berkowitz	Memphis, TN	598	\$495.00	\$340.00	\$400.00	\$465.00	\$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	\$580.00	\$330.00	\$480.00	\$370.00	\$280.00	\$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 Bonesch, Friedlander, Caplan & Aromoff	Cleveland, OH	150	\$635.00	\$280.00	\$465.00	\$475.00	\$165.00	\$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 & Krueger	Riverside, CA	176	\$655.00	\$340.00	\$455.00	\$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 McChughan	Boston, MA	795	\$1080.00	\$220.00	\$795.00	\$605.00	\$165.00	\$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	\$540.00	\$445.00	\$540.00	\$595.00	\$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, Schoenack & King	Syracuse, NY	198	\$520.00	\$240.00	\$355.00	\$310.00	\$160.00	\$225.00	\$485.00 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	\$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 Broad and Cassel	Olando, FL	150	\$465.00	\$235.00	\$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 Brown Rudnick	Boston, MA	187	\$1045.00	\$550.00	\$666.00				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	\$370.00	\$520.00	\$345.00	\$265.00	\$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	985	\$900.00	\$410.00	\$620.00	\$565.00	\$220.00	\$405.00	\$665.00 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 Nimmer	Los Angeles, CA	139	\$695.00	\$475.00	\$605.00	\$375.00	\$350.00	\$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 Burr & Forman	Birmingham, AL	261	\$525.00	\$300.00	\$371.00	\$275.00	\$200.00	\$241.00	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				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 Cadwalader, Wickersham & Taft	New York, NY	437	\$1050.00	\$500.00	\$690.00	\$750.00	\$395.00	\$655.00	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				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, Schatz, Meisel, Forman & Leonard	Hackensack, NJ	116	\$730.00	\$580.00	\$653.00	\$340.00	\$275.00	\$302.00	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	129	\$575.00	\$275.00	\$425.00	\$325.00	\$200.00	\$265.00	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	\$990.00	\$950.00	\$820.00	\$540.00	\$335.00	\$515.00	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	\$880.00	\$605.00	\$780.00	\$585.00	\$320.00	\$415.00	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	495	\$1135.00	\$275.00	\$570.00	\$840.00	\$160.00	\$355.00	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 Gurin, Mallett-Prevost, Goff & Mosie	New York, NY	323	\$850.00	\$730.00	\$600.00	\$785.00	\$345.00	\$480.00	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	\$635.00	\$315.00	\$435.00	\$350.00	\$200.00	\$256.00	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	810	\$965.00	\$860.00	\$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	586	\$1075.00	\$555.00	\$1055.00	\$750.00	\$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	\$1085.00	\$670.00	\$900.00	\$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	2403	\$1050.00	\$345.00	\$700.00	\$685.00	\$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 Dickinson Slipfords	Washington, DC	264	\$1250.00	\$590.00	\$750.00	\$695.00	\$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 Dinamore & Shork	Cincinnati, OH	415	\$650.00	\$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	3962	\$1025.00	\$450.00	\$785.00	\$750.00	\$250.00	\$610.00	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	\$950.00	\$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	\$535.00	\$415.00	\$245.00	\$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 Faegre Baker Daniels	Minneapolis, MN	673	\$580.00	\$355.00	\$260.00	\$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	\$890.00	\$405.00	\$535.00	\$470.00	\$210.00	\$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 Foley Hoag	Boston, MA	221	\$775.00	\$590.00	\$325.00	\$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	\$750.00	\$335.00	\$510.00	\$500.00	\$245.00	\$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 Fried, Frank, Harris, Shriver & Jacobson	New York, NY	450	\$1100.00	\$930.00	\$595.00	\$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	\$900.00	\$220.00	\$234.00	\$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	218	\$775.00	\$430.00	\$303.00	\$330.00	\$290.00	\$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	\$665.00	\$440.00	\$350.00	\$475.00	\$295.00	\$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 Gibson, Dunn & Crutcher	New York, NY	1154	\$1800.00	\$765.00	\$590.00	\$930.00	\$175.00	\$590.00	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	\$265.00	\$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 Greenberg Traurig	New York, NY	1690	\$655.00	\$535.00	\$763.00	\$570.00	\$325.00	\$470.00	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 Harris Beach	Rochester, NY	198	\$400.00	\$298.00	\$348.00	\$265.00	\$175.00	\$230.00	\$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 Harter Secrest & Emery	Rochester, NY	132	\$465.00	\$300.00	\$365.00	\$280.00	\$195.00	\$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 Haynes and Boone	Dallas, TX	493	\$1020.00	\$450.00	\$570.00	\$580.00	\$310.00	\$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 Hogan Lovells	Washington, DC	2313	\$1000.00	\$705.00	\$835.00				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 Holland & Hart	Denver, CO	423	\$725.00	\$305.00	\$442.00	\$425.00	\$175.00	\$277.00	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 Holland & Knight	Washington, DC	956	\$1095.00	\$355.00	\$625.00	\$595.00	\$210.00	\$340.00	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 Honigman Miller Schwartz and Cohn	Detroit, MI	231	\$560.00	\$280.00	\$390.00	\$225.00	\$205.00	\$220.00	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 Hughes Hubbard & Reed	New York, NY	351	\$995.00	\$725.00	\$890.00	\$675.00	\$365.00	\$555.00	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 Husch Blackwell	St Louis, MO	339	\$785.00	\$250.00	\$449.00	\$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 Ice 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 Irell & Manella	Los Angeles, CA	168	\$975.00	\$900.00	\$890.00	\$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	\$595.00	\$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	\$875.00	\$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 Jerffer, Mangels, Butler & Mitchell	Los Angeles, CA	125	\$975.00	\$560.00	\$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 Jenner & Block	Chicago IL	454	\$925.00	\$585.00	\$745.00	\$650.00	\$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	\$600.00	\$835.00	\$625.00	\$200.00	\$340.00	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	\$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 Kaye Scholer	New York, NY	392	\$1250.00	\$725.00	\$860.00	\$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	263	\$915.00	\$435.00	\$540.00	\$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	591	\$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	290	\$910.00	\$450.00	\$575.00	\$465.00	\$305.00	\$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 Kramer Levin Nattails & Frankel	New York, NY	313	\$1100.00	\$745.00	\$921.00	\$915.00	\$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	\$260.00	\$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 Lathram & Walkins	New York, NY	2060	\$1,110.00	\$695.00	\$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 350 report
2014 Lathrop & Gage	Kansas City, MO	283	\$700.00	\$285.00	\$420.00	\$375.00	\$195.00	\$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 Lewis Roca Rothgerber	Phoenix, AZ	229	\$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 350 report
2014 Lindquist & Vennum	Minneapolis, MN	179	\$600.00	\$460.00	\$520.00	\$470.00	\$275.00	\$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 Littler Mendelson	San Francisco, CA	1002	\$615.00	\$395.00	\$550.00	\$420.00	\$245.00	\$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 Lowenstein Sandler	Roseland, NJ	261	\$690.00	\$600.00	\$765.00	\$650.00	\$300.00	\$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 Mannatt, Phelps & Phillips	Los Angeles, CA	329	\$795.00	\$540.00	\$740.00				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 McCarter & English	Newark, NJ	371	\$625.00	\$450.00	\$630.00	\$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 350 report
2014 McDermott Will & Emery	Chicago, IL	1021	\$695.00	\$525.00	\$710.00				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 McElroy, Deutsch, Mulvaney & Carpenter	Monticello, NJ	274	\$660.00	\$225.00	\$445.00	\$335.00	\$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 350 report

