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2008 Survey Report

# ECONOMICS

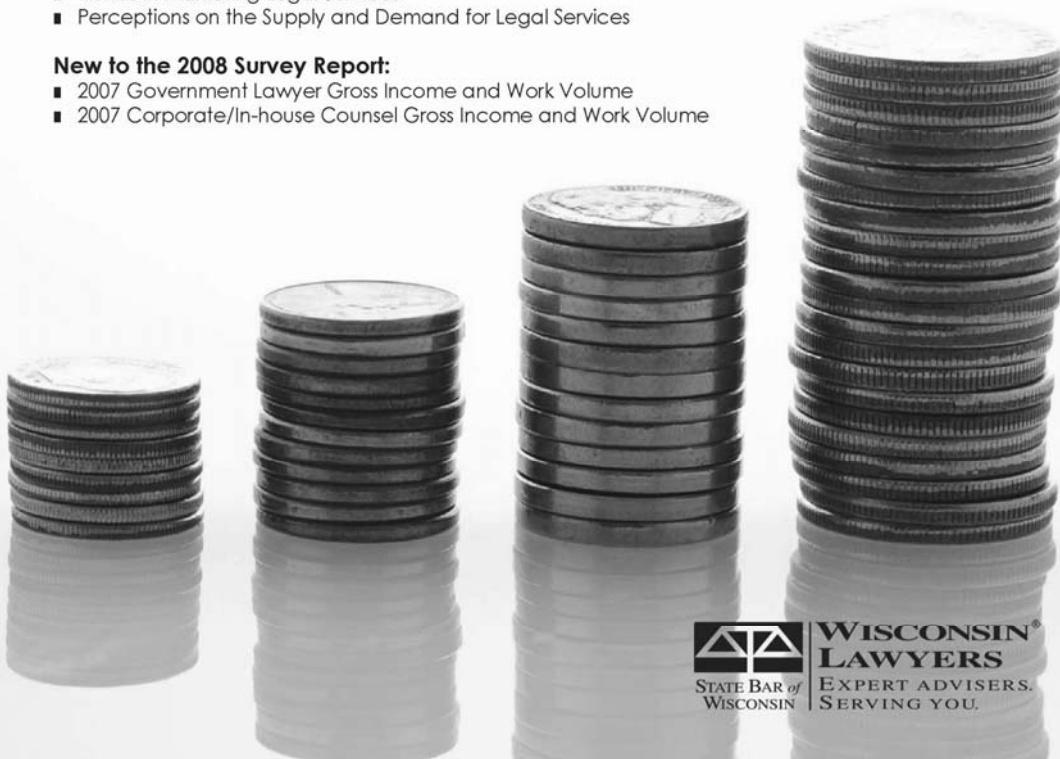
## OF LAW PRACTICE IN WISCONSIN

**INSIDE:**

- 2007 Private Practitioner Net Income
- 2007 Private Practitioner Hourly Billing Rates and Work Volume
- 2007 Office Expenses and Revenues
- 2007 Law Office Support Staff Salaries
- Billing and Timekeeping Practices
- Trends in Marketing Legal Services
- Perceptions on the Supply and Demand for Legal Services

**New to the 2008 Survey Report:**

- 2007 Government Lawyer Gross Income and Work Volume
- 2007 Corporate/In-house Counsel Gross Income and Work Volume



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*Note: The survey is intended to enhance opportunities for independent competitive decisions. Each practitioner must make independent decisions concerning the interpretation and use of this information in the context of the practitioner's specific business.*

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## Executive Summary

The State Bar of Wisconsin annually receives hundreds of member requests for up-to-date, Wisconsin-specific information about law firm economics. As a result, the SBW conducted this survey to provide accurate information with which to respond to those inquires.

### Objectives

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The overall objective of the survey was to gather feedback about various aspects of the economics of law practice in Wisconsin from current State Bar members. This year's survey was constructed to allow practitioners in different settings (government practice, private practice, in-house counsel) to complete independent sections of the survey containing questions specific to their practice. Key questions the survey sought to answer include:

1. What are the main types of practice settings and annual incomes for private practitioners, government lawyers, and corporate/in-house counsels?
2. What proportion of private practitioners keep time records, and what tracking unit is used to record time?
3. How much time do private practitioners, government attorneys, and corporate/in-house counsels devote to legal work and other activities?
4. When was the last time billing rates for private practitioners were raised, and by how much?
5. What percentage of private practitioners' fees are uncollected?
6. What were the total unreimbursed expenses incurred per attorney for salary and fringe benefits for all non-lawyer personnel; rent, phone, and utilities; library costs; professional liability insurance; and all other non-salary expenses in 2007?
7. What are the gross receipts per lawyer in the firm?
8. What expenses do private practitioners bill to clients?
9. Do private practitioners' firms use part-time or contract attorneys? Do they use part-time or flex-time non-attorney staff?
10. What were the average annual salary levels and hourly billing rates in 2007 for associates, legal assistants, and secretaries with varying levels of experience?
11. What marketing vehicles have private practitioners used in the past two years?
12. In 2007, did private practitioners have a standard or most commonly charged hourly rate used as a guide, starting point, or basis for fee computation? If so, what were the average, lowest, and highest hourly rates in 2007?
13. What types of legal services did private practitioners perform in 2007? What proportion charged a flat fee, and what was the average fee for services performed in 2007?
14. What other billing methods did private practitioners use in 2007? If contingency fee billing was used, what proportion of work was performed on a contingent fee basis?
15. What are the fields or areas of law that private practitioners, government attorneys, and corporate/in-house counsels spend or plan to spend most of their time on? What percentage of work time is devoted to these fields?
16. Do employers pay the State Bar annual membership dues and Supreme Court assessment for government attorneys and corporate/in-house counsels?

## Methodology

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State Bar staff developed a mail questionnaire with input from members representing various practice areas and Gene Kroupa & Associates consultants. On May 16, 2008 the questionnaire was mailed to a geographically stratified random sample of 6,160 active members. The questionnaires were mailed first-class and included postage-paid business reply envelopes. Questionnaires and reply envelopes were not coded in any way to ensure confidentiality. A follow-up reminder postcard was mailed to all members of the original sample on May 23, 2008, and an email reminder was sent May 30, 2008 to those with an email address on file with the State Bar. The response deadline was June 6, 2008, and questionnaires received as of June 12, 2008 were included in the analysis.

A total of 1,024 total usable questionnaires were returned by members, for a 17 percent overall response rate: including 618 from private practitioners, 257 from government or public service attorneys, and 102 from corporate/in-house counsels. The response rate is what would be expected from a busy, professional audience when no monetary incentive is included and no follow-up mailing of the questionnaire is done. All usable questionnaires were audited, data entered and analyzed by Gene Kroupa & Associates, a Madison-based marketing research firm that has assisted the State Bar with other projects.

The questionnaire was designed so that all attorneys were to answer Section 1, private practitioners were to answer Section II, government attorneys were to answer Section III, and corporate/in-house counsels were to answer Section IV. The results for each section are based only on those who were instructed to answer that particular section. The analysis focused on differences related to practice setting, location, size, and respondent demographics. Copies of the survey questionnaire and cover letter are included in the appendix of this report.

## Profile of Respondents

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Six in 10 (60%) have a private law practice, and one-fourth (25%) are employed in a government or public service setting, such as state government (14%), municipality or other local government (6%), nonprofit/public service (3%), federal government (1%), judge/court commissioner (1%), and tribal government (less than 1%). Another 10% are corporate/in-house counsels. The response to this question in Section I was used to determine which follow-up section members should answer. That is, those who selected private law practice answered Section II; those who selected a government or public service setting answered Section III, and those who selected corporate/in-house counsels answered Section IV.

Additionally, the principal office of most respondents is located in Dane County (15%) or Milwaukee County (10%). This compares to overall State Bar membership statistics indicating corresponding membership at 16% (Dane) and 26% (Milwaukee). Nearly four in 10 (37%) are located in a community of 100,000 or more residents, while another 33% have a population of under 40,000, and 29% are in cities of 40,000 to 99,999 residents. The mean age of respondents is 48, with a median of 50 years. According to overall State Bar membership statistics, the current mean and median age of members is 46. Three in 10 (29%) are women, compared to overall female membership of 31%. About 24% have one attorney, 34% have 2-5 attorneys, 22% have 6-15 attorneys, and 20% have over 15 attorneys in their firm or organization. Four in 10 (39%) graduated from the University of Wisconsin-Madison Law School, while another 23% matriculated from Marquette University. The mean number of years in practice is 21, with a median of 21. Nearly nine in 10 (87%) said the practice of law is their full-time occupation. Only 3% are of some race other than Caucasian.

## Conclusions

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The following conclusions are based on our review of the results from the analysis of data provided by 1,024 members of the State Bar of Wisconsin.

1. More than six in 10 lawyers (64%) said they have all the work they can handle (compared to 58% in 2005), while 26% said it was more than they prefer to handle – a 4% decrease from 2005 survey results. Only 10% said it was insufficient to keep them busy.
2. Overall, more than six in 10 (63%) said the number of lawyers in their community is about right (compared to 58% in 2005), while 30% said it is too many – down from 36% in 2005. Seven percent said it is too few. The likelihood of saying too many is greater for those in communities of 100,000 or more.
3. The main reasons some attorneys are not practicing law include: approaching retirement (29%), family/personal considerations (27%), and working in other businesses (17%).
4. Median *net* income for all private practitioners in 2007 was \$90,000 (\$100,000 for full-time private practitioners only), while 2007 mean *net* income was \$116,666 (\$123,253 for full-time private practitioners only). The leading practice settings for private practitioners were equity partner/shareholder (32%) and solo practitioner (29%), with mean *net* incomes of \$171,827 and \$71,783 respectively.

Median *gross* income for all government lawyers in 2007 was \$79,000 (\$82,000 for full-time government lawyers only), while 2007 mean *gross* income was \$77,332 (\$79,542 for full-time government lawyers only). The top practice settings for government lawyers are public prosecutor (23%) and public defender (20%), with mean *gross* incomes of \$74,454 and \$71,133 respectively.

Median *gross* income for all corporate/in-house counsel in 2007 was \$120,000 (\$123,000 for full-time corporate/in-house counsel only), while mean *gross* income was \$152,129 (\$148,552 for full-time corporate/in-house counsel only). The leading practice settings for corporate/in-house counsels are counsel (30%) and CLO or general counsel (26%), with mean *gross* incomes of \$100,468 and \$204,462 respectively.

5. More than six in 10 (63%) private practitioners always keep time records of their work, while 16% do except in contingency or other non-hourly fee cases. Eight in 10 use tracking units of 6 minutes to record time.
6. On average, private practitioners devote 33 hours weekly to billable legal work, and a total of 42 hours to all functions, including office administration, marketing/public affairs, unbilled public service, and non-legal employment. By comparison, corporate/in-house counsels spend a total of 49 hours per week on these functions, including an average of 38 hours per week on legal work. Government attorneys spend an average of 39 hours per week on legal work, and a total of 46 hours on all functions, including office administration, training, unbilled public service, and non-legal employment.
7. Private practitioners average 21 hours per year for CLE, government attorneys spend an average of 25 hours per year, and corporate/in-house counsels devote an average of 22 hours per year. However, private practitioners (69 hours mean, 40 hours median) devote more time per year to pro bono work than do government attorneys (37 hours mean, 20 hours median) and corporate/in-house counsels (24 hours mean, 15 hours median).
8. While one-third (34%) of private practitioners said their firm changed hourly billing rates 0-6 months ago, 30% said it was 1-2 years ago and 19% said it has been more than 2 years. Larger firms were more likely to have raised rates in the last six months.
9. Firms that have raised rates were most likely to have increased them by 5% or less (36%) or 6-10% (40%).

## Conclusions (continued)

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10. Less than one-half of private practitioners reported the percentage of billed fees that go uncollected is 5% or less, while more than one-half said it was 6% or more. The mean proportion of fees that go uncollected is 15%, and the median is 10%.
11. The total unreimbursed expenses per attorney for private practitioners in 2007 include: salary and fringe benefits of all non-lawyer personnel (\$45,811 mean, \$38,000 median), rent, phone, and utilities (\$14,785 mean, \$12,000 median), library costs (\$2,862 mean, \$2,000 median), professional liability insurance (\$2,911 mean, \$2,469 median), all other non-salary expenses (\$27,913 mean, \$16,950 median), and estimated total overhead expenses (\$89,981 mean, \$73,250 median).
12. Among private practitioners who provided an estimate of annual gross receipts per lawyer in 2007, the mean figure is \$221,140, with a median of \$200,000. Males reported mean gross receipts of \$233,617 compared with \$159,662 for females. Gross receipts per lawyer is lower for those with only one attorney in their firm.
13. Firms are more likely to always or usually charge clients for time spent on telephone calls, lawyers' travel time, and lawyers' travel costs. They may or may not charge for paralegal/legal assistant time, duplicating/photocopying expenses, postage, and computerized legal research. They generally do not charge for other computer time or services, or for secretarial time or services, which are probably built into the overhead component of their hourly rates. In general, the likelihood of charging for most expenses increases as the size of firm increases.
14. Nearly one-fifth (18%) of private practitioners indicated that their firm uses part-time or contracted attorneys, and 42% said their firm uses part-time or flex-time non-attorney staff.
15. According to private practitioners, starting annual salaries for entry level associates averaged \$56,205 in 2007, compared with \$26,684 for legal assistants and \$23,657 for secretaries. Billing rates for associates with no experience averaged \$144 per hour in 2007, compared with \$77 per hour for legal assistants. In contrast, the mean salary for associates with 10+ years was \$98,957 in 2007, while legal assistants earned \$40,203 and secretaries made \$33,332 with that level of experience. Hourly billing rates averaged \$198 for associates and \$89 for legal assistants with 10+ years of experience in 2007.
16. Most (86%) private practitioners indicated that they market their legal services. The main vehicles they have used in the past two years are yellow pages display ad (73%) and Web site (65%). Nearly one-half (48%) use listings in legal directories, while fewer practitioners use other marketing vehicles.
17. Three-fourths (76%) of private practitioners subject to a minimum billable hours policy said the amount has stayed the same over the past two years. Nine in 10 said that their office does not credit pro bono work as billable hours, although firms with over 15 attorneys are more likely to do so.
18. Three-fourths (76%) of private practitioners said they had a standard or most commonly charged hourly rate that they applied as a guide, starting point, or basis for fee computation in 2007. The mean standard hourly rate used was \$188, with a median of \$180. The lowest mean hourly rate was \$132, with a median of \$130, compared with a highest mean hourly rate of \$211, with a median of \$200.
19. The most commonly performed legal services for private practitioners in 2007 were: simple will (55%), power of attorney (53%), and deed preparation (49%). Among attorneys who performed the service, most charged a flat fee for simple wills, directives to physicians, power of attorney, and deed preparation. Fewer charged a flat fee for other services performed. Services with the highest fees in 2007 include patents and trademarks, misdemeanor/felony, probating a will with an independent executor, foreclosure/bankruptcy, purchase or sale of real property – commercial, and revocable living trust.
20. Other billing methods commonly used in 2007 include contingent fee billing (43%), retainers (35%), and value billing (16%). Among those who used contingent fee billing, on average 29% of their work was performed on this basis in 2007.



## Conclusions (continued)

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21. The leading field or areas of law ranked in the top six by private practitioners include: estate planning/wills and trusts (37%), real estate/real property (36%), family (33%), probate (29%), business/corporate (27%), personal injury (plaintiff) (22%), general practice (21%), criminal defense – private (19%), business litigation (18%), criminal defense – public (11%), and elder law (10%). Less than 10% ranked other fields in the top six. By comparison, generalist (36%) leads for practice areas in which corporate/in-house counsels spent most of their time, followed by regulatory, compliance, governance (26%), litigation (21%), real estate (16%), intellectual property/patent (12%), and employment/HR (11%). Private practitioners spent a mean of 57%, with a median of 50%, of their chargeable work time on their first ranked field in 2007.
22. Most (95%) corporate/in-house counsels indicated that their employer pays the full amount of their State Bar annual membership dues and Supreme Court assessments, compared with 32% of government attorneys. Most (63%) government attorneys said their employer does not cover these expenses.
23. In terms of the proportion ranking first, government lawyers expect to spend most of their time in criminal defense (22%), criminal prosecution (21%), or litigation (16%). One-third (33%) ranked litigation in the top three, followed by education/training (28%), government affairs/external relations (26%), criminal defense (24%), and criminal prosecution (24%). Those who ranked criminal defense and criminal prosecution in the top three plan to devote most of their time to these areas, giving average figures of 88% and 82% of their time respectively. While only 11% ranked preside over hearings/cases in the top three, those who practice in this area plan to spend an average of 78% of their time on this field. Government attorneys plan to spend less time on other areas.
24. Seven in 10 (70%) corporate/in-house counsels ranked transactional work in the top three, in terms of areas in which they plan to spend the greatest amount of their time in the next 12 months. One-half (54%) ranked it first, followed by litigation (16%) and compliance (14%). They plan to devote a mean of 56%, with a median of 60%, of their work time on their first ranked field.

A Summary of Selected Findings is included as Appendix A-1.

## Results

The results presented below are based on analysis of the data provided by 1,024 members. Unless otherwise indicated, the percentages reported below are based on the responses from respondents who provided a definite answer and do not reflect individuals who said “don’t know” or otherwise did not supply an answer because the question did not apply to them. Keep in mind that respondents were instructed to answer certain questions, and that the percentages are based only on those who got each particular section. Some key statistically significant results ( $p \leq 0.05$ ) for each variable by the demographics are listed for the total sample. Keep in mind that the significance level does not describe the strength of the relationship between variables. Measures of association, or effect size, such as  $\text{Eta}^2$  in the ANOVA tables, can be used to determine the strength of each particular relationship. These figures can be found in the data tables section.