2014 McGuireWoods	Richmond, VA	991	\$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	\$630.00	\$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 Mitchell, Best & Friedrich	Milwaukee, WI	189	\$650.00	\$235.00	\$445.00	\$425.00	\$200.00	\$283.00	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	228	\$740.00	\$340.00	\$478.00	\$425.00	\$230.00	\$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 Moore & Van Allen	Charlotte, NC	274	\$870.00	\$315.00	\$460.00	\$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	\$565.00	\$270.00	\$330.00	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				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	\$395.00	\$695.00	\$725.00	\$230.00	\$625.00	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	\$385.00	\$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	594	\$650.00	\$255.00	\$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	128	Bridgewater, NJ	\$500.00	\$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 350 report
2014 Norton Rose Fulbright	3537	Houston, TX	\$500.00	\$525.00	\$775.00	\$515.00	\$300.00	\$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 Nossaman	148	Los Angeles, CA	\$600.00	\$370.00	\$579.00	\$490.00	\$255.00	\$340.00	\$550.00 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 Rutter, McClellan & Flaherty	146	Boston, MA	\$715.00	\$470.00	\$575.00	\$460.00	\$285.00	\$375.00	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 Ogletree Deakins	666	Atlanta, GA	\$650.00	\$250.00	\$360.00	\$365.00	\$200.00	\$280.00	\$555.00 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 O'Melveny & Myers	721	Los Angeles, CA	\$950.00	\$615.00	\$715.00				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 Orrick, Herrington & Sutcliffe	654	New York, NY	\$1055.00	\$715.00	\$945.00	\$376.00	\$710.00	\$560.00	\$860.00 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 Parker Poe Adams & Bernstein	185	Charlotte, NC	\$500.00	\$425.00	\$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 Paul Hastings	889	New York, NY	\$900.00	\$750.00	\$915.00	\$755.00	\$355.00	\$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 Paul, Weiss, Rifkin, Wharton & Garrison	854	New York, NY	\$1120.00	\$760.00	\$1040.00	\$735.00	\$595.00	\$578.00	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 Pepper Hamilton	Philadelphia, PA	510	\$950.00	\$455.00	\$645.00	\$525.00	\$280.00	\$399.00	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	881	\$1000.00	\$330.00	\$615.00	\$610.00	\$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	581	\$1070.00	\$615.00	\$865.00	\$690.00	\$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	\$235.00	\$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	\$880.00	\$675.00	\$285.00	\$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	\$925.00	\$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	\$675.00	\$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	1555	\$650.00	\$605.00	\$737.00	\$550.00	\$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	\$805.00	\$600.00	\$676.00	\$465.00	\$350.00	\$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	Norristown, NJ	148	\$465.00	\$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 & Cole	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	\$490.00	\$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	\$533.00	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	\$650.00	\$375.00	\$610.00	\$505.00	\$225.00	\$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 Sheppard Mullin Richter & Hampton	Los Angeles, CA	549	\$975.00	\$450.00	\$565.00	\$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	Toledo, OH	224	\$595.00	\$305.00	\$413.00	\$330.00	\$160.00	\$256.00	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	\$450.00	\$345.00	\$195.00	\$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 Steadlen, Arps, State, Meagher & Flom	New York, NY	1664	\$1150.00	\$845.00	\$1036.00	\$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	\$845.00	\$325.00	\$526.00	\$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 Spillman Thomas & Brittles	Charleston, WV	131						\$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 Squire Patton Boggs						\$530.00	\$230.00	\$450.00	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	\$255.00	\$403.57	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	\$925.00			\$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	385	\$600.00	\$300.00	\$492.00	\$465.00	\$205.00	\$312.00	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 Strauburger & Price	Dallas, TX	217	\$680.00	\$290.00	\$435.00	\$385.00	\$210.00	\$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 Stroock & Stroock & Lavan	New York, NY	285	\$1125.00	\$675.00	\$950.00	\$640.00	\$350.00	\$875.00	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

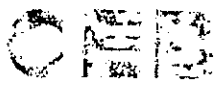
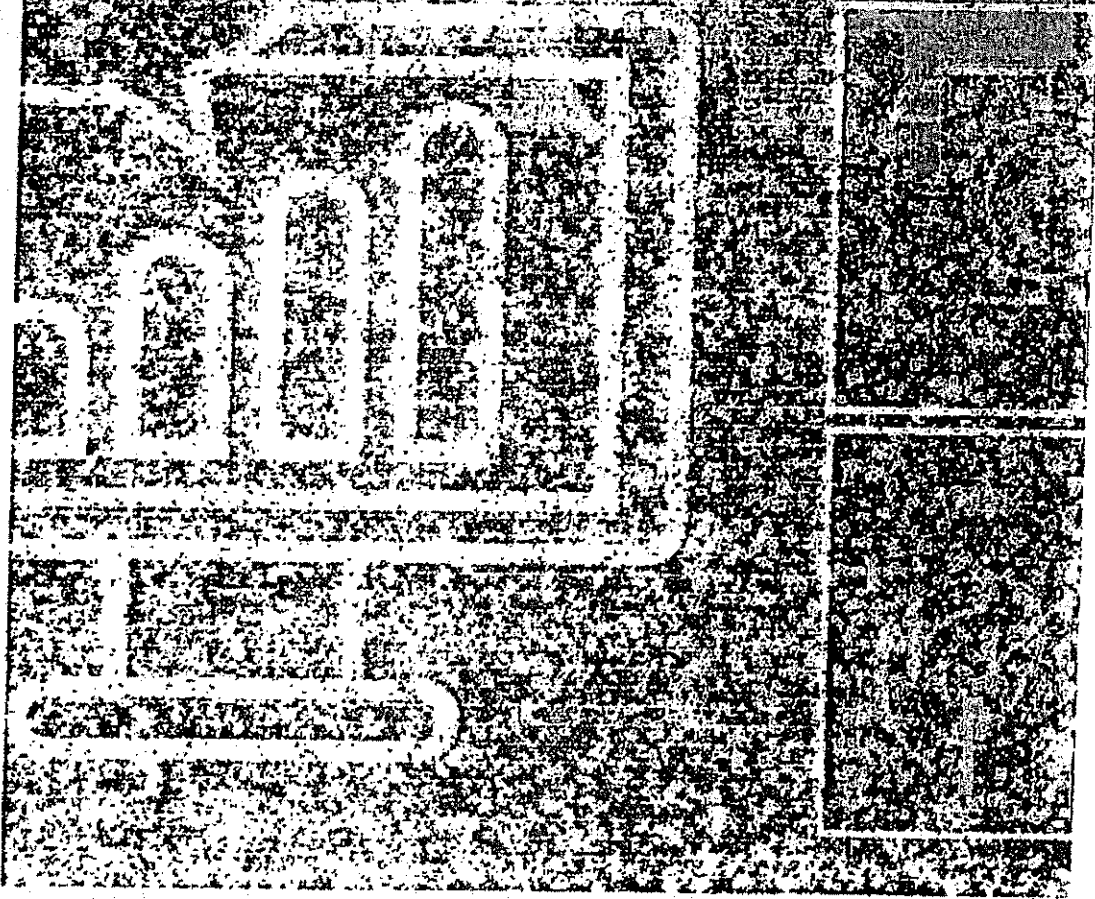


2014 Telf Stiebinius & Hollister	Cincinnati, OH	297	\$536.00	\$285.00	\$415.00	\$475.00	\$200.00	\$285.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Thompson & Knight	Dallas, TX	290	\$740.00	\$125.00	\$535.00	\$510.00	\$240.00	\$370.00	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 Thompson Coburn	St. Louis, MO	317	\$510.00	\$330.00	\$440.00	\$350.00	\$220.00	\$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 Troutman Sanders	Atlanta, GA	597	\$975.00	\$400.00	\$620.00	\$570.00	\$245.00	\$340.00	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 Ulmer & Berne	Cleveland, OH	178	\$115.00	\$315.00	\$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 Varnum	Grand Rapids, MI	433	\$465.00	\$230.00	\$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 Venable	Washington, DC	533	\$1075.00	\$470.00	\$660.00	\$575.00	\$235.00	\$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 Vinson & Elkins	Houston, TX	650	\$770.00	\$475.00	\$600.00	\$665.00	\$275.00	\$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 Waller Lansden Dortch & Davis	Nashville, TN	178	\$500.00	\$350.00	\$460.00	\$335.00	\$190.00	\$245.00	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 Weil, Gotshal & Manges	New York, NY	1157	\$1075.00	\$525.00	\$630.00	\$790.00	\$300.00	\$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

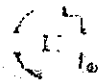
**EXHIBIT D**

# Real Rate Report Snapshot

The Industry's Leading Analysis of Law Firm  
Rates, Trends, and Practices



WHAT THE BEST COMPANIES DO



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WHAT THE BEST COMPANIES DO

**CONTRIBUTING EDITORS AND ANALYSTS**

Bradley Tingquist  
Quantitative Leader, CEB  
David Moran  
Director of Data Management and Analytics  
Legal Analytics, ELM Solutions  
Mergie Sleboda  
Product Manager  
Legal Analytics, ELM Solutions  
Carol Au  
Quantitative Analyst  
Legal Analytics, ELM Solutions

**LEAD DATA ANALYSTS**

Jayant Chawla  
Analyst, CEB  
Patricia Simione  
Senior Quantitative Analyst, CEB  
Steve Vumback  
Data Analyst, ELM Solutions  
Beth Seefelt  
Data Architect, ELM Solutions

**CONTENT PUBLISHING SOLUTIONS**

Valorie Brown  
Eshita Faujdar  
Brittany Fritz  
Christie Parrish  
Priyanka Sinha  
Contributing Designers, CEB  
Rod Diaz  
Graphic & Web Designer, ELM Solutions  
A. Kate MacDougall  
Editor, CEB  
Lori-Anne Dowling  
Graphic Designer, CEB

**EXECUTIVE SPONSORS**

Christina Hertzler  
Practice Leader, CEB  
Aaron Kotok  
Practice Leader, CEB  
Glenn Paredes  
EVP & General Manager, ELM Solutions

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ELM Solutions, a Wolters Kluwer business  
20 Church Street  
Hartford, CT 06103  
United States  
ATTN: Marketing  
+1-860-549-8795

Or CEB  
1919 North Lynn Street  
Arlington, VA 22209  
United States  
ATTN: Marketing  
+1-571-303-3000

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2015 REAL RATE REPORT SNAPSHOT

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# A Letter to Our Readers

Welcome to the 2015 Real Rate Report® Snapshot, our latest update to The Real Rate Report®, the industry's data-driven benchmark report for lawyer rates and matter costs.

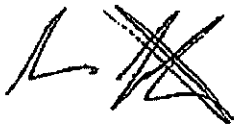
The past year was characterized by challenging economic growth, corporate legal departments with diminished budgets, and a competitive legal services marketplace where corporate clients rewarded law firm productivity. In this environment where there are more choices available—to corporate counsel and law firms alike—to perform high-quality legal services differently than ever before, both buyers and sellers of legal services must ground their decisions in relevant, data-driven information.

In an ongoing effort to provide this transparency, CEB and ELM Solutions once again analyzed more than \$9 billion of legal spending data from corporations' and law firms' e-billing and time management solutions, as well as other data sources. The result is this year's Real Rate Report Snapshot: a refresh of the robust data appendices published in The Real Rate Report that includes an additional year of rate data.

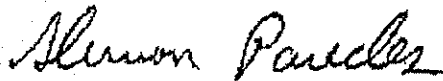
As in the 2014 Real Rate Report, we have included lawyer and paralegal rate data filtered by specific practice areas, metropolitan areas, and types of matters to give legal departments and law firms greater ability to identify areas of opportunity. Our hope remains that the information and analysis provided in this Snapshot will not only inform legal departments about hourly rates and total costs but also empower them to make better and more confident decisions that create substantial cost savings and greater satisfaction with the law firms they use.

We strive to make The Real Rate Report and Real Rate Report Snapshot valuable and actionable reference tools for legal departments and law firms. As always, we welcome your comments and suggestions on what information would make this publication more valuable to you. We thank you and look forward to continuing the conversation on how legal departments and law firms can collaborate with better clarity and trust.

Warm regards,



Aaron Kotok  
Practice Leader  
CEB



Glenn Paredes  
EVP and General Manager  
ELM Solutions



# How to Use This Snapshot

The Real Rate Report and this 2015 Real Rate Report Snapshot examine law firm rates over time and identify rates by location, experience, firm size, areas of expertise, industry, and timekeeper role (i.e., partner, associate, and paralegal). All analyses included in the study are derived from the actual rates charged by law firm professionals as recorded on invoices submitted and approved for payment.

Examining real, approved rate information—along with the ranges of those rates and their changes over time—highlights the roles these variables play in driving aggregate legal cost and income. The analyses can energize questions for both corporate clients and law firm principals. Clients might ask whether they are paying the right amount for different types of legal services, while law firm principals might ask whether they are charging the right amount for legal services and whether they could generate additional income if they modified their approach.