### Interpreting the Findings

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Reported figures for net and gross income, gross receipts, overhead expenses, annual salaries, billing/pay rates, hourly rates, fees for legal services performed, and billing methods used are based on last year’s (2007) data. All other data represent 2008 values through April of this year.

*Net income* represents personal income (after expenses) or salaries from the practice of law, before taxes, for 2007. Bonus information was not addressed as a separate question and may or may not have been included by respondents.

Despite the use of the median to reduce the effect of extremely high or low values (“outliers”), readers should use particular caution in interpreting data when only a small number of responses are available.

Generally, no value is represented if fewer than five responses were reported (denoted by a —). In some instances, an exhibit may list fewer than five responses if the data were deemed important enough, with the understanding that the reader should use care when drawing inferences from such a small sample.

### Measures of Central Tendency

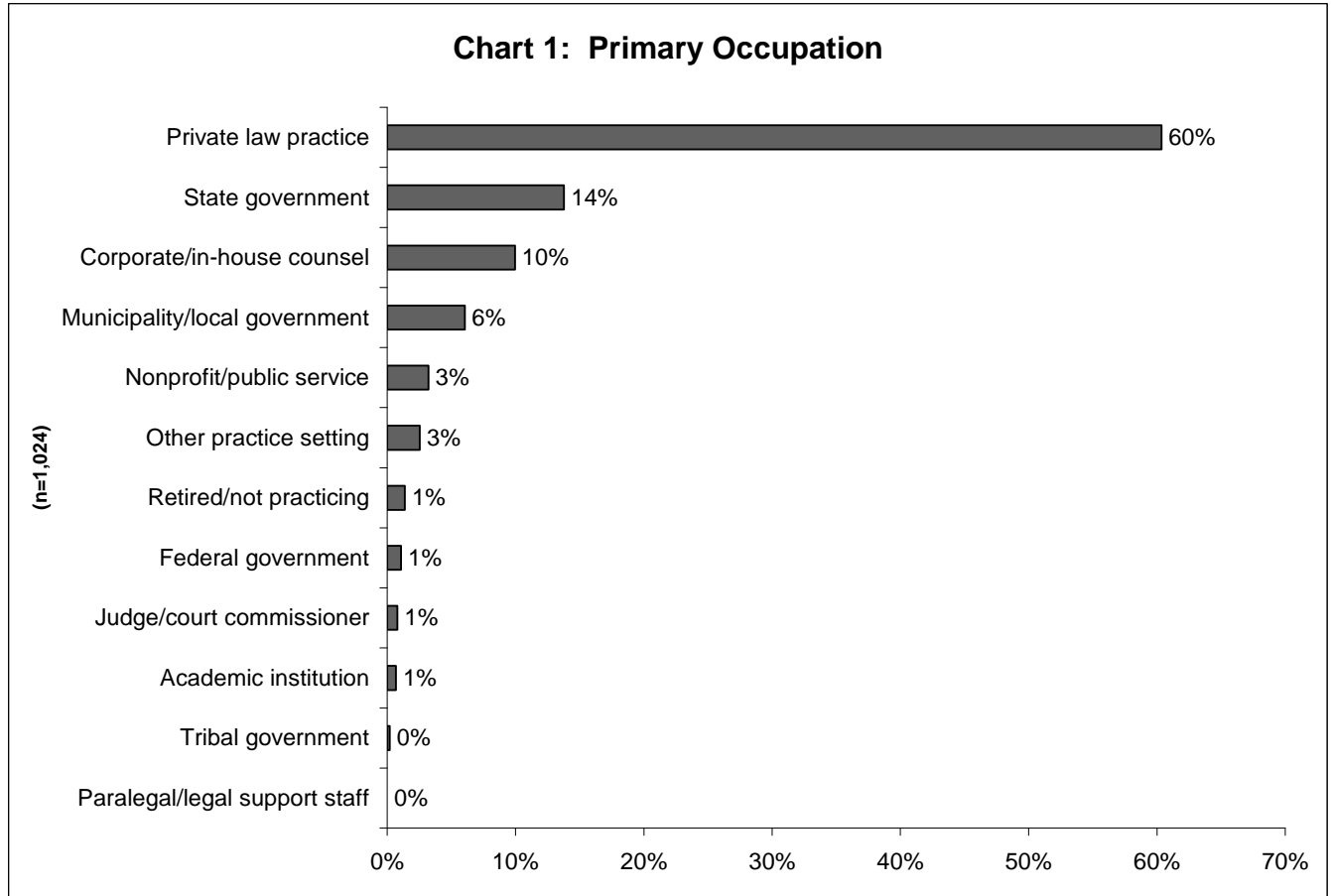
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The mean (also called the average or arithmetic average) is calculated by adding the values of all responses, then dividing by the number of responses.

*Example:* Three responses – 1, 2, and 3 – are reported. The average is calculated by adding their values ( $1 + 2 + 3 = 6$ ), then dividing by the number of responses (3). Thus, the average is  $6 \div 3 = 2$ .

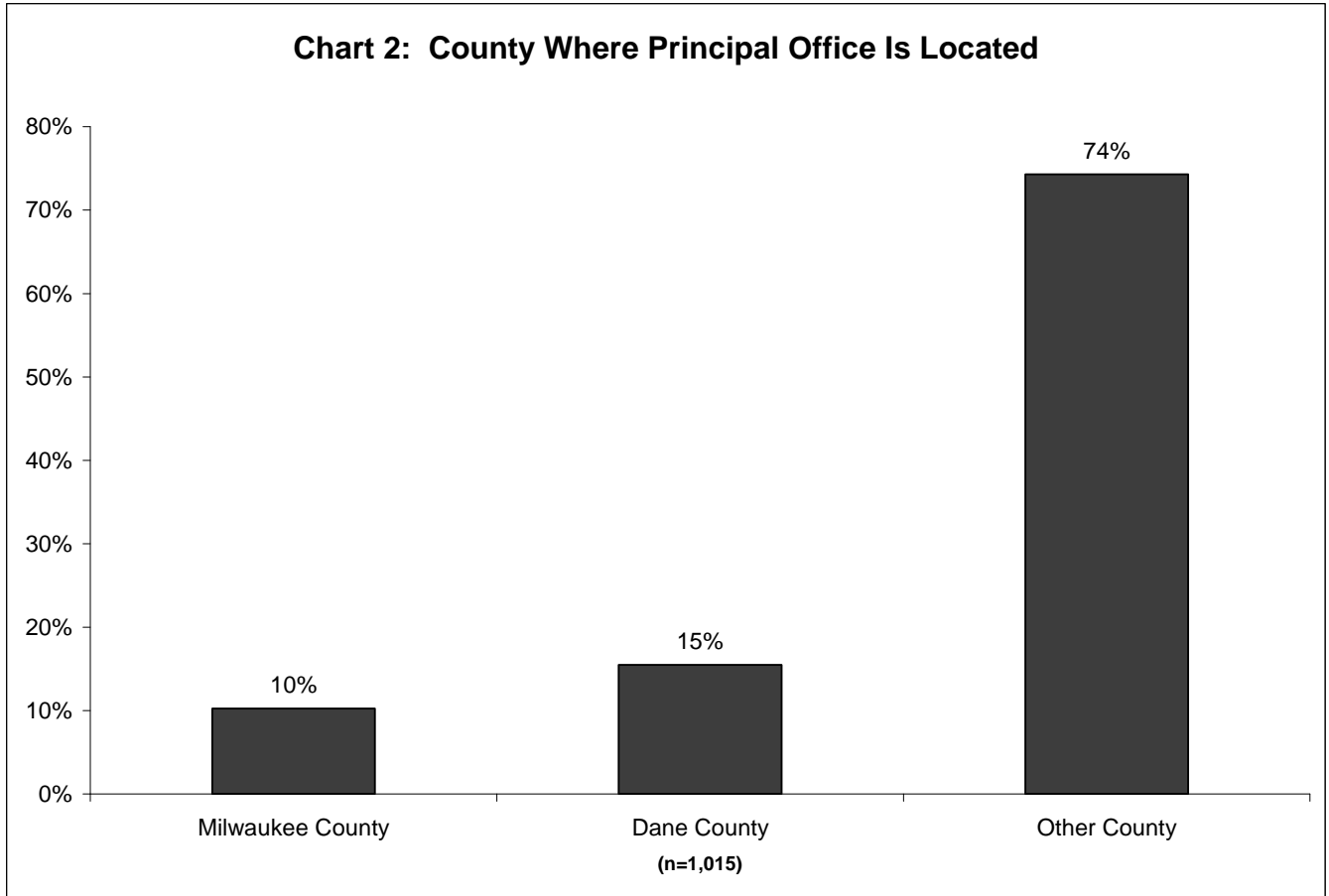
The median is the middle value of a series (distribution) of values, which is initially rank-ordered (from low to high or vice versa). By definition, half the numbers are greater and half are less than the median. Both mean and median values are used throughout this survey report to denote the measure of central tendency. Use of the median as a statistic for central tendency reduces the effect of “outliers” (extremely high or low values), while the average does not.

*Example:* Three responses – 1, 2 and 30 – are reported. The *median* is the middle number of the order of distribution (1, 2, 30) or 2. The *average* of this same distribution is  $33 \div 3 = 11$ .



**Q1. For 2007, what was your primary occupation? (Check only one.)**

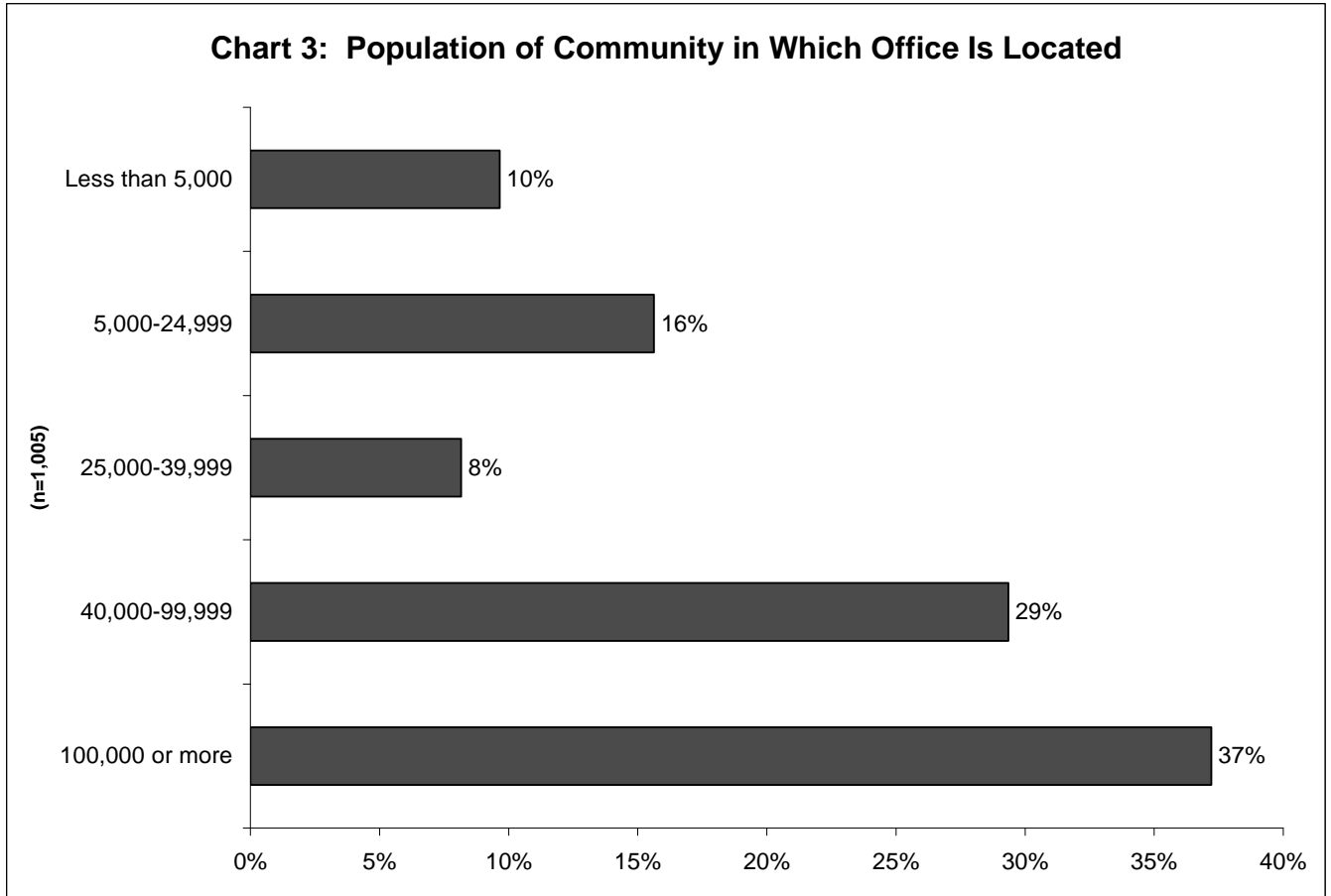
Six in 10 (60%) have a private law practice, and one-fourth (25%) are employed in a government or public service setting, such as state government (14%), municipality or other local government (6%), nonprofit/public service (3%), federal government (1%), judge/court commissioner (1%), and tribal government (less than 1%). Another 10% are corporate/in-house counsels. This profile was used to determine which follow-up section members should answer.



**Q2. Please indicate the county of your principal office or where most of your work is done:**

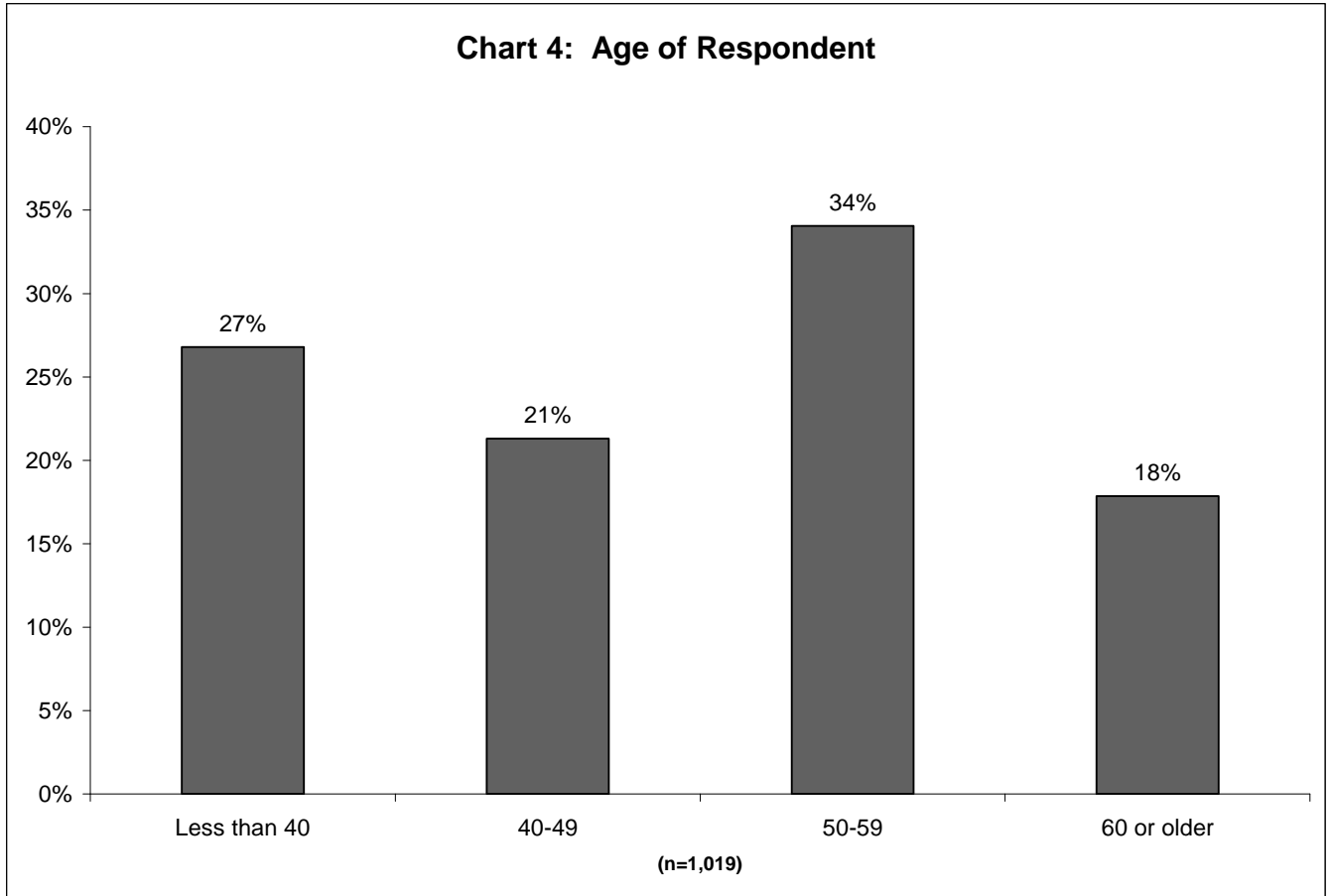
Respondents are most likely to have offices located in Dane County (15%) or Milwaukee County (10%). Another 6% are located in Brown County, 6% in Outagamie County, 4% in Eau Claire County, 4% in La Crosse County, 4% in Marathon County, and 4% in Winnebago County.

This compares to overall State Bar membership statistics indicating corresponding membership at 16% (Dane) and 26% (Milwaukee).