Affirmatively or intuitively, company purchasers of law firm services usually evaluate law firm rates based on five classic value propositions:<sup>1</sup>

- Quality (whether good, poor, or acceptable results are routinely achieved)
- Cost (the price, or rate, paid to achieve results)
- Service (the level of responsiveness and compliance with required processes)
- Speed (how quickly matters or tasks are resolved)
- Innovation (the application of novel solutions to issues or matters)

These value propositions are more or less important varying practice areas, and this study clearly demonstrates their relative values. Delivering fast and excellent, complicated financial matters is appropriately valued more highly (with resulting higher rates) than is excellent results in routine workers' compensation matters. The information in this 2015 update—as analyses included in the full-length 2014 Real Rate Report can help law firms consider whether they are proposing their services and further inform the profitability of business models. This 2015 Real Rate Report Snapshot can help companies align their future paid rates with the value propositions that generate the greatest value by practice area.

<sup>1</sup> Dave Ulrich, Jack Zenger, and Norm Smallwood, *Results-Based Leadership*, Boston: Harvard Business Press, 1999.



Partners and Associates  
 By City (Continued)

City	Role	n	First Quartile	Median	Third Quartile	2014 Mean	2013 Mean	2012 Mean
Kansas City, MO	Partner	234	\$300.56	\$375.16	\$454.00	\$386.16	\$377.81	\$367.10
	Associate	194	\$221.00	\$250.00	\$288.73	\$264.30	\$247.12	\$242.05
Knoxville, TN	Partner	32	\$195.00	\$230.00	\$280.00	\$250.40	\$231.47	\$250.25
	Associate	24	\$175.00	\$195.00	\$200.00	\$185.57	\$183.80	\$181.62
Lansing, MI	Partner	20	\$297.25	\$395.00	\$455.14	\$385.20	\$353.68	\$317.56
	Associate	n/a	n/a	n/a	n/a	n/a	\$198.46	\$191.18
Las Vegas, NV	Partner	112	\$231.67	\$348.50	\$464.62	\$359.19	\$354.18	\$316.87
	Associate	93	\$200.00	\$230.00	\$275.00	\$239.91	\$231.96	\$225.03
Lexington, KY	Partner	49	\$285.21	\$320.00	\$365.00	\$312.80	\$309.86	\$299.64
	Associate	25	\$180.00	\$210.00	\$230.00	\$206.51	\$177.14	\$192.66
Little Rock, AR	Partner	48	\$225.00	\$292.50	\$312.50	\$276.49	\$251.24	\$249.90
	Associate	24	\$170.00	\$180.00	\$190.00	\$185.40	\$169.67	\$167.65
Los Angeles, CA	Partner	1,392	\$375.00	\$585.00	\$823.63	\$608.01	\$589.28	\$594.18
	Associate	1,947	\$286.70	\$425.00	\$574.84	\$438.13	\$417.20	\$414.38
Louisville, KY	Partner	92	\$247.50	\$307.07	\$376.95	\$310.29	\$314.97	\$310.93
	Associate	64	\$172.94	\$180.00	\$199.12	\$187.86	\$189.42	\$189.74
Madison, WI	Partner	40	\$222.50	\$336.50	\$355.00	\$316.00	\$289.51	\$320.62
	Associate	28	\$169.16	\$205.00	\$280.00	\$244.14	\$234.12	\$201.60
Memphis, TN	Partner	82	\$260.00	\$300.75	\$385.77	\$311.01	\$296.67	\$287.91
	Associate	49	\$188.92	\$195.00	\$225.00	\$207.60	\$199.77	\$205.13
Miami, FL	Partner	459	\$293.79	\$395.00	\$505.07	\$409.83	\$399.85	\$400.31
	Associate	367	\$185.00	\$240.00	\$305.00	\$264.31	\$270.83	\$260.21
Milwaukee, WI	Partner	198	\$275.00	\$350.10	\$430.03	\$369.21	\$367.23	\$354.02
	Associate	140	\$200.00	\$250.00	\$280.00	\$246.57	\$236.17	\$238.51
Minneapolis, MN	Partner	422	\$255.00	\$385.00	\$490.00	\$395.16	\$387.60	\$382.57
	Associate	415	\$215.00	\$251.69	\$305.00	\$264.41	\$266.93	\$256.24
Montgomery, AL	Partner	20	\$253.18	\$290.00	\$325.00	\$289.84	\$284.84	\$264.73
	Associate	n/a	n/a	n/a	n/a	n/a	\$162.60	\$159.65
Nashville, TN	Partner	127	\$275.20	\$350.00	\$410.00	\$347.03	\$338.21	\$319.60
	Associate	133	\$175.00	\$200.00	\$234.00	\$206.42	\$205.61	\$204.75
New Haven, CT	Partner	34	\$316.39	\$358.67	\$420.00	\$369.27	\$338.71	\$357.67
	Associate	30	\$231.75	\$250.00	\$274.90	\$288.79	\$290.56	\$253.37
New Orleans, LA	Partner	150	\$204.59	\$275.00	\$325.00	\$280.76	\$280.26	\$274.77
	Associate	128	\$160.00	\$205.46	\$229.82	\$210.98	\$202.07	\$196.34
New York, NY	Partner	3,597	\$511.65	\$764.00	\$977.00	\$745.45	\$725.95	\$723.59
	Associate	5,282	\$335.00	\$470.00	\$630.00	\$486.74	\$473.00	\$465.91
Oklahoma City, OK	Partner	71	\$200.00	\$265.00	\$320.00	\$264.87	\$271.70	\$255.10
	Associate	45	\$150.00	\$175.00	\$190.00	\$176.49	\$186.82	\$174.34

## Section I: High-Level Data Cuts

### Partners and Associates

By City (Continued)