**Q3. How large is the community in which your office is located?**

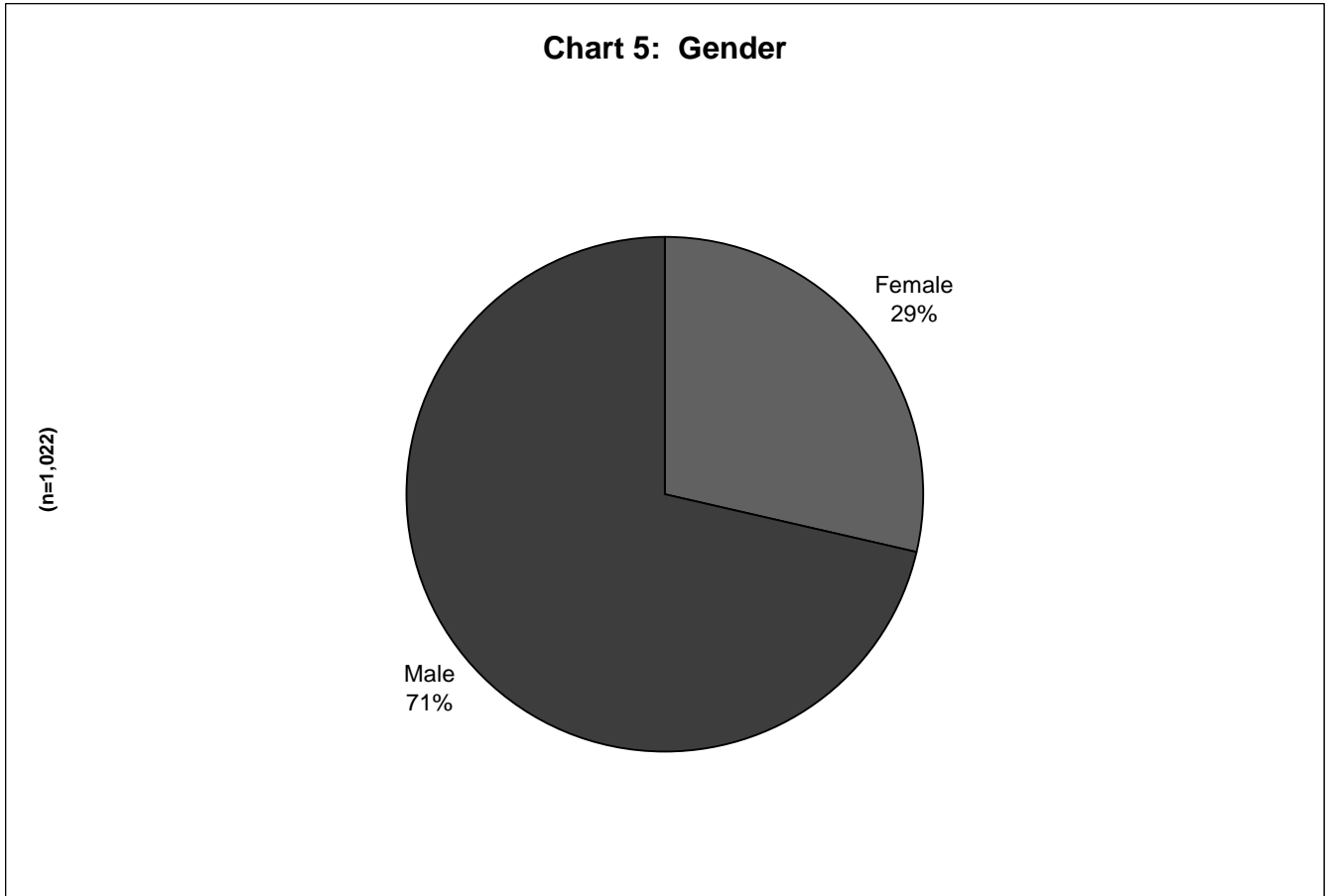
Nearly four in 10 (37%) indicated that their office is located in a community with a population of 100,000 or more, and 29% are in a community of 40,000-99,999 people. Another 16% said 5,000-24,999, 10% said less than 5,000, and 8% said 25,000-39,999.



**Q4. Please indicate your age:**

The average age of respondents is 48 years, and the median age is 50 years. About one-third (34%) are ages 50-59, 27% are less than age 40, 21% are ages 40-49, and 18% are age 60 or older.

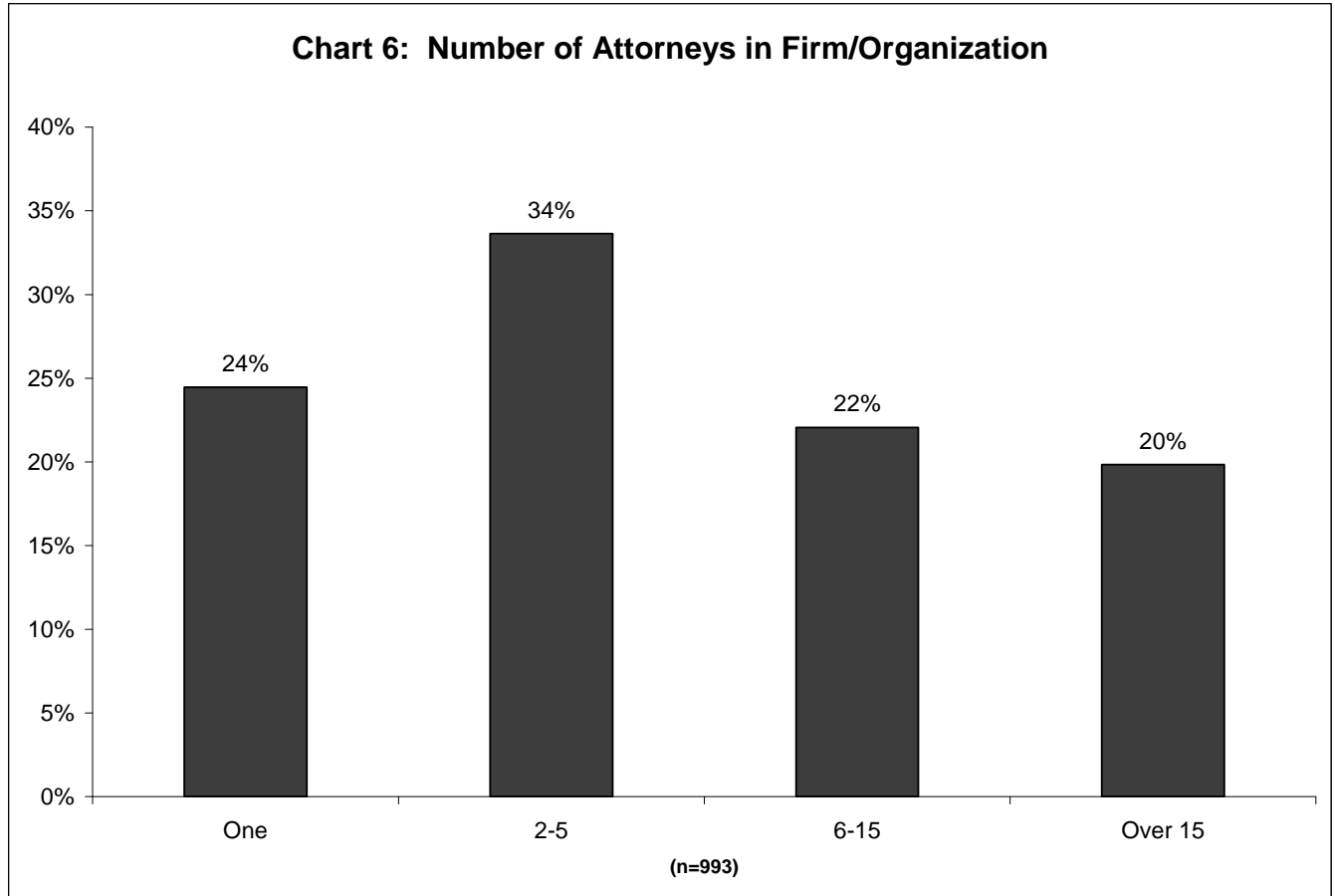
According to State Bar membership stats, the current mean and median age of all members is 46.



**Q5. Are you:**

Nearly three in 10 (29%) are female, and 71% are male.

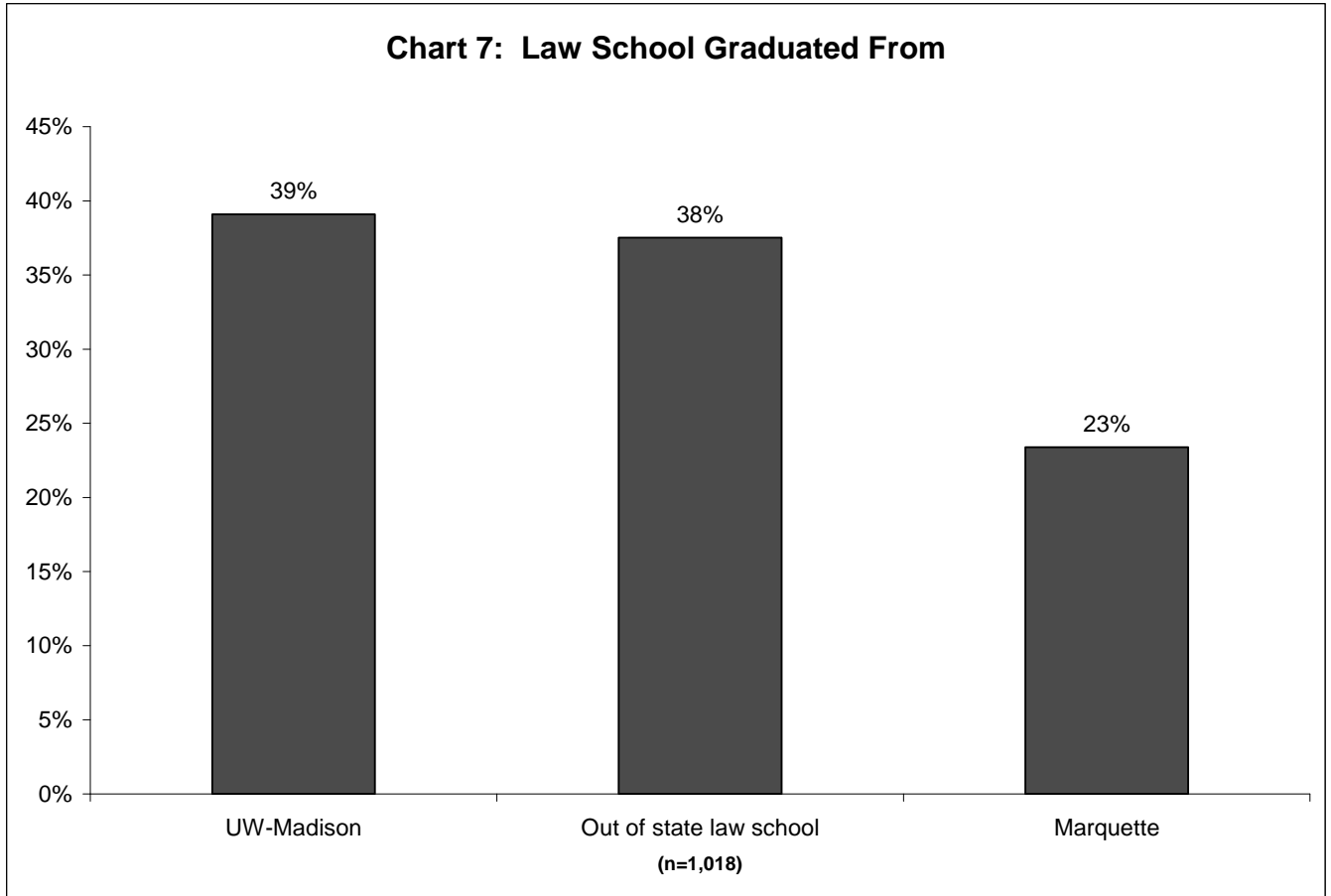
Overall, 31% of all State Bar members are female, while the remaining 69% are male.



**Q6. Please indicate the total number of attorneys in your firm/organization:**

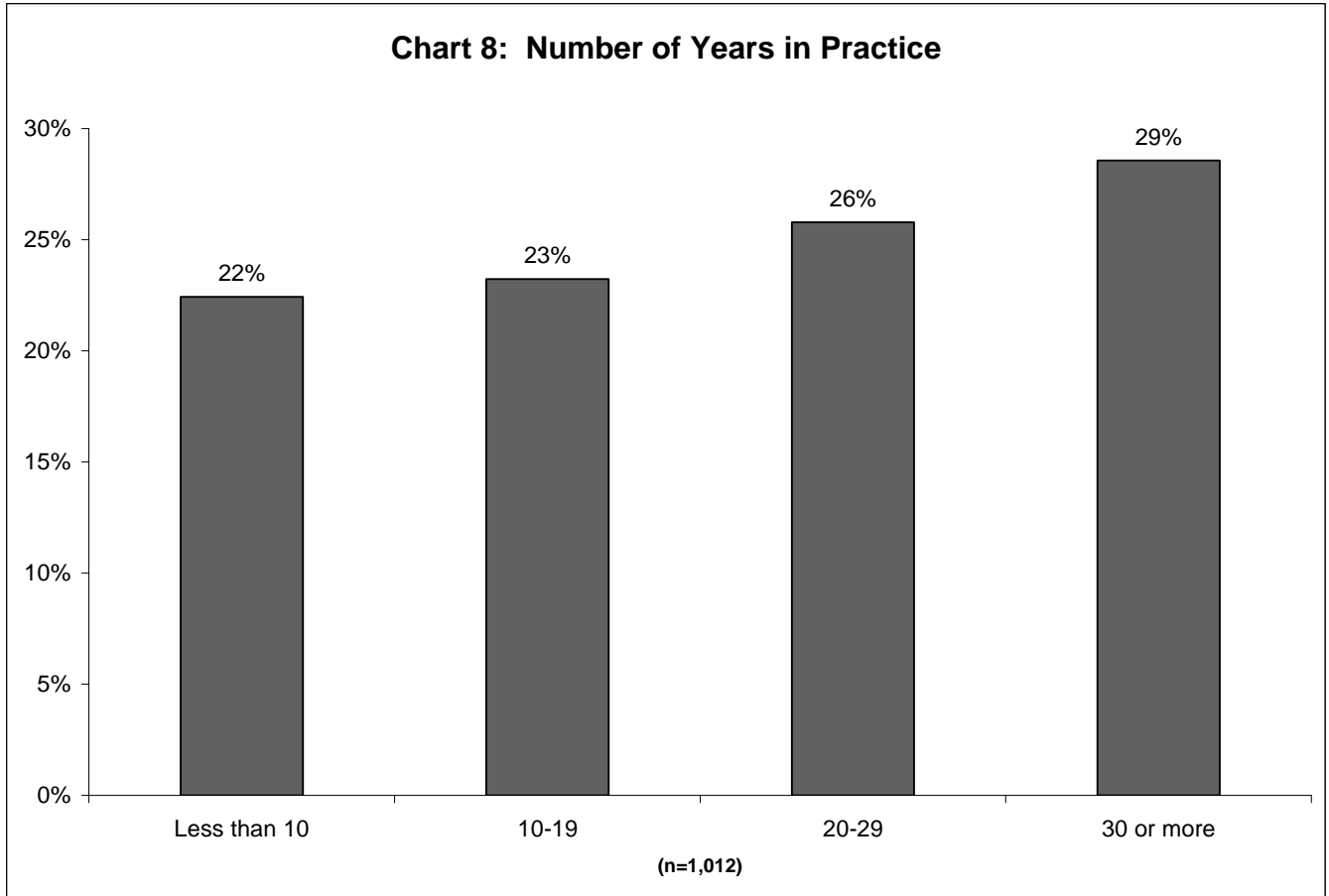
The average number given by those with an attorney in their firm or organization is 44, with a median of 4 attorneys. Responses ranged from a low of 1 to a high of 12,000 attorneys. (When excluding the outlier of 12,000, the average number of attorneys is 32.) About 24% have one attorney, 34% have 2-5 attorneys, 22% have 6-15 attorneys, and 20% have over 15 attorneys in their firm or organization.





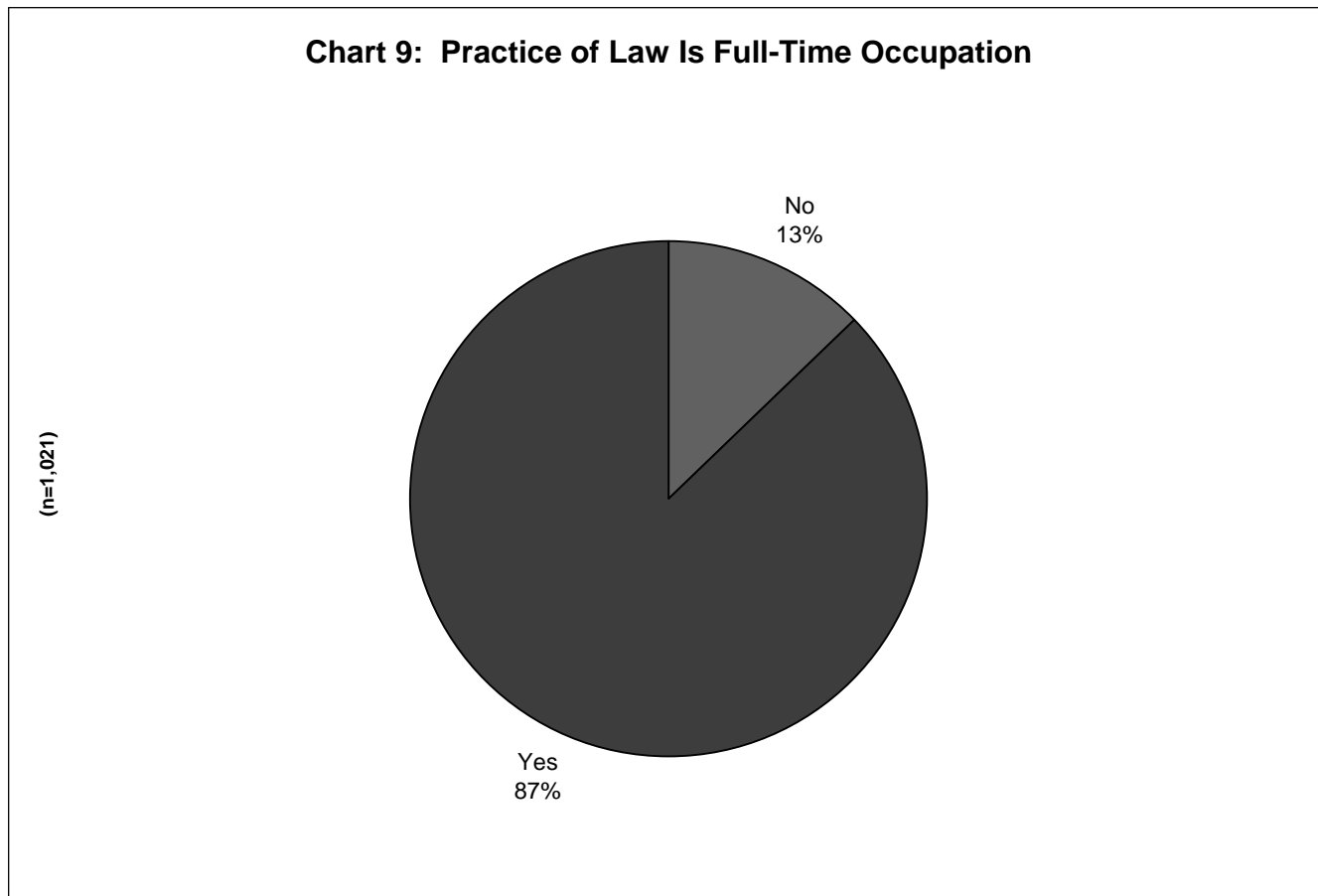
**Q7. From which law school did you graduate?**

Four in 10 (39%) graduated from UW-Madison, 23% graduated from Marquette, and 38% graduated from an out-of-state law school.



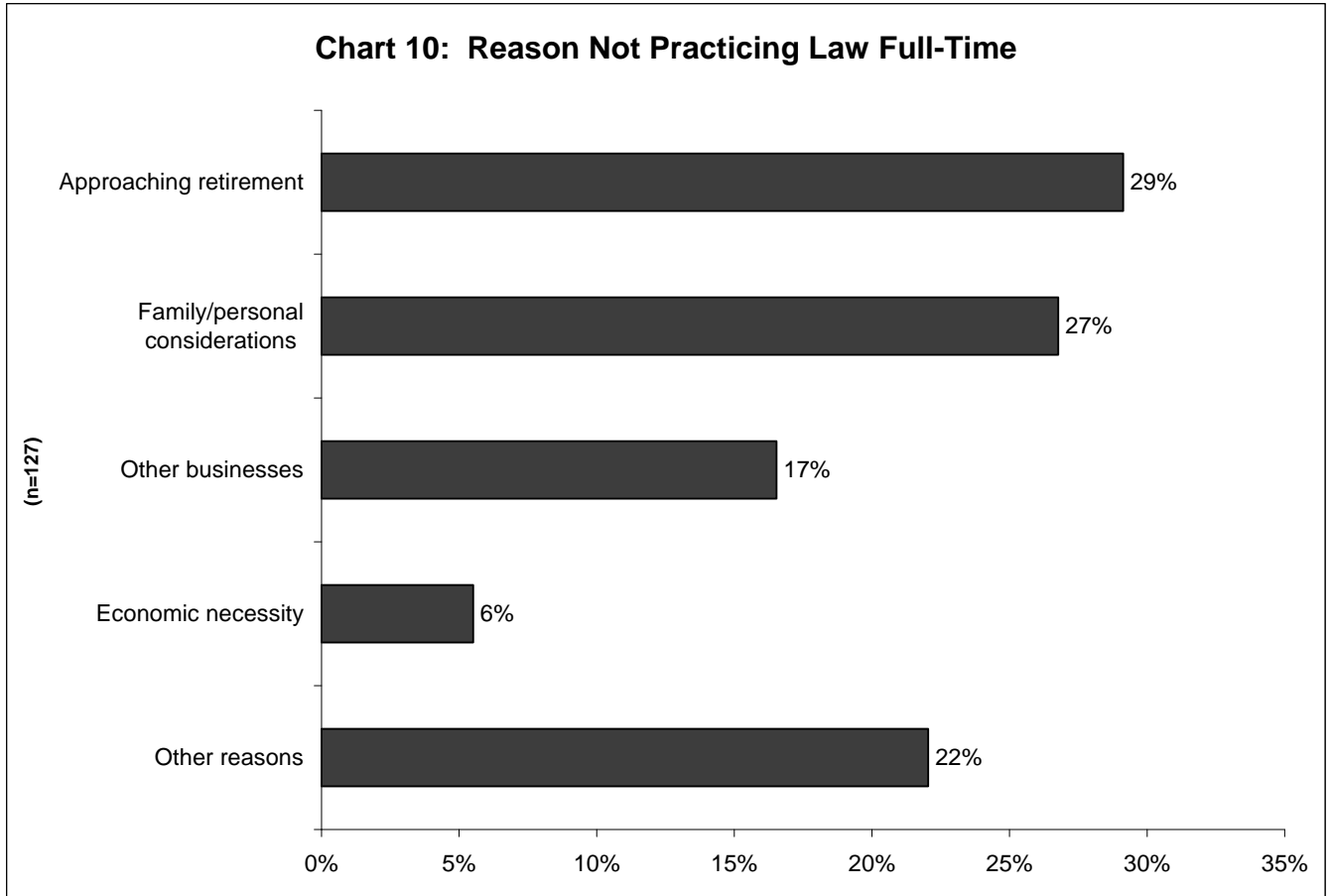
**Q8. Please indicate your total years in practice in any jurisdiction:**

The average number of years in practice is 21, with a median of 21 years. Three in 10 (29%) have been in practice for 30 or more years, 26% have been in practice for 20-29 years, 23% have been practicing for 10-19 years, and 22% have been practicing for less than 10 years.



**Q9. Is the practice of law your full-time occupation?**

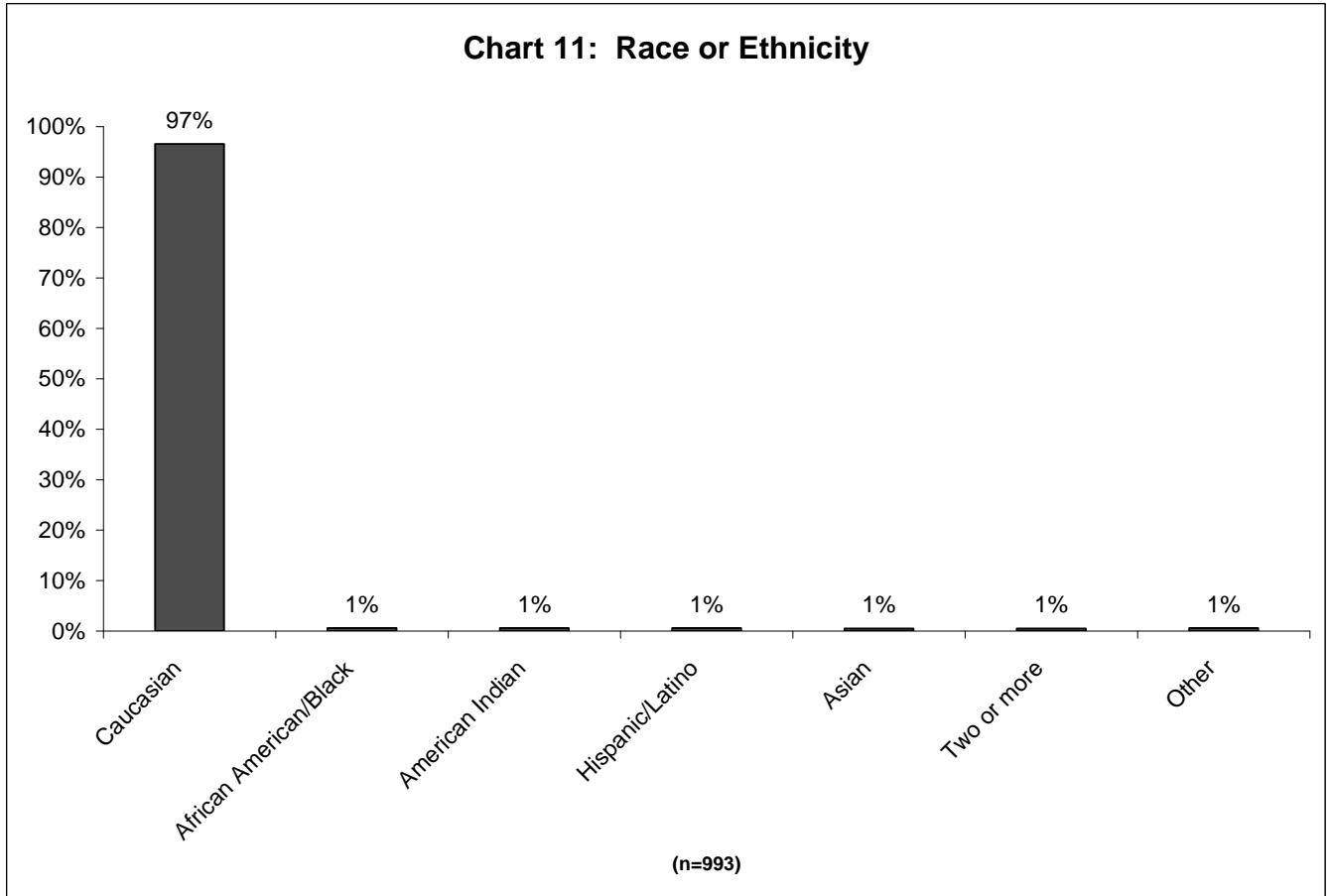
The majority (87%) of respondents indicated that the practice of law is their full-time occupation.



**Q10. If no, select one reason:**

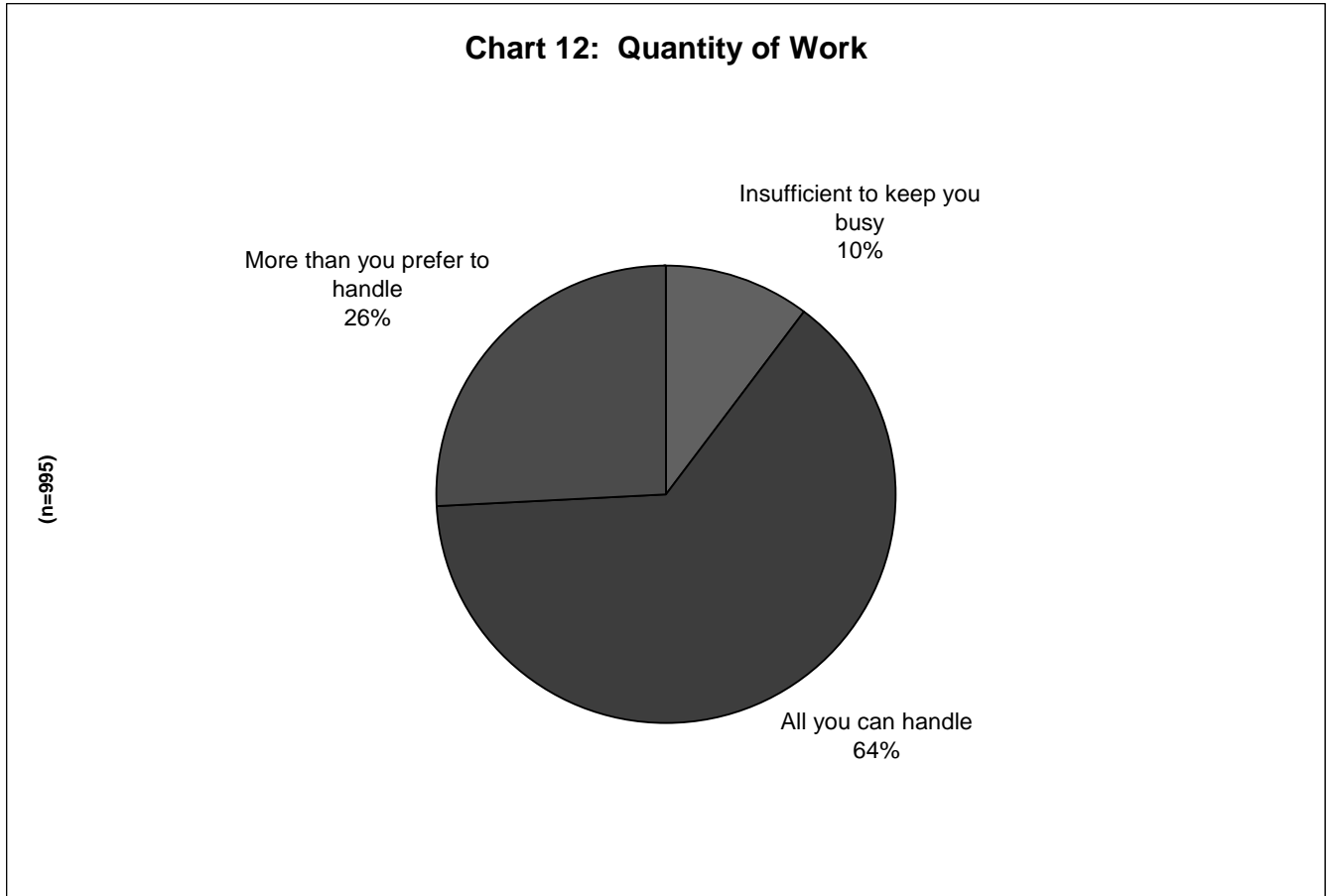
The main reasons given by 127 respondents for not practicing law full-time are approaching retirement (29%) and family/personal considerations (27%). Another 17% indicated that they have other businesses, 6% pointed to economic necessity, and 22% gave a host of other reasons.

Section I: Questions for All Attorneys



**Q11. Please indicate your ethnicity:**

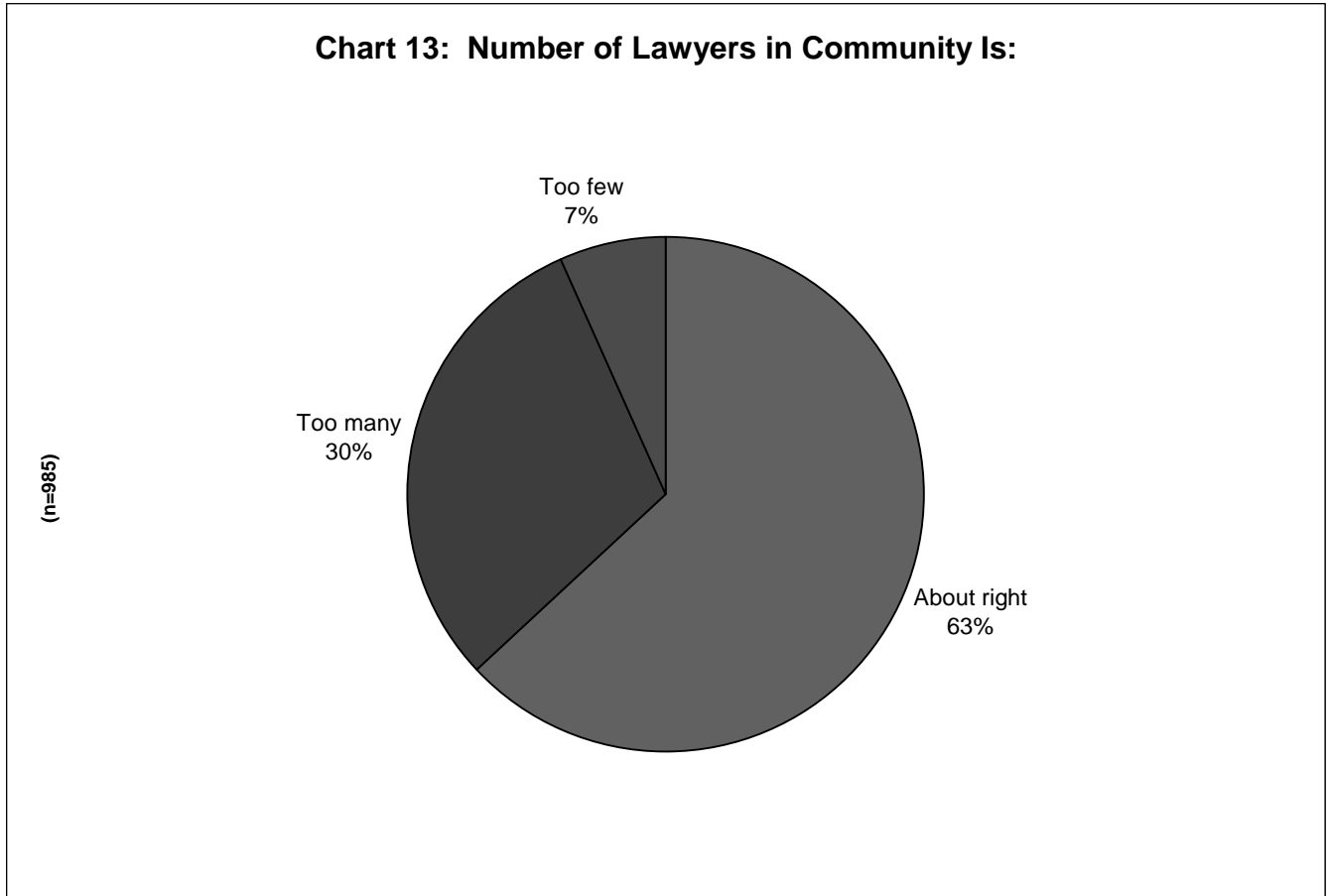
Most (97%) respondents are Caucasian.



**Q12. With regard to your own activities, the quantity of your work is:**

More than six in 10 (64%) said their work is all they can handle, 26% said it is more than they prefer to handle, and 10% said it is insufficient to keep them busy.

- While the majority of respondents feel their work is all they can handle, females were less likely than males to give this response (56% vs. 67%) and more likely than males to say it is more than they prefer to handle (32% vs. 23%).
- Those with one attorney (18%) in their firm or organization were more likely than those with 2-5 (10%), 6-15 (7%), or over 15 (5%) attorneys to say it is insufficient to keep them busy.