City	Role	n	First Quartile	Median	Third Quartile	2014 Mean	2013 Mean	2012 Mean
Omaha, NE	Partner	79	\$190.00	\$270.00	\$325.00	\$272.26	\$266.36	\$253.20
	Associate	39	\$165.00	\$185.00	\$225.00	\$196.52	\$180.96	\$169.56
Orlando, FL	Partner	134	\$275.00	\$341.63	\$455.00	\$368.66	\$344.19	\$328.62
	Associate	139	\$193.50	\$240.00	\$280.12	\$250.28	\$243.04	\$227.93
Philadelphia, PA	Partner	1,137	\$370.00	\$515.00	\$657.00	\$515.71	\$495.45	\$485.09
	Associate	1,406	\$236.00	\$300.00	\$385.00	\$315.63	\$313.97	\$301.54
Phoenix, AZ	Partner	222	\$275.00	\$350.00	\$427.50	\$356.83	\$357.96	\$346.16
	Associate	183	\$200.00	\$235.00	\$280.00	\$238.51	\$189.76	\$241.02
Pittsburgh, PA	Partner	238	\$320.00	\$465.00	\$560.00	\$456.26	\$416.13	\$406.71
	Associate	249	\$200.00	\$260.00	\$334.79	\$278.31	\$267.54	\$256.46
Portland, ME	Partner	60	\$190.00	\$295.00	\$358.00	\$287.81	\$294.07	\$263.16
	Associate	25	\$170.00	\$198.00	\$237.08	\$211.41	\$212.51	\$193.94
Portland, OR	Partner	175	\$323.48	\$375.00	\$432.00	\$379.66	\$357.02	\$352.99
	Associate	178	\$214.21	\$250.00	\$298.84	\$255.20	\$246.97	\$239.61
Providence, RI	Partner	35	\$185.00	\$290.00	\$350.00	\$308.04	\$315.78	\$294.58
	Associate	29	\$160.00	\$175.00	\$210.00	\$185.33	\$182.66	\$196.15
Raleigh, NC	Partner	83	\$257.23	\$335.00	\$410.00	\$343.08	\$348.19	\$356.36
	Associate	52	\$170.00	\$225.00	\$294.92	\$245.23	\$229.67	\$229.12
Reno, NV	Partner	22	\$300.00	\$355.00	\$425.00	\$349.99	\$346.98	\$328.48
	Associate	14	\$200.00	\$275.00	\$325.00	\$260.56	\$261.25	\$232.82
Richmond, VA	Partner	191	\$290.00	\$450.00	\$593.76	\$454.38	\$425.38	\$432.76
	Associate	170	\$225.00	\$300.00	\$356.00	\$303.45	\$290.45	\$281.11
Roanoke, VA	Partner	10	\$145.00	\$185.00	\$264.99	\$202.92	\$215.41	\$233.93
	Associate	11	\$100.00	\$135.00	\$166.25	\$137.84	\$127.50	\$164.17
Rochester, NY	Partner	41	\$250.00	\$338.00	\$390.00	\$335.44	\$310.89	\$312.48
	Associate	34	\$190.00	\$221.26	\$250.00	\$222.55	\$215.93	\$205.30
Sacramento, CA	Partner	54	\$265.00	\$332.15	\$445.00	\$377.50	\$397.46	\$403.25
	Associate	63	\$220.00	\$250.00	\$300.00	\$278.80	\$276.33	\$298.49
Salt Lake City, UT	Partner	104	\$230.00	\$305.88	\$372.00	\$312.48	\$319.89	\$306.46
	Associate	66	\$178.50	\$207.50	\$275.00	\$320.48	\$280.36	\$262.30
San Antonio, TX	Partner	34	\$256.50	\$325.00	\$425.00	\$354.52	\$352.52	\$345.09
	Associate	16	\$195.00	\$225.00	\$272.50	\$238.47	\$242.62	\$252.12
San Diego, CA	Partner	190	\$295.00	\$432.60	\$679.00	\$481.80	\$478.52	\$473.68
	Associate	194	\$185.00	\$260.50	\$400.00	\$310.31	\$319.68	\$299.64
San Francisco, CA	Partner	823	\$388.08	\$592.26	\$760.00	\$590.50	\$596.06	\$603.43
	Associate	742	\$259.25	\$367.00	\$495.00	\$387.40	\$395.03	\$394.18
San Jose, CA	Partner	265	\$440.04	\$675.75	\$816.13	\$655.65	\$667.61	\$641.89
	Associate	221	\$285.00	\$375.00	\$514.14	\$411.73	\$429.44	\$415.99

**EXHIBIT E**

*\$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**

The National Law Journal

January 13, 2014 Monday

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

**LENGTH:** 1860 words

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

**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 indemand 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 everrising 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, TyMetrix 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	HIGH	LOW	AVERAGE

\* 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](http://NLJ.com).

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

Debevoise & Plimpton	New York	615	\$1,055	\$1,075	\$955	\$490	\$760	\$120
Paul, Weiss,	New York	803	\$1,040	\$1,120	\$760	\$600	\$760	\$250

Rifkind, Wharton & Garrison									
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	1,086	\$980	\$1,800	\$765	\$590	\$930	\$175	
Davis Polk & Wardwell	New York	787	\$975	\$985	\$850	\$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	
Quinn Emanuel Urquhart & Sullivan	New York	697	\$915	\$1,075	\$810	\$410	\$675	\$320	
Wilmer Cutler Pickering Hale and Dorr	Washington	961	\$905	\$1,250	\$735	\$290	\$695	\$75	
Dechert	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	\$860	\$1,080	\$715	\$510	\$680	\$320	
Kramer Levin Naftalis & Frankel	New York	320	\$845	\$1,025	\$740	\$590	\$750	\$400	
Hogan Lovells	Washington	2,280	\$835	\$1,000	\$705	-	-	-	

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	\$860	\$730	\$480	\$785	\$345	
Winston & Strawn	Chicago	842	\$800	\$995	\$650	\$520	\$590	\$425	
Bingham McCutchen	Boston	900	\$795	\$1,080	\$220	\$450	\$605	\$185	
Akin Gump Strauss Hauer & Feld	Washington	806	\$785	\$1,220	\$615	\$525	\$660	\$365	
Covington & Burling	Washington	738	\$780	\$890	\$605	\$415	\$565	\$320	
King & Spalding	Atlanta	838	\$775	\$995	\$545	\$460	\$735	\$125	
Norton Rose Fulbright	N/A**	N/A**	\$775	\$900	\$525	\$400	\$515	\$300	
DLA Piper	New York	4,036	\$765	\$1,025	\$450	\$510	\$750	\$250	
Bracewell & Giuliani	Houston	432	\$760	\$1,125	\$575	\$440	\$700	\$275	
Baker & McKenzie	Chicago	4,004	\$755	\$1,130	\$260	\$395	\$925	\$100	
Dickstein Shapiro	Washington	308	\$750	\$1,250	\$590	\$475	\$585	\$310	
Jenner & Block	Chicago	432	\$745	\$925	\$565	\$465	\$550	\$380	
Jones Day	New York	2,363	\$745	\$975	\$445	\$435	\$775	\$205	
Manatt, Phelps & Phillips	Los Angeles	325	\$740	\$795	\$640	-	-	-	
Seward & Kissel	New York	152	\$735	\$850	\$625	\$400	\$600	\$290	
O'Melveny & Myers	Los Angeles	738	\$715	\$950	\$615	-	-	-	
McDermott Will & Emery	Chicago	1,024	\$710	\$835	\$525	-	-	-	
Reed Smith	Pittsburgh	1,468	\$710	\$945	\$545	\$420	\$530	\$295	
Dentons	N/A**	N/A**	\$700	\$1,050	\$345	\$425	\$685	\$210	
Jeffer Mangels Butler & Mitchell	Los Angeles	126	\$690	\$875	\$560	-	-	-	
Sheppard,	Los	521	\$685	\$875	\$490	\$415	\$535	\$275	

Mullin, Richter Angeles & Hampton

Alston & Bird Atlanta 805 \$675 \$875 \$495 \$425 \$575 \$280

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

Contact Karen Sloan at [ksloan@alm.com](mailto:ksloan@alm.com)