**Q13. Do you consider the number of lawyers in the community in which you practice to be:**

More than six in 10 (63%) said the number of lawyers in their community is about right, 30% said it is too many, and 7% said it is too few.

- Those whose office is in Dane County (54%) or Milwaukee County (39%) were more likely than those practicing in other areas (25%) to say too many. Dane County (42%) and Milwaukee County (54%) lawyers were less likely than those in other areas (68%) to say the number of lawyers in their community is about right.
- Those whose office is in a community of 100,000 or more were less likely than those in smaller communities to say the amount of lawyers in their area is about right, and they were more likely to say there are too many lawyers in their community.

<b>Practice Setting</b>	<b>% Practicing*</b>	<b>Mean Net Income</b>	<b>Median Net Income</b>	<b>Net Income n=</b>
<b>Solo Practitioner</b>	29%	\$71,783	\$57,696	172
<b>Solo Practitioner w/ Associates</b>	4%	\$137,491	\$106,000	22
<b>Solo Sharing Space</b>	4%	\$109,586	\$80,000	23
<b>Managing Partner</b>	6%	\$159,423	\$150,000	35
<b>Senior Associate</b>	3%	\$103,350	\$84,000	20
<b>Equity Partner/Shareholder</b>	32%	\$171,827	\$140,000	193
<b>Associate</b>	15%	\$67,447	\$56,000	91
<b>Non Equity Partner</b>	3%	\$125,476	\$105,000	21
<b>Other</b>	1%	\$44,143	\$25,000	7

**Q14. Please indicate your practice setting and your net income after business expenses but before taxes for 2007. Include only income derived from legal work. If active less than a year, please annualize your response (i.e., if 6 months of income totals \$25,000, multiply by 2 to annualize at \$50,000).**

The leading practice settings for private practitioners are equity partner/shareholder (32%) and solo practitioner (29%), followed by associate (15%), managing partner (6%), solo sharing space (4%), solo practitioner with associates (4%), senior associate (3%), and non equity partner (3%).

#### ***Solo Practitioner (29%)***

- Six in 10 (59%) of those whose office is in a community with a population of less than 5,000 indicated that they are a solo practitioner, compared with 33% of those in a community of 5,000-24,999, 26% of those in a community of 25,000-39,999, 25% of those in a community of 40,000-99,999, and 21% of those in a community of 100,000 or more.
- Only 12% of those less than age 40 described themselves as a solo practitioner, compared with 29% of those ages 40-49, 32% of those ages 50-59, and 46% of those age 60 or older.
- About 89% of those in a firm with one attorney described themselves as a solo practitioner.
- Those who have been in practice for 10-19 (29%), 20-29 (33%), or 30 or more (36%) years are more likely than those in practice for less than 10 years (13%) to be a solo practitioner.

#### ***Solo Practitioner with Associates (4%)***

- Males are more likely than females to be a solo practitioner with associates (4% vs. 1%).
- About 10% of those in a firm with 2-5 attorneys described themselves as a solo practitioner with associates.

#### ***Solo Sharing Space (4%)***

- About 7% of those in a firm with one attorney and 4% of those in a firm with 2-5 attorneys described themselves as a solo sharing space, compared with 0% of those in a firm with 6 or more attorneys.
- Those who graduated from an out of state law school (7%) were more likely than graduates of Marquette (2%) or UW-Madison (1%) to indicate they are a solo sharing space.



## Section II: Questions for Private Practitioners

### ***Managing Partner (6%)***

- Males were more likely than females to indicate they are a managing partner (7% vs. 2%).
- One in 10 (11%) of those in a firm with 2-5 attorneys and 9% of those in a firm with 6-15 attorneys described themselves as a managing partner, compared with 0% of those with more or fewer attorneys.
- Only 2% of those practicing for less than 10 years or 10-19 years are managing partners, compared with 11% of those in practice for 20-29 years. About 6% of those in practice for 30 or more years indicated they are managing partners.

### ***Senior Associate (3%)***

- No private practitioners in a firm with one attorney indicated that they are a senior associate, compared with 4% of those in a firm with 2-5 attorneys, 5% of those with 6-15 attorneys in their firm, and 6% of those with over 15 attorneys in their firm.

### ***Equity Partner/Shareholder (32%)***

- Just 15% of those in a community of less than 5,000 described themselves as an equity partner/shareholder, compared with 30% of those in communities of 5,000 to 24,999 and 36% of those in communities of 25,000 or more.
- Males were more likely than females to describe themselves as an equity partner/shareholder (38% vs. 14%).
- About one-half (49%) of those with over 15 attorneys, 51% of those with 6-15 attorneys, and 42% of those with 2-5 attorneys in their firm are equity partners/shareholders, compared with 0% of those with one attorney in their firm.
- Graduates of UW-Madison (38%) and Marquette (36%) were more likely than those who graduated from an out of state law school (24%) to describe themselves as an equity partner/shareholder.
- Only 9% of those practicing for less than 10 years indicated they are equity partners/shareholders, compared with 40% of those practicing for 10-19 years, 37% of those practicing for 20-29 years, and 38% of those practicing for 30 or more years.

### ***Associate (15%)***

- Nearly one-half (48%) of those less than age 40 described themselves as an associate, compared with 11% of those ages 40-49, 3% of those ages 50-59, and 1% of those age 60 or older.
- Females are more likely than males to be an associate (33% vs. 10%).
- About 28% of those with over 15 attorneys, 28% of those with 6-15 attorneys, and 16% of those with 2-5 attorneys in their firm are associates, compared with 0% of those with one attorney in their firm.
- Six in 10 (61%) of those in practice for less than 10 years are associates, compared with 10% of those practicing for 10-19 years, 2% of those practicing for 20-29 years, and 1% of those practicing for 30 or more years.

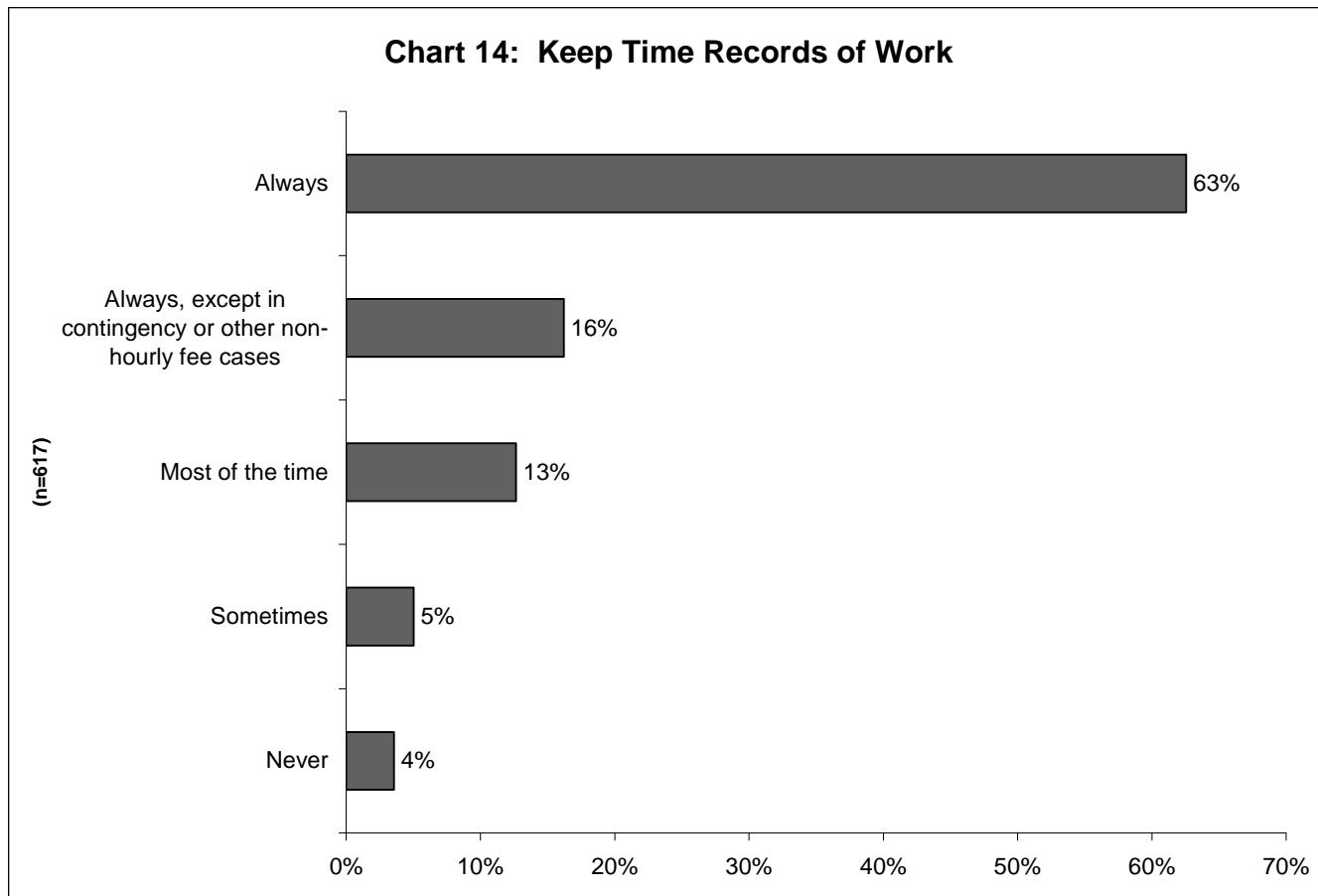
## Section II: Questions for Private Practitioners

### ***Non Equity Partner (3%)***

- About 12% of those with over 15 attorneys described themselves as a non equity partner, compared with 3% of those with 6-15 attorneys, 3% of those with 2-5 attorneys, and 0% of those with one attorney in their firm.

### ***Other (1%)***

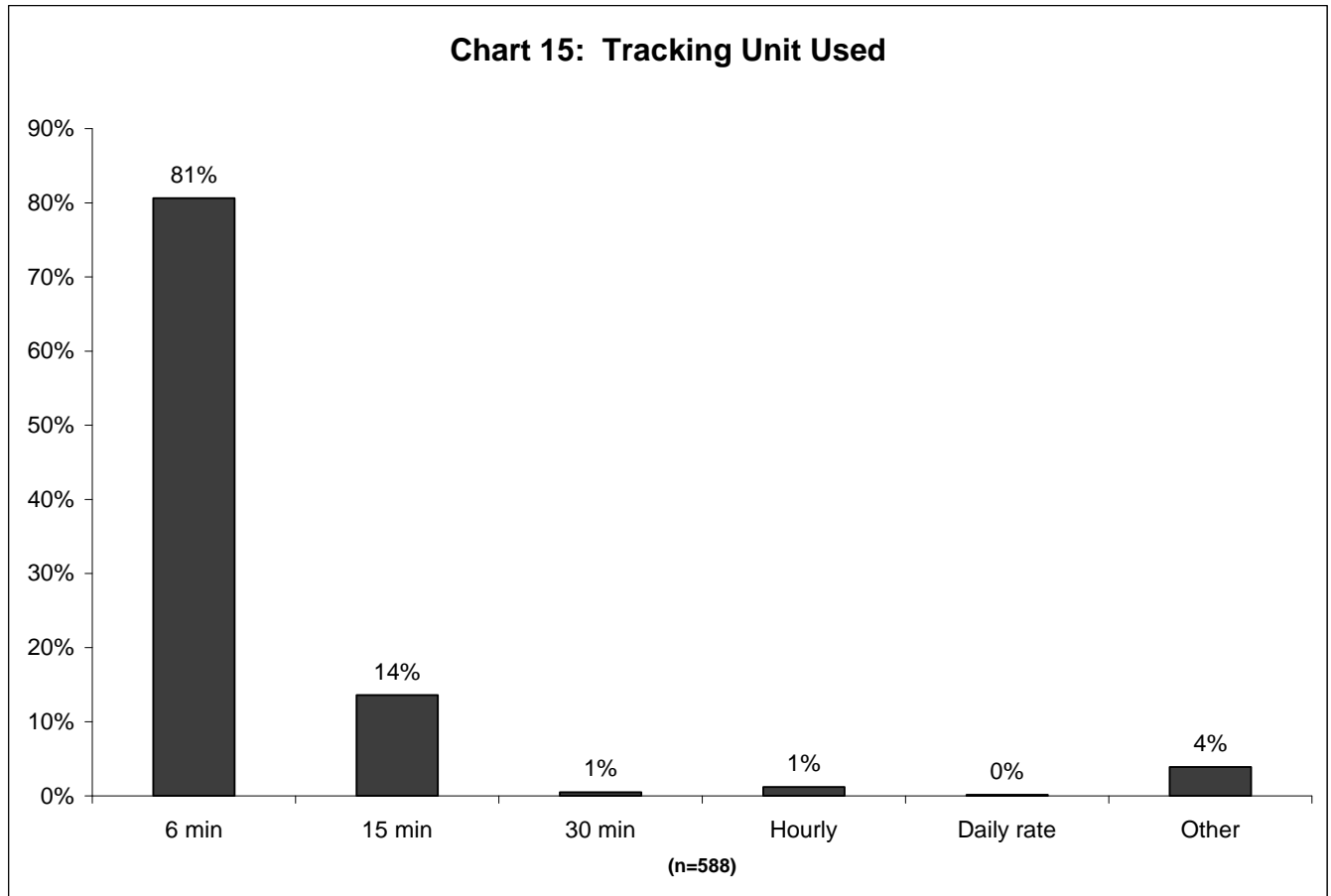
- The mean and median net income for these leading practice settings are:
  - Solo Practitioner (\$71,783 mean, \$57,696 median),
  - Solo Practitioner with Associates (\$137,491 mean, \$106,000 median),
  - Solo Sharing Space (\$109,586 mean, \$80,000 median),
  - Managing Partner (\$159,423 mean, \$150,000 median),
  - Senior Associate (\$103,350 mean, \$84,000 median),
  - Equity Partner/Shareholder (\$171,827 mean, \$140,000 median),
  - Associate (\$67,447 mean, \$56,000 median),
  - Non Equity Partner (\$125,476 mean, \$105,000 median), and
  - Other (\$44,143 mean, \$25,000 median).



**Q15. Do you keep time records of your work?**

More than six in ten (63%) private practitioners always keep time records of their work, and 16% always keep time records, except in contingency or other non-hourly fee cases. Another 13% keep time records most of the time, and 5% sometimes keep record of their time. Only 4% never keep such records.

- Those in Milwaukee County (78%) were more likely than those whose office is in another county (60%) to say Always. Additionally, 69% of those in Dane County said Always.
- Larger communities tend to be more likely to Always keep time records. Only 39% of those in a community of less than 5,000 said Always, compared with 71% of those in a community of 100,000 or more. However, 31% of those in a community of 5,000 or less said Always, except in contingency or other non-hourly fee cases, compared with 12% of those in a community of 100,000 or more.
- Nearly three-fourths (73%) of those ages 40-49 and 71% of those less than age 40 Always keep time records, compared with 55% of those ages 50-59 and 58% of those age 60 or older.
- Females are more likely than males to Always keep time records of their work (74% vs. 59%).
- Those with over 15 (91%), 6-15 (68%), or 2-5 (61%) attorneys in their firm are more likely than those with only one attorney (47%) to Always keep time records.



**Q16. If yes, the tracking unit used is:**

For private practitioners who ever keep time records of their work, the majority (81%) use a tracking unit of six minutes.

- Among those who keep time records, the proportion of those using a six minute tracking unit tends to decline with age, going from 91% of those less than age 40 to 70% of those age 60 or older. Likewise, the proportion of those using a 15 minute tracking unit increases from 7% of those less than age 40 to 21% of those age 60 or older.

<b>Table 2: Hours Per Week Engage in Activities</b>			
<b>Activities</b>	<b>Mean Hours</b>	<b>Median Hours</b>	<b>% Responding</b>
Billable legal work	33	35	95%
based on hourly rate	25	25	75%
based on flat/fixed rate	11	8	40%
based on contingency work	14	5	29%
based on other billing method	12	8	6%
Office Administration	5	4	79%
Marketing/public affairs	4	2	45%
Unbilled public service	4	2	49%
Non-legal employment	7	5	11%
<b>Total Hours in Week (from above)</b>	42	42	96%
CLE hours <b>per year</b>	21	20	81%
Pro Bono hours <b>per year</b>	69	40	63%

**Q17. Please indicate, on average, the hours per week you engage in the following activities:**

More than nine in 10 (95%) reported spending an average of 33 hours per week, with a median of 35 hours per week, on **billable legal work**. In general, the amount of time spent on billable legal work is greater for those younger than age 60, males, and those with more than one attorney in the firm.

- Three-fourths (75%) reported an average of 25 hours per week, with a median of 25 hours per week, **based on an hourly rate**.
- Four in 10 (40%) reported an average of 11 hours per week, with a median of 8 hours per week, **based on a fixed/flat rate**.
- Three in 10 (29%) reported an average of 14 hours per week, with a median of 5 hours per week, **based on contingency work**.
- Just 6% reported an average of 12 hours per week, with a median of 8 hours per week, **based on other billing method**.

Eight in 10 (79%) reported spending an average of 5 hours per week, with a median of 4 hours per week, on **office administration**. Mean number of hours spent on office administration tends to decline as age of practitioner and years of experience increase.

About 45% reported spending an average of 4 hours per week, with a median of 2 hours per week, on **marketing/ public affairs**. Mean hours per week spent on marketing/public affairs tends to be higher for those practicing in larger communities and for those in larger firms with over 15 attorneys.

One-half (49%) reported spending an average of 4 hours per week, with a median of 2 hours per week, on **unbilled public service**.