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**EXHIBIT F**





# The 2013 Real Rate Report<sup>®</sup> Snapshot

An Analysis of  
Law Firm Rates,  
Staffing, and Trends



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**REPORT EDITORS**

Owen Bevan  
Director, CEB  
  
David Moran  
Director of Data Management, TyMetrix Legal Analytics  
  
Bill Sowinski  
Director, Decision Support Services, TyMetrix  
  
Bradley Tingquist  
Senior Director, CEB

**LEAD DATA ANALYSTS**

Josh Feldman  
Data Scientist, TyMetrix Legal Analytics  
  
Pavan Jagalur  
Senior Analyst, CEB  
  
Devika Nair  
Analyst, CEB



www.tymetrix.com

**CONTENT PUBLISHING SOLUTIONS**

Christie Parrish  
Graphic Designer, CEB  
  
Prashant Chauhan  
Contributing Designer, CEB  
  
Alison Heasley  
Contributing Designer, CEB  
  
A. Kate Harsh  
Editor, CEB

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Managing Director, CEB  
  
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General Manager, TyMetrix  
  
Craig Raeburn  
Vice President, TyMetrix Legal Analytics

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TyMetrix, a Wolters Kluwer business	Or	CEB
20 Church Street		1919 North Lynn Street
Hartford, CT 06103		Arlington, VA 22209
United States		United States
ATTN: Karen Olenski		ATTN: Marketing
Director of Marketing		+1-571-303-3000
+1-860-240-9056		

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## How to Use This Snapshot

This update to the *Real Rate Report* identifies law firm rates by location, experience, firm size, areas of expertise, industry, and timekeeper role (i.e., partner, associate, and paralegal) and examines law firm staffing of partners, associates, and paralegals for both short- and long-term matters. All the statistics included in the study are derived from the actual rates charged by law firm professionals as recorded on invoices submitted and approved for payment.

Examining real, approved rate information along with the ranges of those rates and their changes over time highlights the role these variables play in driving aggregate legal cost and income. The analyses can energize questions for both corporate clients and law firm principals. Clients might ask whether they are paying the “right” amount for different types of legal services, while law firm principals might ask whether they are charging the “right” amount for legal services and whether they could generate additional income if they modified their approach.

Affirmatively or intuitively, company purchasers of law firm services usually evaluate law firm rates based on five classic value propositions<sup>1</sup>:

- Quality (whether good, poor, or acceptable results are routinely achieved)
- Cost (the price, or rate, paid to achieve results)
- Service (the level of responsiveness and compliance with required processes)
- Speed (how quickly matters or tasks are resolved)
- Innovation (the application of novel solutions to issues or matters)

These value propositions are more or less important across varying practice areas, and their relative values are clearly demonstrated in this study. Clients more highly value the delivery of fast and excellent results in complicated financial matters (with resulting higher rates) than excellent results in routine workers' compensation or real estate matters. The information in this 2013 update—as well as in the analyses included in the full length *2012 Real Rate Report*—can help law firms consider whether they are properly pricing their services and if the alternative business models are profitable. This *2013 Snapshot* and the *2012 Real Rate Report* can also help companies align their past and future paid rates with the value propositions that return the greatest value by practice area.

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<sup>1</sup> Ulrich, Dave, Jack Zenger, and Norm Smallwood, *Results-Based Leadership*, Boston: Harvard Business Press, 1999.

## Data Used in This Snapshot

### A Note on Comparability of Data

The data used for the *Real Rate Report Snapshot* includes over \$9.5 billion in fees billed for legal services in the United States and Canada during the five-year period from 2008 to 2012. The data comprises fees paid by over 80 companies to more than 4,800 law firms and over 126,000 timekeepers. Table 1 provides a summary description of the dataset.

**The information is not based on surveys, sampling, or reviews of other published information but on anonymized data showing the actual hours and fees law firm personnel billed.**

Companies participating in this *Real Rate Report Snapshot* analysis provided written consent for the use of their data. The report and all datasets used for the analysis do not contain identifying information of those companies, timekeepers, matters, invoices, or law firms. (For more information on the data methodology, see the Appendix.)

This dataset is large enough to provide directionally valuable guidance and represents a statistically useful portion of the \$270 billion annual US legal services business.<sup>2</sup> Am Law 100 firms alone had 2011 revenues of roughly \$71 billion.<sup>3</sup> The dataset covers approximately 135,000 billers—including approximately 106,000 partners and associates—spread across more than 100 US metropolitan areas.

Again, this is a large enough sample to have useful analytical power, but it certainly does not come close to covering all the lawyers in the United States who work for corporate clients. The United States Bureau of Labor Statistics estimates there are more than 581,000<sup>4</sup> lawyers practicing in the United States—51,800 lawyers in the New York area alone and another 40,300 in the Washington, DC, area.<sup>5</sup>

<sup>2</sup> Bureau of Economic Analysis, "Gross-Domestic-Product-(GDP)-by-Industry Data," 2011, [http://www.bea.gov/industry/gcipbyind\\_data.htm](http://www.bea.gov/industry/gcipbyind_data.htm).

<sup>3</sup> "The Haves and the Haves Less," *The American Lawyer*, April 2012, [http://www.americanlawyer.com/PubArticleTAL.jsp?id=1202489912232&The\\_Am\\_Law\\_100\\_2012](http://www.americanlawyer.com/PubArticleTAL.jsp?id=1202489912232&The_Am_Law_100_2012).

<sup>4</sup> Bureau of Labor Statistics, "Chart book: Occupational Employment and Wages, May 2010," [http://www.bls.gov/oes/2010/may/chartbook\\_2010.htm](http://www.bls.gov/oes/2010/may/chartbook_2010.htm).

<sup>5</sup> Bureau of Labor Statistics, "Charts of the Areas with the Highest Employment Level for Each Occupation, May 2012," [http://www.bls.gov/oes/current/occ\\_area\\_emp\\_chart/occ\\_area\\_emp\\_chart.htm](http://www.bls.gov/oes/current/occ_area_emp_chart/occ_area_emp_chart.htm).

**Table 1: Overview of the US Legal Fees Data Analyzed by CEB and TyMetric**

FEES BILLED	▶ \$9.5 Billion (2008-2012)
US LAW FIRMS	▶ 4,800+
LAW FIRM ASSOCIATES	▶ 56,600+
LAW FIRM PARTNERS	▶ 43,100+
TOTAL INDIVIDUAL BILLERS	▶ 126,000+
NUMBER OF INVOICE LINE ITEMS	▶ 31.1 Million
TOTAL HOURS BILLED	▶ 29.1 Million
NORTH AMERICAN METROPOLITAN AREAS	▶ 142
NUMBER OF COMPANIES	▶ 83
INDUSTRIES REPRESENTED	▶ Materials and Utilities, Consumer Products and Services, Retail, Financial Services, Insurance, Real Estate, Health Care, Manufacturing, Heavy Industry, Technology, Telecommunications, Recreation and Leisure, Sports, Transportation