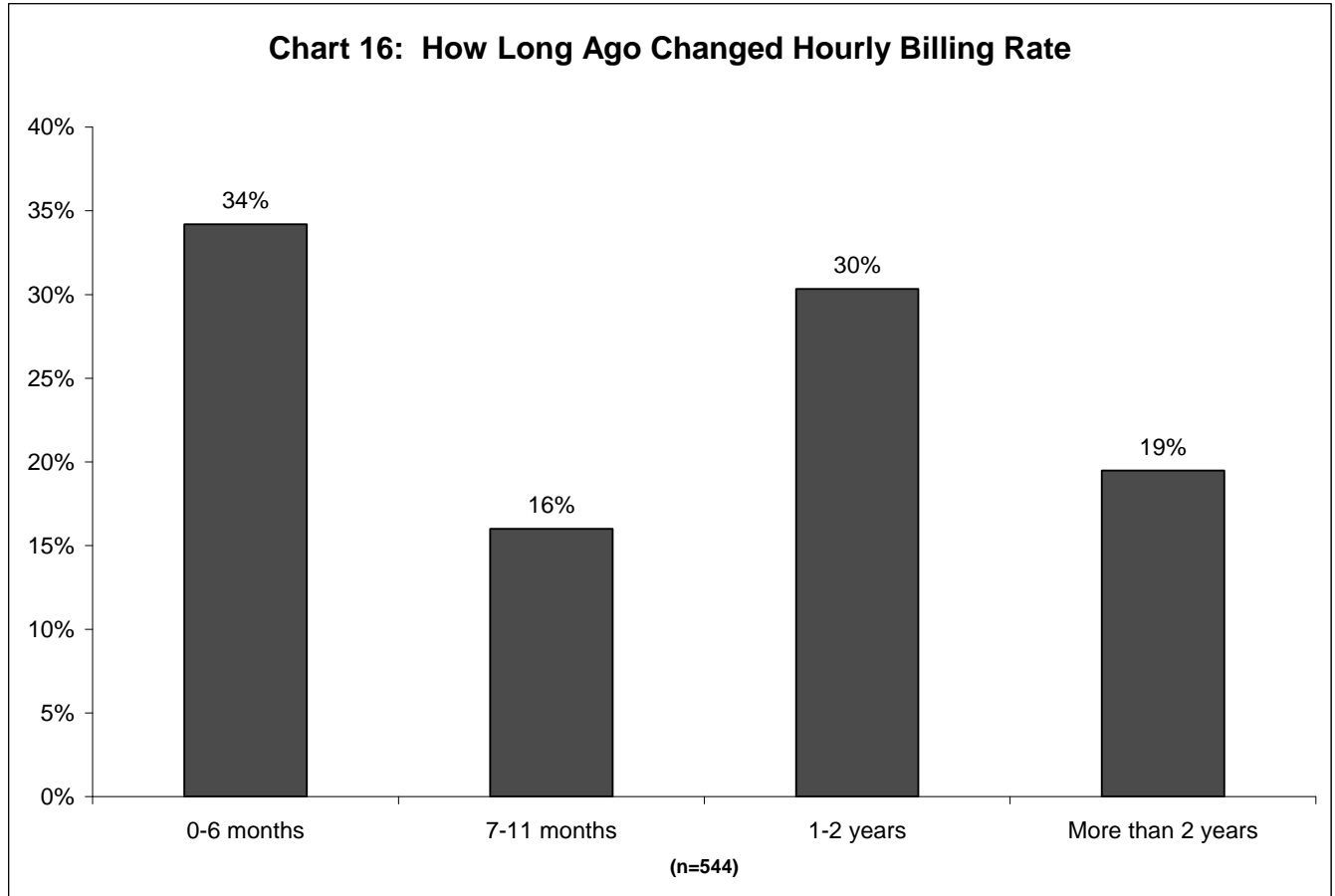
About one in 10 (11%) reported spending an average of 7 hours per week, with a median of 5 hours per week, on **non-legal employment**.

More than nine in 10 (96%) reported an average of 42 **total hours per week**, with a median of 42 **total hours per week**. Younger respondents and those practicing for fewer years, males, and those with a larger number of attorneys in their firm reported a higher mean total hours per week.

## Section II: Questions for Private Practitioners

Eight in 10 (81%) reported an average of 21 **CLE hours per year**, with a median of 20 **CLE hours per year**.

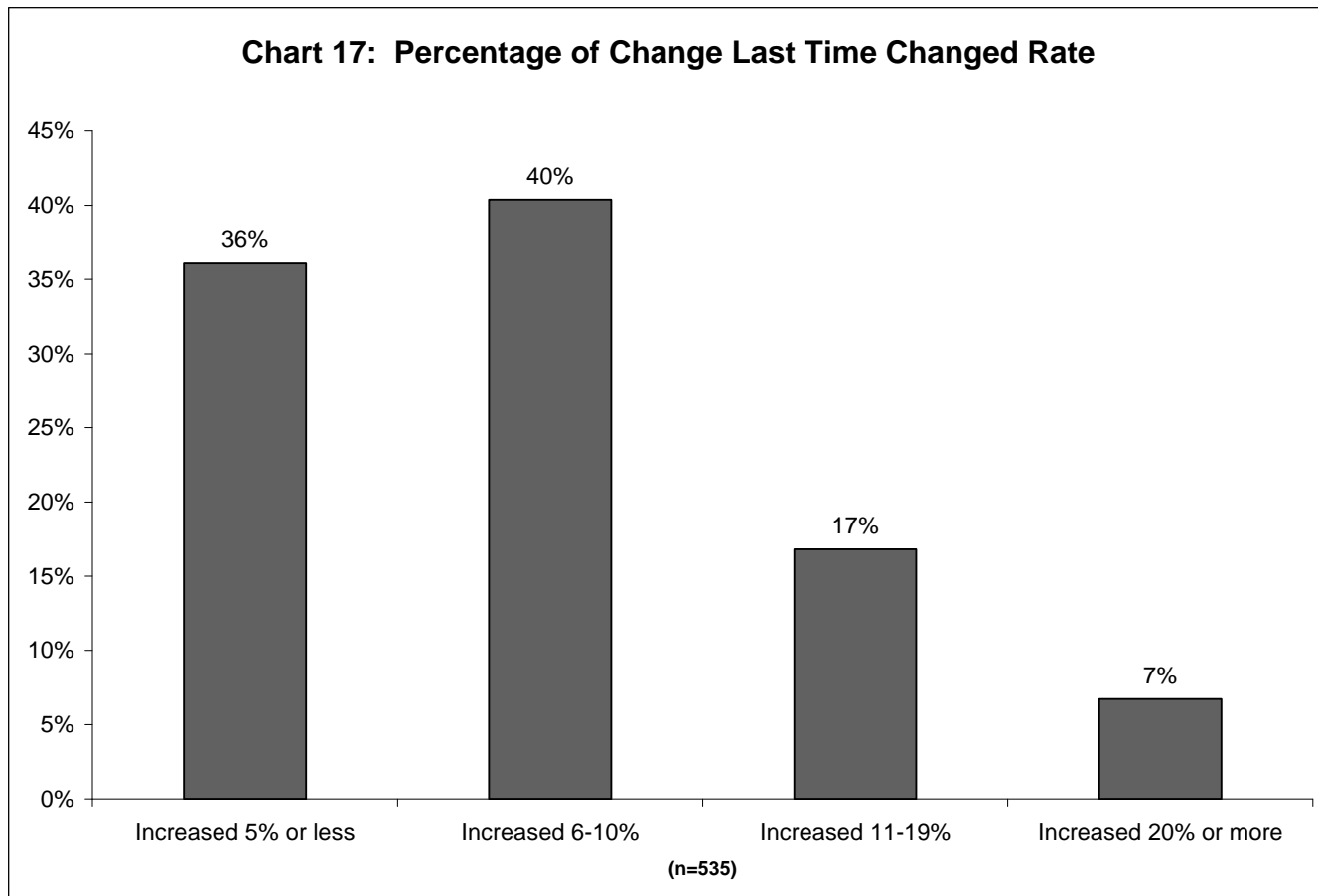
More than six in 10 (63%) reported an average of 69 **pro bono hours per year**, with a median of 40 **pro bono hours per year**. Average pro bono hours per year is greatest for those with only one attorney in their firm.



**Q18. If applicable, how long ago did you or your firm change your hourly billing rate?**

Most (88%) gave a time range in which their firm last changed its hourly billing rate. Of those who indicated it was applicable, 34% last changed their rate 0-6 months ago, 30% last changed their rate 1-2 years ago, 19% last changed their rate more than 2 years ago, and 16% last changed their rate 7-11 months ago.

- The proportion who indicated that it has been more than 2 years since their firm changed their hourly billing rate tends to increase with age, going from 10% of those less than age 40 to 29% of those age 60 or older.
- More than one-half (55%) of those with over 15 attorneys and 45% of those with 6-15 attorneys in their firm last changed their rate 0-6 months ago, compared with 28% of those with 2-5 attorneys and 22% of those with one attorney in their firm.

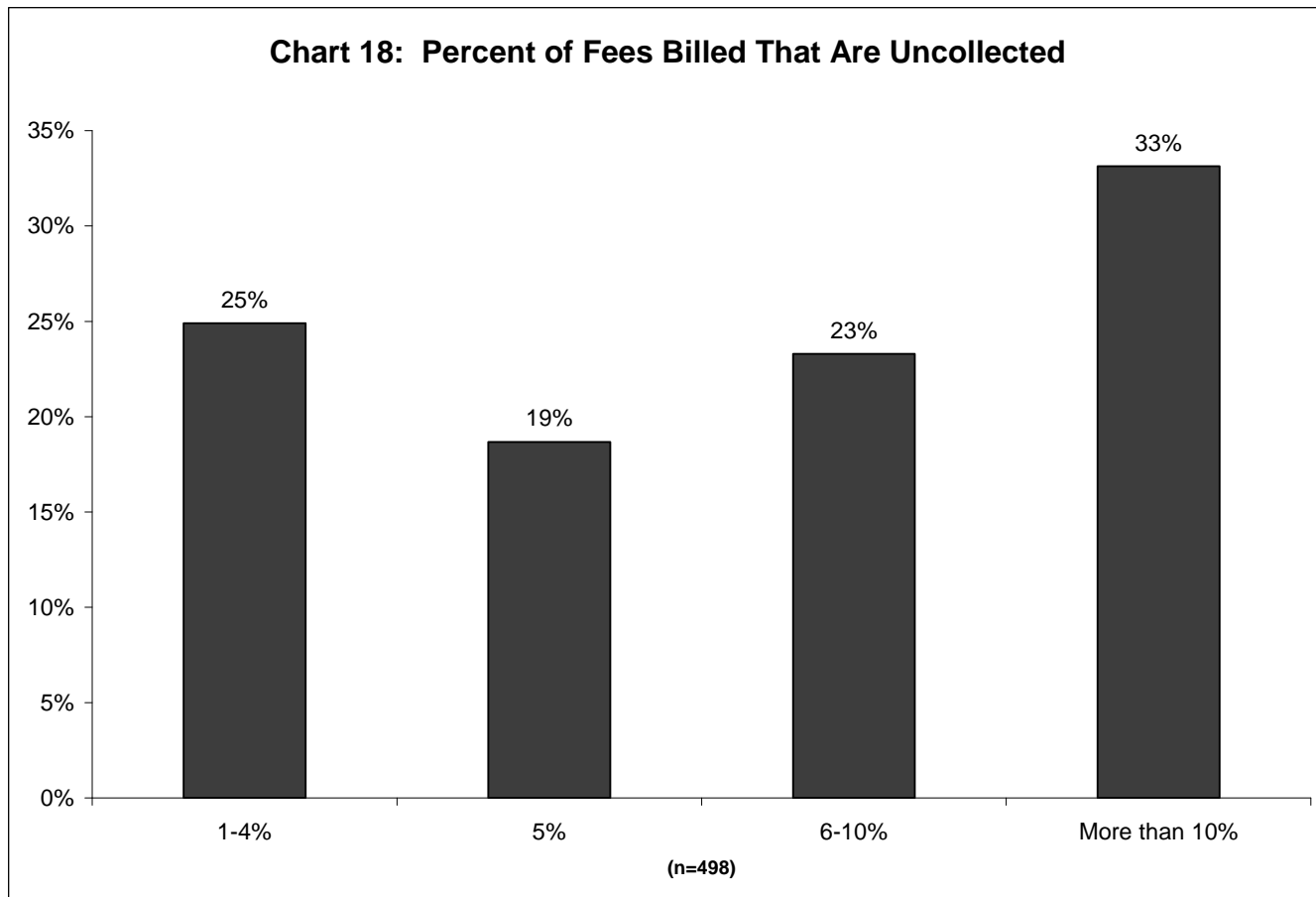


**Q19. If applicable, indicate the percentage of change the last time you/your firm changed your rate:**

Most (87%) private practitioners gave a percentage change for the last time they or their firm changed their rate. Of those who said it is applicable, 40% increased their rate by 6-10%, 36% increased their rate by 5% or less, 17% increased their rate by 11-19%, and 7% increased their rate by 20% or more.

- More than one-half (55%) of those in Dane County said the rate increased 5% or less, compared with 33% of those in other counties. About 45% of those in Milwaukee County said it increased 5% or less.
- Females were more likely than males to indicate their rate increased 5% or less (44% vs. 34%) and less likely to indicate it increased 6-10% (28% vs. 44%).
- Percentage change is lower for those with a larger number of attorneys in the firm. More than one-half (52%) of those with over 15 attorneys and 42% of those with 6-15 attorneys said the rate increased 5% or less, compared with 30% of those with 2-5 attorneys and 31% of those with one attorney. Also, the likelihood of saying it increased 11-19% or 20% of more tends to decrease as firm size increases.

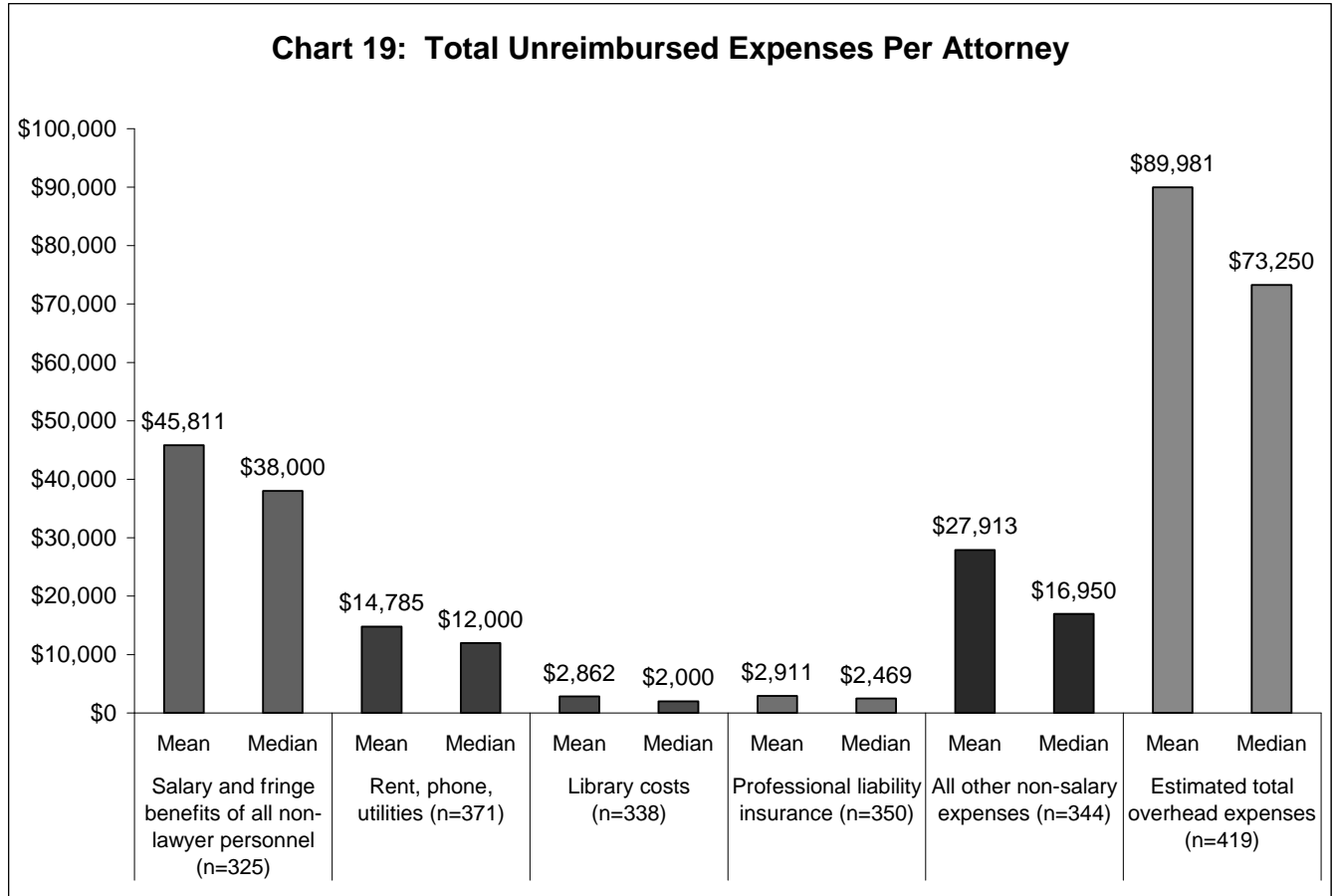




**Q20. Approximately what percent of the fees you bill are uncollected?**

Eight in 10 (81%) reported that an average of 15%, with a median of 10%, of the fees they bill are uncollected. Of those who indicated that a portion of their fees are uncollected, 25% said 1-4% are uncollected, 19% said 5% are uncollected, 23% said 6-10% are uncollected, and 33% said more than 10% are uncollected.

- Nearly one-half (48%) of females indicated that more than 10% of the fees they bill are uncollected, compared with 29% of males. Still the difference in mean percentages is not statistically significant (17% vs. 14%).
- Only 15% of those with 15 or more attorneys in their firm said that more than 10% of the fees they bill are uncollected, compared with 42% of those with one attorney, 31% of those with 2-5 attorneys, and 37% of those with 6-15 attorneys in their firm.



**Q21. Estimate below the total unreimbursed (not directly billed) expenses incurred by you or your firm on a per attorney basis (including associates) for 2007 or your last fiscal year:**

More than one-half (53%) reported a mean **salary and fringe benefits of all non-lawyer personnel** of \$45,811, with a median of \$38,000.

- Males gave a higher mean figure than did females (\$48,501 vs. \$32,604). Keep in mind that there is a relatively small number of females in the sample.
- Those with one attorney (\$35,331) reported a lower mean amount than did those with 2-5 (\$47,165), 6-15 (\$58,069), or over 15 (\$55,881) attorneys in their firm. Keep in mind that there is a very small number of respondents with over 15 attorneys who provided a figure.
- Those with less than 10 years of experience (\$27,917) reported a lower mean amount than did those who have been in practice for 10-19 (\$53,769), 20-29 (\$50,252), or 30 or more (\$45,093) years.

Six in 10 (60%) private practitioners reported a mean of \$14,785, with a median of \$12,000, for **rent, phone, and utilities** per lawyer.

More than one-half (55%) reported a mean of \$2,862, with a median of \$2,000, for **library costs** per lawyer.

## Section II: Questions for Private Practitioners

- The average amount spent on library costs increases from \$2,266 for those with one attorney in their firm to \$3,460 for those with over 15 attorneys.

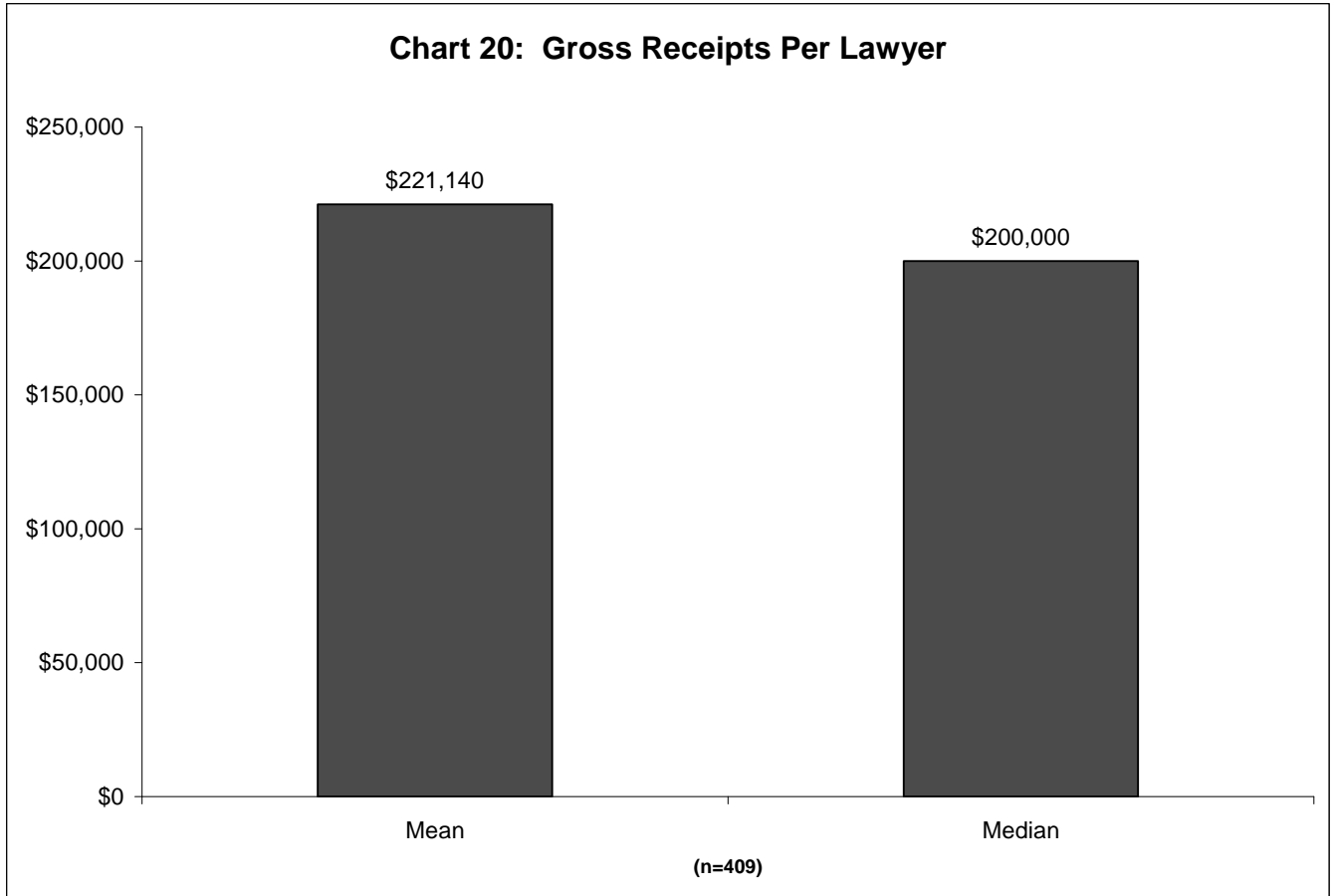
Nearly six in 10 (57%) reported a mean of \$2,911, with a median of \$2,469, for **professional liability insurance** per lawyer.

- Males gave a higher mean figure than did females (\$3,059 vs. \$2,195).

More than one-half (56%) reported a mean of \$27,913, with a median of \$16,950, for **all other non-salary expenses** per lawyer.

Two-thirds (68%) reported a mean of \$89,981, with a median of \$73,250, for **total overhead expenses to maintain an office** per lawyer.

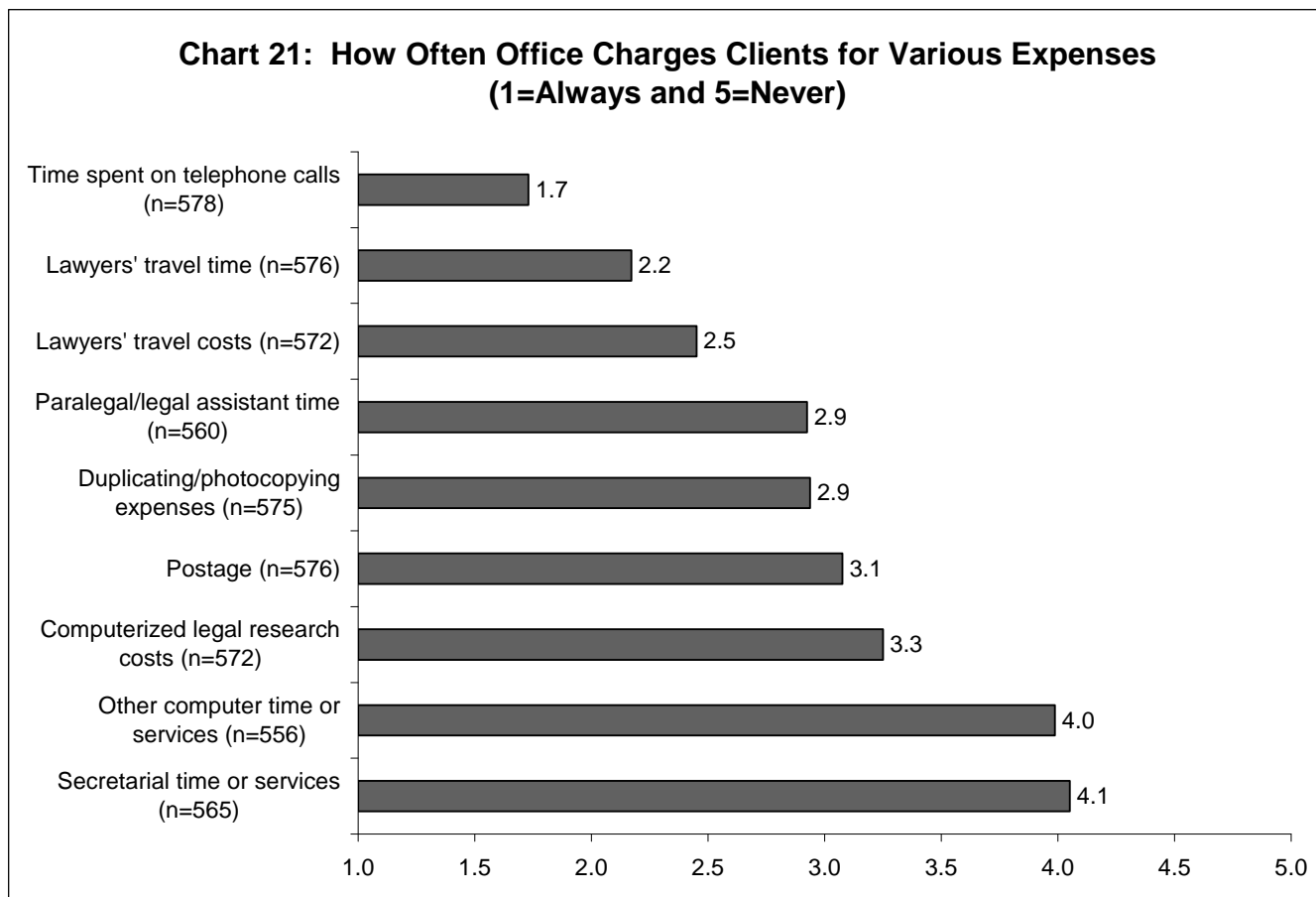
- Those with 6-15 attorneys (\$150,600) reported the highest mean figure, followed by those with over 15 attorneys (\$105,843), 2-5 attorneys (\$94,641), or one attorney (\$60,383) in their firm.



**Q22. Please estimate gross receipts per lawyer for the same period:**

Two-thirds (66%) of private practitioners provided their gross receipts per lawyer. Of those who responded, the mean gross receipt per lawyer is \$221,140, and the median is \$200,000.

- Males reported a higher mean gross receipt per lawyer than did females (\$233,617 vs. \$159,662).
- Gross receipts per lawyer is lower for those with one attorney (\$133,452), compared with those with 2-5 (\$273,593), 6-15 (\$252,103), or over 15 (\$323,386) attorneys in their firm.



**Q23. How often does your office charge clients for the following expenses?**

On a scale where 1=Always and 5=Never, the top rating was given to time spent on telephone calls (1.7). One-half (49%) Always charge clients for this expense. The next tier includes lawyers' travel time (2.2) and lawyers' travel costs (2.5), followed by paralegal/legal assistant time (2.9), duplicating/photocopying expenses (2.9), postage (3.1), and computerized legal research costs (3.3). Most respondents Rarely or Never charge for other computer time or services (4.0) and secretarial time or services (4.1). The data suggest that larger firms or organizations, or ones with more attorneys, are more likely to charge clients for various expenses. Keep in mind that a lower mean rating score indicates firms are more likely to charge clients for the expense.

**Computerized legal research costs.** Less than one-fifth (12%) said Always, 26% said Usually, 17% said Sometimes, 17% said Rarely, and 28% said Never, for a mean rating of 3.3, with a median of 3.0, on a scale where 1=Always and 5=Never.

- Those in Milwaukee County (2.9 mean) and Dane County (3.0 mean) are somewhat more likely than those practicing in other counties (3.3 mean) to charge clients for computerized legal research costs. About 52% of those in Dane County and 57% of those in Milwaukee County said Always or Usually, compared with 33% of those in other counties. Also, those in other counties (20%) and those in Milwaukee County (14%) were more likely than those in Dane County (2%) to say Rarely.

## Section II: Questions for Private Practitioners

- The likelihood of charging for computerized legal research costs tends to increase as the number of attorneys in the firm increases. One-half (51%) of those with one attorney said Never, compared with 25% of those with 2-5, 16% of those with 6-15, and 7% of those with over 15 attorneys. Also, the likelihood of saying Usually tends to increase as firm size increases, going from 14% of those with one attorney to 52% of those with over 15 attorneys in their firm. Those with one attorney (3.8) gave the highest mean rating, followed by those with 2-5 (3.3), 6-15 (2.9), or over 15 (2.4) attorneys.

***Other computer time or services.*** Only 4% said Always, 11% said Usually, 14% said Sometimes, 25% said Rarely, and 46% said Never, for a mean rating of 4.0, with a median of 4.0, on a scale where 1=Always and 5=Never.

- Those less than age 40 are the most likely to charge clients for other computer time or services; they gave a mean rating of 3.6, compared with a mean rating of 4.2 for those ages 50-59 and a mean rating of 4.1 for those age 60 or older. Those ages 40-49 gave a mean rating of 3.9. Additionally, 54% of 50-59 year-olds and 52% of those age 60 or older said Never, compared with 35% of those less than age 40. About 42% of 40-49 year-olds gave this response.
- Females are more likely than males to charge clients for other computer time or services. They gave a mean rating of 3.7, compared with a mean rating of 4.1 given by males. Males were more likely than females to say Never (49% vs. 38%).
- Those with over 15 attorneys in their firm are the most likely to charge clients for this service. They gave a mean rating of 3.6, compared with mean ratings of 4.0 for those with 2-5 attorneys, 4.1 for those with one attorney, and 4.1 for those with 6-15 attorneys in their firm. Also, only 26% of those with over 15 attorneys said Never, compared with 58% of those with one attorney, 44% of those with 2-5 attorneys, and 46% of those with 6-15 attorneys in their firm.
- The likelihood of charging for other computer time or services tends to decrease as years in practice increases, going from a mean rating of 3.6 given by those with less than 10 years experience to 4.2 for those practicing for 20 or more years.

***Duplicating/photocopying expenses.*** Less than one-fifth (15%) said Always, 29% said Usually, 20% said Sometimes, 21% said Rarely, and 15% said Never, for a mean rating of 2.9, with a median of 3.0, on a scale where 1=Always and 5=Never.

- Those with over 15 attorneys (2.2 mean) or 6-15 attorneys (2.5 mean) are more likely than those with 2-5 attorneys (3.1) or one (3.4) attorney in their firm to charge duplicating/photocopying expenses. The proportion saying Usually increases from 15% of those with one attorney to 53% of those with over 15 attorneys in their firm, while the proportion saying Rarely or Never decreases with firm size.

## Section II: Questions for Private Practitioners

**Postage.** Less than one-fifth (17%) said Always, 21% said Usually, 19% said Sometimes, 22% said Rarely, and 20% said Never, for a mean rating of 3.1, with a median of 3.0, on a scale where 1=Always and 5=Never.

- Dane County attorneys are more likely than those in Milwaukee County to charge for postage (2.8 mean vs. 3.4 mean). One-third (34%) of those in Dane County said Usually, compared with 17% of those in Milwaukee County.
- The likelihood of charging for postage is greatest for those with more attorneys. More than one-third (36%) of those with one attorney said Never, compared with 20% of those with 2-5 attorneys, 8% of those with over 15 attorneys and 5% of those with 6-15 attorneys. Also, those with over 15 (34%) or 6-15 (33%) attorneys were more likely than those with 2-5 attorneys (18%) or one attorney (10%) in their firm to say Usually, and the proportion saying Always increases from 12% of those with one attorney to 25% of those with over 15 attorneys in their firm. Those with one attorney (3.6) gave the highest mean rating, followed by those with 2-5 (3.1), 6-15 (2.5), or over 15 (2.5) attorneys in their firm.

**Secretarial time or service.** Only 4% said Always, 8% said Usually, 16% said Sometimes, 25% said Rarely, and 47% said Never, for a mean rating of 4.1, with a median of 4.0, on a scale where 1=Always and 5=Never.

- Those less than age 40 (3.7 mean) are more likely than those ages 40-49 (4.2 mean), 50-59 (4.1 mean), or 60 or older (4.2 mean) to charge for secretarial time or service. Only 35% said Never, compared with 53% of those ages 40-49, 50% of those ages 50-59, and 55% of those age 60 or older.
- Those with one attorney (4.4 mean) are less likely than those with 2-5 (3.8 mean) 6-15 (4.0 mean), or over 15 (4.0 mean) attorneys in their firm to charge for this service. Two-thirds (66%) of those with one attorney said Never, compared with 36% of those with 2-5 attorneys, 47% of those with 6-15 attorneys, and 37% of those with over 15 attorneys.

**Paralegal/legal assistant time.** Less than one-fifth (16%) said Always, 32% said Usually, 21% said Sometimes, 9% said Rarely, and 23% said Never, for a mean rating of 2.9, with a median of 3.0, on a scale where 1=Always and 5=Never.

- The likelihood of charging for paralegal/legal assistant time tends to decline with age, going from a mean rating of 2.6 given by those less than age 40 to a mean rating of 3.2 given by those age 60 or older. Just 13% of those less than age 40 said Never, compared with 35% of those age 60 or older.
- The likelihood of charging for paralegal/legal assistant time tends to increase as the number of attorneys in the firm. More than one-half (53%) of those with one attorney said Never, compared with 18% of those with 2-5 attorneys, 4% of those with 6-15 attorneys, and 4% of those with over 15 attorneys. Also, the proportion saying Always or Usually tends to increase as firm size increases, going from 16% of those with one attorney to 92% of those with over 15 attorneys in their firm. Those with one attorney (4.0) gave the highest mean rating, followed by those with 2-5 (2.9), 6-15 (2.3), or over 15 (1.8) attorneys.

## Section II: Questions for Private Practitioners

- Those who have been in practice for less than 10 years (2.6 mean) are more likely than those practicing for 20-29 (3.1 mean) or 30 or more (3.1 mean) years to charge for paralegal/legal assistant time.

**Lawyers' travel time.** More than one-fourth (28%) said Always, 42% said Usually, 19% said Sometimes, 6% said Rarely, and 5% said Never, for a mean rating of 2.2, with a median of 2.0, on a scale where 1=Always and 5=Never.