## Real Rate Report Snapshot



## Section I: High-Level Data Cuts (Continued)

2012 - Real Rates for Partners and Associates by City (Continued)						Trend Analysis		
City	Role	n	First Quartile	Median	Third Quartile	2012 Mean	2011 Mean	2010 Mean
Birmingham, AL	Partner	105	\$235.00	\$285.00	\$342.42	\$289.61	\$287.65	\$276.57
	Associate	70	\$150.02	\$204.79	\$234.41	\$198.53	\$192.67	\$183.06
Boise City, ID	Partner	30	\$215.00	\$244.75	\$345.00	\$270.87	\$243.43	\$232.75
	Associate	9	\$140.00	\$187.50	\$230.00	\$189.75	\$172.66	\$184.69
Boston, MA	Partner	439	\$436.50	\$603.00	\$757.96	\$598.69	\$586.76	\$532.08
	Associate	492	\$288.47	\$373.51	\$475.00	\$388.21	\$369.18	\$340.86
Boulder, CO	Partner	14	\$305.00	\$326.71	\$380.00	\$339.46	\$323.86	\$309.38
	Associate	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bridgeport, CT	Partner	33	\$350.00	\$430.00	\$520.00	\$427.84	\$457.99	\$425.05
	Associate	25	\$260.00	\$300.00	\$351.00	\$308.88	\$293.22	\$270.75
Buffalo, NY	Partner	83	\$250.91	\$285.00	\$329.56	\$289.04	\$287.65	\$300.18
	Associate	63	\$173.35	\$190.00	\$213.00	\$197.93	\$191.76	\$187.78
Burlington, VT	Partner	14	\$250.00	\$260.00	\$285.00	\$270.36	\$257.42	\$261.90
	Associate	10	\$180.00	\$185.00	\$190.42	\$186.04	\$209.29	N/A
Calgary, AB	Partner	32	\$480.47	\$596.25	\$672.52	\$578.13	\$518.83	\$519.55
	Associate	45	\$250.85	\$300.00	\$376.15	\$317.43	\$294.43	\$290.70
Charleston, SC	Partner	24	\$288.00	\$300.00	\$351.58	\$307.07	\$306.04	\$285.13
	Associate	15	\$175.00	\$225.00	\$230.00	\$208.33	\$192.41	\$182.46
Charleston, WV	Partner	24	\$200.00	\$250.00	\$300.00	\$245.18	\$237.75	\$244.96
	Associate	18	\$154.41	\$175.00	\$180.00	\$170.12	\$169.44	\$178.32
Charlotte, NC	Partner	117	\$375.00	\$450.00	\$520.00	\$456.36	\$460.06	\$450.46
	Associate	64	\$247.43	\$300.44	\$374.25	\$313.92	\$287.81	\$281.94
Chattanooga, TN	Partner	13	\$194.85	\$200.00	\$265.00	\$218.52	\$225.55	\$251.13
	Associate	8	\$155.12	\$196.70	\$227.75	\$190.51	\$174.58	\$165.81
Chicago, IL	Partner	1,419	\$440.00	\$585.00	\$724.62	\$585.47	\$569.37	\$548.90
	Associate	1,354	\$274.50	\$349.14	\$450.00	\$366.84	\$345.30	\$337.13
Cincinnati, OH	Partner	84	\$317.50	\$362.50	\$405.00	\$362.90	\$357.15	\$343.71
	Associate	59	\$190.00	\$210.00	\$249.76	\$219.85	\$216.74	\$210.58
Cleveland, OH	Partner	318	\$315.00	\$385.00	\$488.48	\$410.52	\$389.64	\$373.33
	Associate	300	\$206.76	\$242.03	\$285.00	\$256.52	\$234.75	\$227.59
Columbia, SC	Partner	36	\$263.15	\$300.05	\$358.63	\$300.30	\$298.11	\$289.19
	Associate	31	\$200.00	\$216.16	\$244.55	\$215.40	\$199.12	\$209.42
Columbus, OH	Partner	100	\$310.98	\$380.98	\$445.00	\$388.85	\$369.82	\$357.63
	Associate	72	\$200.57	\$220.97	\$270.00	\$240.31	\$223.58	\$221.77
Dallas, TX	Partner	304	\$373.48	\$510.00	\$625.00	\$510.32	\$502.29	\$484.91
	Associate	319	\$250.00	\$339.60	\$428.79	\$342.77	\$326.23	\$310.51
Dayton, OH	Partner	13	\$321.75	\$364.86	\$398.48	\$353.20	\$325.00	\$369.40
	Associate	22	\$170.00	\$192.50	\$239.30	\$207.32	\$221.59	\$208.05
Denver, CO	Partner	152	\$324.96	\$378.08	\$445.00	\$390.64	\$381.71	\$384.92
	Associate	147	\$210.00	\$250.00	\$300.00	\$264.59	\$253.71	\$242.44

## Section I: High-Level Data Cuts (Continued)

2012—Real Rates for Partners and Associates by City (Continued)						Trend Analysis		
City	Role	n	First Quartile	Median	Third Quartile	2012 Mean	2011 Mean	2010 Mean
Des Moines, IA	Partner	12	\$215.06	\$270.00	\$354.52	\$295.76	\$293.16	\$286.74
	Associate	7	\$170.00	\$195.00	\$217.11	\$201.73	\$238.04	\$217.04
Detroit, MI	Partner	176	\$275.00	\$331.46	\$400.00	\$346.98	\$337.91	\$325.92
	Associate	113	\$190.00	\$240.00	\$290.00	\$274.03	\$262.95	\$237.66
Edmonton, AB	Partner	9	\$275.00	\$310.86	\$350.00	\$298.98	\$307.16	\$291.68
	Associate	8	\$155.00	\$177.00	\$192.60	\$175.58	\$177.41	\$173.94
Grand Rapids, MI	Partner	12	\$352.50	\$407.50	\$447.50	\$401.15	\$389.00	\$379.79
	Associate	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Greenville, SC	Partner	35	\$295.00	\$335.83	\$395.00	\$343.77	\$336.46	\$337.35
	Associate	20	\$200.11	\$234.50	\$254.81	\$233.38	\$227.55	\$220.50
Halifax, NS	Partner	9	\$315.00	\$327.58	\$365.30	\$336.62	\$300.80	\$286.52
	Associate	20	\$173.50	\$180.00	\$190.39	\$183.74	\$181.95	\$177.21
Harrisburg, PA	Partner	24	\$270.00	\$300.00	\$349.28	\$311.06	\$275.89	\$288.81
	Associate	21	\$175.00	\$198.78	\$223.56	\$207.05	\$202.65	\$172.73
Hartford, CT	Partner	52	\$299.00	\$379.00	\$462.50	\$397.27	\$421.45	\$383.45
	Associate	52	\$199.18	\$251.37	\$322.50	\$278.06	\$269.90	\$225.79
Honolulu, HI	Partner	23	\$250.00	\$295.00	\$350.00	\$308.65	\$301.94	\$315.47
	Associate	18	\$185.00	\$215.00	\$265.20	\$225.76	\$209.88	\$204.25
Houston, TX	Partner	255	\$388.29	\$560.00	\$690.74	\$549.25	\$552.80	\$552.41
	Associate	293	\$245.00	\$320.00	\$410.00	\$342.41	\$334.23	\$320.17
Indianapolis, IN	Partner	146	\$300.00	\$360.42	\$420.00	\$360.41	\$352.25	\$336.48
	Associate	90	\$185.00	\$225.00	\$260.00	\$220.59	\$220.22	\$216.74
Jackson, MS	Partner	55	\$240.49	\$285.00	\$335.00	\$296.67	\$301.74	\$307.88
	Associate	36	\$173.88	\$175.00	\$193.57	\$189.70	\$200.96	\$195.21
Jacksonville, FL	Partner	32	\$237.50	\$325.00	\$437.50	\$330.10	\$281.46	\$303.97
	Associate	14	\$140.00	\$202.50	\$265.00	\$227.86	\$220.02	\$210.82
Kansas City, MO	Partner	195	\$320.00	\$375.00	\$423.00	\$377.02	\$374.25	\$364.27
	Associate	146	\$216.00	\$235.00	\$264.54	\$248.08	\$239.93	\$231.94
Knoxville, TN	Partner	12	\$190.00	\$197.50	\$256.48	\$227.33	\$233.96	\$225.15
	Associate	12	\$137.50	\$175.00	\$207.50	\$177.19	\$182.77	\$154.47
Lansing, MI	Partner	11	\$275.00	\$390.00	\$422.36	\$372.34	\$395.63	\$386.53
	Associate	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Las Vegas, NV	Partner	58	\$230.00	\$327.50	\$402.37	\$334.01	\$331.33	\$325.24
	Associate	45	\$195.00	\$220.00	\$260.00	\$222.96	\$220.90	\$215.46

## Section I: High-Level Data Cuts (Continued)

2012—Real Rates for Partners and Associates by City (Continued)						Trend Analysis		
City	Role	n	First Quartile	Median	Third Quartile	2012 Mean	2011 Mean	2010 Mean
Lexington, KY	Partner	29	\$275.00	\$300.00	\$370.50	\$321.30	\$328.05	\$328.58
	Associate	18	\$180.00	\$210.00	\$240.00	\$207.41	\$207.58	\$204.30
Little Rock, AR	Partner	28	\$225.00	\$250.00	\$305.00	\$265.23	\$251.73	\$242.89
	Associate	15	\$125.00	\$165.00	\$200.00	\$168.83	\$164.36	\$182.16
Los Angeles, CA	Partner	972	\$425.00	\$606.50	\$816.89	\$620.34	\$617.16	\$594.43
	Associate	1,239	\$281.59	\$395.00	\$531.63	\$412.53	\$407.13	\$389.47
Louisville, KY	Partner	55	\$290.00	\$345.00	\$385.85	\$338.66	\$322.96	\$319.83
	Associate	31	\$185.00	\$200.00	\$220.00	\$206.35	\$202.53	\$185.08
Madison, WI	Partner	15	\$390.00	\$410.00	\$490.00	\$441.82	\$382.87	\$393.77
	Associate	11	\$235.00	\$244.00	\$314.02	\$272.33	\$233.45	\$221.25
Manchester, NH	Partner	15	\$225.00	\$321.67	\$370.00	\$321.20	\$314.26	\$311.79
	Associate	11	\$147.47	\$160.00	\$240.00	\$173.86	\$220.59	\$247.01
Memphis, TN	Partner	41	\$250.00	\$302.07	\$350.00	\$298.18	\$296.06	\$296.62
	Associate	30	\$177.59	\$205.91	\$240.00	\$203.52	\$197.63	\$198.44
Miami, FL	Partner	296	\$264.66	\$381.82	\$500.00	\$385.20	\$389.78	\$390.14
	Associate	238	\$150.00	\$230.00	\$295.00	\$239.20	\$240.79	\$244.25
Milwaukee, WI	Partner	125	\$295.00	\$370.00	\$475.00	\$388.74	\$393.48	\$405.15
	Associate	80	\$210.42	\$244.83	\$284.87	\$252.54	\$245.54	\$232.80
Minneapolis, MN	Partner	260	\$300.00	\$390.00	\$490.92	\$401.01	\$404.33	\$371.13
	Associate	236	\$215.00	\$250.00	\$285.00	\$257.25	\$252.14	\$236.59
Montgomery, AL	Partner	12	\$245.00	\$265.00	\$315.00	\$276.67	\$270.00	\$254.00
	Associate	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Montréal, QC	Partner	107	\$352.56	\$431.18	\$549.21	\$459.57	\$424.98	\$402.24
	Associate	136	\$205.85	\$264.00	\$312.29	\$263.80	\$246.61	\$238.22
Nashville, TN	Partner	109	\$305.00	\$350.00	\$414.00	\$356.03	\$332.87	\$338.18
	Associate	89	\$194.80	\$216.16	\$240.00	\$218.54	\$202.00	\$201.78
New Haven, CT	Partner	19	\$275.00	\$340.30	\$390.00	\$335.91	\$364.79	\$348.02
	Associate	12	\$250.74	\$273.55	\$380.00	\$302.97	\$285.75	\$266.86
New Orleans, LA	Partner	116	\$225.91	\$285.67	\$340.63	\$281.62	\$275.45	\$275.24
	Associate	76	\$160.00	\$209.55	\$225.75	\$211.86	\$194.17	\$185.80
New York, NY	Partner	2,709	\$556.88	\$795.00	\$965.63	\$755.68	\$737.17	\$715.08
	Associate	4,045	\$369.95	\$496.00	\$616.61	\$491.92	\$465.85	\$445.19
Oklahoma City, OK	Partner	29	\$235.00	\$275.00	\$310.00	\$282.49	\$272.80	\$251.22
	Associate	23	\$150.00	\$180.41	\$200.00	\$182.79	\$183.45	\$174.92
Omaha, NE	Partner	43	\$264.78	\$320.00	\$339.99	\$301.48	\$277.54	\$272.03
	Associate	28	\$177.50	\$188.21	\$225.00	\$192.75	\$186.67	\$167.83
Orlando, FL	Partner	78	\$261.21	\$386.10	\$465.00	\$371.86	\$387.08	\$375.25
	Associate	68	\$165.00	\$225.00	\$252.85	\$216.91	\$226.33	\$227.04

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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.

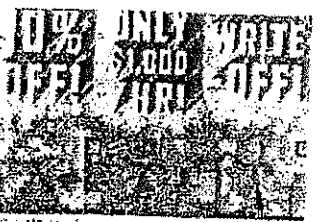


Top partners at leading U.S. law firms are charging more than ever -- routinely \$1,150 or more an hour -- but after discounts and write-offs the rosebanded rates aren't all they appear to be. Jennifer Smith reports. Photo: Getty Images.

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."



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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What's Talk?

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 \$800 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. Milch, general counsel for phone giant Verizon Communications Inc. [VZ +0.28%]. 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 \$679 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 Walters Kluwer. [WKL AE +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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# Law Firms Raise Rates, but Ease Blow With Discounts - WSJ.com

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.

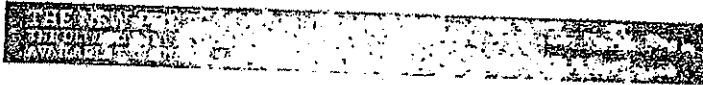
"There will always be some 'bet the company' problem where a client will not quibble about rates," said Mr. Jones, the Georgetown fellow. "Unfortunately, from the law firms' standpoint, that represents a small percentage of the work."

Write to Jennifer Smith at [jennifer.smith@wsj.com](mailto:jennifer.smith@wsj.com)

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