- Those practicing in other counties (31%) were more likely than those in Milwaukee County (12%) to indicate that they Always charge for lawyers' travel time. About 23% of those in Dane County said Always. Those in Milwaukee County gave a mean rating of 2.7, those in Dane County gave mean rating of 2.3, and those in other counties gave a mean rating of 2.1.
- Those with only one attorney in their firm charge for lawyers' travel time less frequently than do those with more attorneys. Those with one attorney (2.4) gave the highest mean rating, followed by those with 2-5 (2.2), over 15 (2.2), or 6-15 (1.9) attorneys. More than one-half (52%) of those with over 15 attorneys and 51% of those with 6-15 attorneys said Usually, compared with 32% of those with one attorney. About 42% of those with 2-5 attorneys in their firm said Usually.

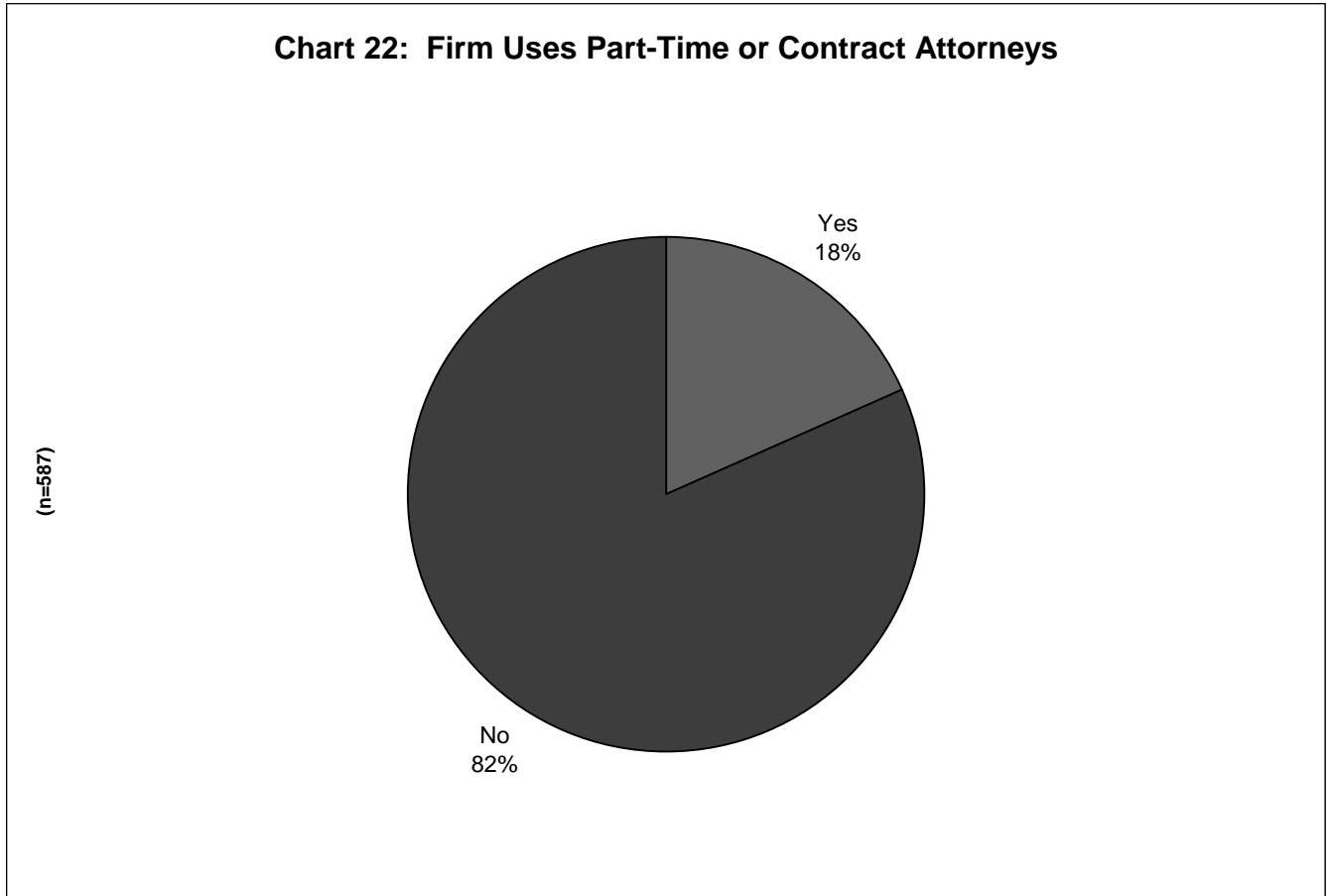
**Lawyers' travel costs.** More than one-fourth (28%) said Always, 34% said Usually, 15% said Sometimes, 11% said Rarely, and 12% said Never, for a mean rating of 2.5, with a median of 2.0, on a scale where 1=Always and 5=Never.

- The likelihood of charging for lawyers' travel costs tends to increase as the number of attorneys in the firm increases. One-fourth (25%) of those with one attorney said Never, compared with 10% of those with 2-5 attorneys, 7% of those with 6-15 attorneys, and 0% of those with over 15 attorneys. Also, the likelihood of saying Usually tends to increase as firm size increases. More than one-half (54%) of those with over 15 attorneys said Usually, compared with 20% of those with one attorney. Those with one attorney (3.0) gave the highest mean rating, followed by those with 2-5 (2.5), 6-15 (2.1), or over 15 (1.8) attorneys.

**Time spent on phone calls.** More than one-half (49%) said Always, 38% said Usually, 7% said Sometimes, 2% said Rarely, and 4% said Never, for a mean rating of 1.7, with a median of 2.0, on a scale where 1=Always and 5=Never.

- There are no significant differences by demographics to report.

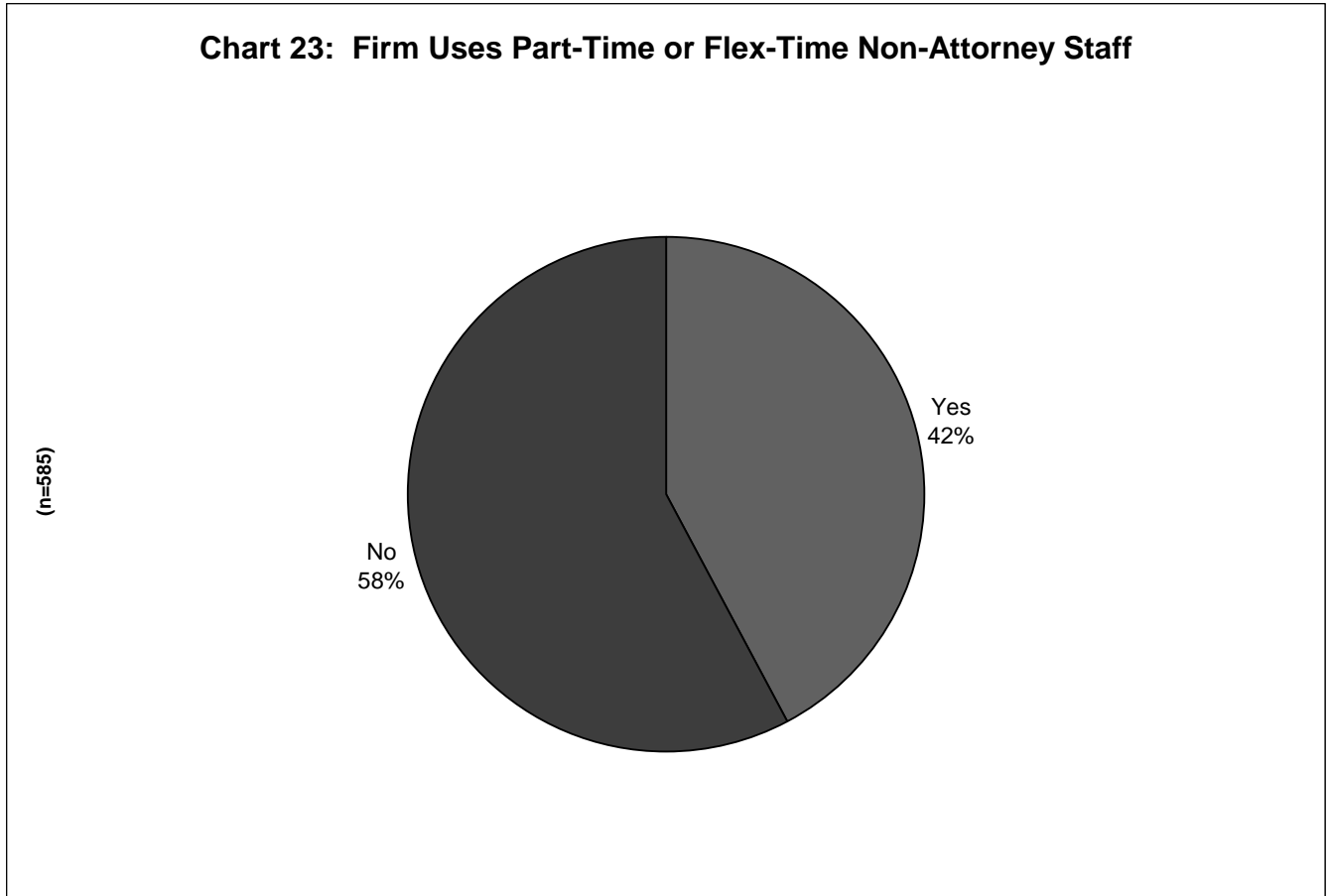




**Q24. Does your firm use part-time or contract attorneys?**

About 18% of private practitioners indicated that their firm uses part-time or contract attorneys.

- Those practicing in Dane County (37%) or Milwaukee County (39%) were more likely than those practicing in other counties (13%) to indicate their firm uses part-time or contract attorneys.
- Those practicing in a community of 100,000 or more (28%) were the most likely to say Yes.
- Females were more likely than males to report their firm's using part-time or contract attorneys (24% vs. 17%).
- One-half (50%) of those in firms with over 15 attorneys said Yes, compared with 6% of those with one attorney, 16% of those with 2-5 attorneys, and 18% of those with 6-15 attorneys in their firm.



**Q25. Does your firm use part-time or flex-time non-attorney staff?**

Four in 10 (42%) indicated that their firm uses part-time or flex-time non-attorney staff.

- More than one-half (53%) of those in Milwaukee County and 51% of those in Dane County said their firm uses part-time or flex-time non-attorney staff, compared with 40% of those practicing in other counties.
- Those in communities of 100,000 or more (53%) or 5,000-24,999 (47%) were the most likely to say Yes, followed by those in communities of 40,000-99,999 (40%), less than 5,000 (25%), or 25,000-39,999 (18%).
- Those ages 40-49 (52%), were the most likely to report their firm's using part-time or flex-time non-attorney staff, followed by those less than age 40 (45%), 50-59 year-olds (40%), and those age 60 or older (34%).
- Seven in 10 (69%) of those with over 15 attorneys and 52% of those with 6-15 attorneys in their firm said Yes, compared with 36% of those with 2-5 attorneys and 29% of those with one attorney in their firm.

Level of Experience		Current Average Annual Salaries			Current Average Billing Rates	
		Associates	Legal Assistants	Secretaries	Associates	Legal Assistants
No Experience	<i>Mean</i>	\$56,205	\$26,684	\$23,657	\$144	\$77
	<i>Median</i>	\$46,800	\$26,000	\$22,500	\$145	\$75
	<i>n=</i>	99	65	71	87	72
1-4 yrs experience	<i>Mean</i>	\$57,411	\$30,091	\$25,365	\$154	\$87
	<i>Median</i>	\$50,000	\$30,000	\$25,000	\$150	\$75
	<i>n=</i>	144	85	91	133	89
5-9 yrs experience	<i>Mean</i>	\$74,050	\$34,229	\$30,970	\$176	\$86
	<i>Median</i>	\$70,000	\$35,000	\$30,000	\$175	\$80
	<i>n=</i>	115	95	96	116	99
10+ yrs experience	<i>Mean</i>	\$98,957	\$40,203	\$33,332	\$198	\$89
	<i>Median</i>	\$85,000	\$40,000	\$32,500	\$200	\$90
	<i>n=</i>	82	134	141	92	127

**Q26. Please indicate below the average annual salary levels and current hourly billing rates as of Dec. 31, 2007, for the following:**

For all levels of experience and positions, only a small proportion of respondents provided annual salary levels or hourly billing rates. In general, salaries and hourly rates are higher for those in larger firms or organizations. Although based on a relatively small number of respondents, the data show that the mean and median salary and billing rates are:

***Current Average Annual Salaries***

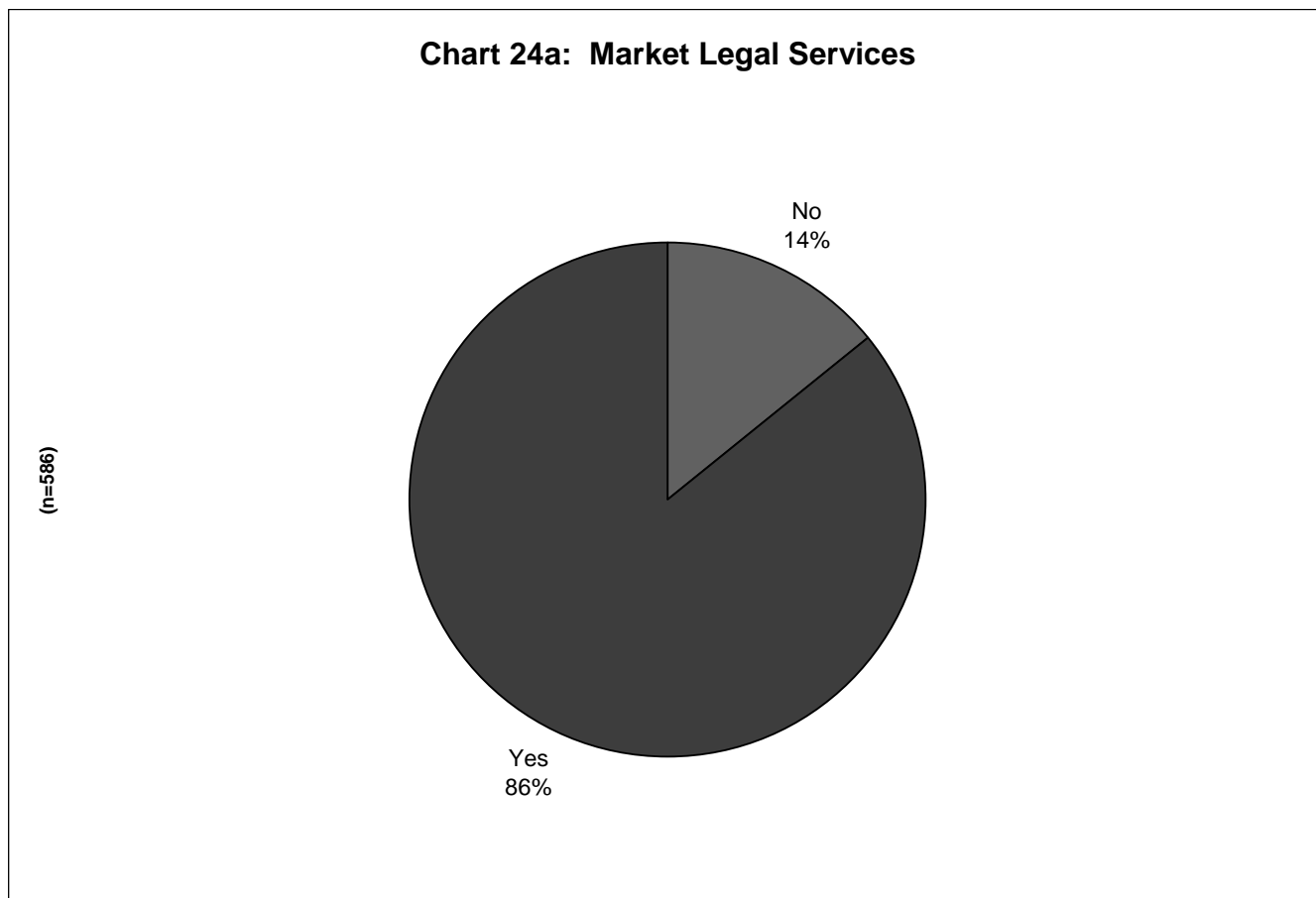
- Associates, no experience (\$56,205 mean, \$46,800 median)
- Associates, 1-4 years experience (\$57,411 mean, \$50,000 median)
- Associates, 5-9 years experience (\$74,050 mean, \$70,000 median)
- Associates, 10+ years experience (\$98,957 mean, \$85,000 median)
- Legal Assistants, no experience (\$26,684 mean, \$26,000 median)
- Legal Assistants, 1-4 years experience (\$30,091 mean, \$30,000 median)
- Legal Assistants, 5-9 years experience (\$34,229 mean, \$35,000 median)
- Legal Assistants, 10+ years experience (\$40,203 mean, \$40,000 median)
- Secretaries, no experience (\$23,657 mean, \$22,500 median)
- Secretaries, 1-4 years experience (\$25,365 mean, \$25,000 median)
- Secretaries, 5-9 years experience (\$30,970 mean, \$30,000 median)
- Secretaries, 10+ years experience (\$33,332 mean, \$32,500 median)

***Current Average Billing Rate***

- Associates, no experience (\$144 mean, \$145 median)
- Associates, 1-4 years experience (\$154 mean, \$150 median)
- Associates, 5-9 years experience (\$176 mean, \$175 median)
- Associates, 10+ years experience (\$198 mean, \$200 median)
- Legal Assistants, no experience (\$77 mean, \$75 median)
- Legal Assistants, 1-4 years experience (\$87 mean, \$75 median)
- Legal Assistants, 5-9 years experience (\$86 mean, \$80 median)
- Legal Assistants, 10+ years experience (\$89 mean, \$90 median)

**Q27. If you employed a summer law clerk in 2007, please indicate the hourly pay rate used.**

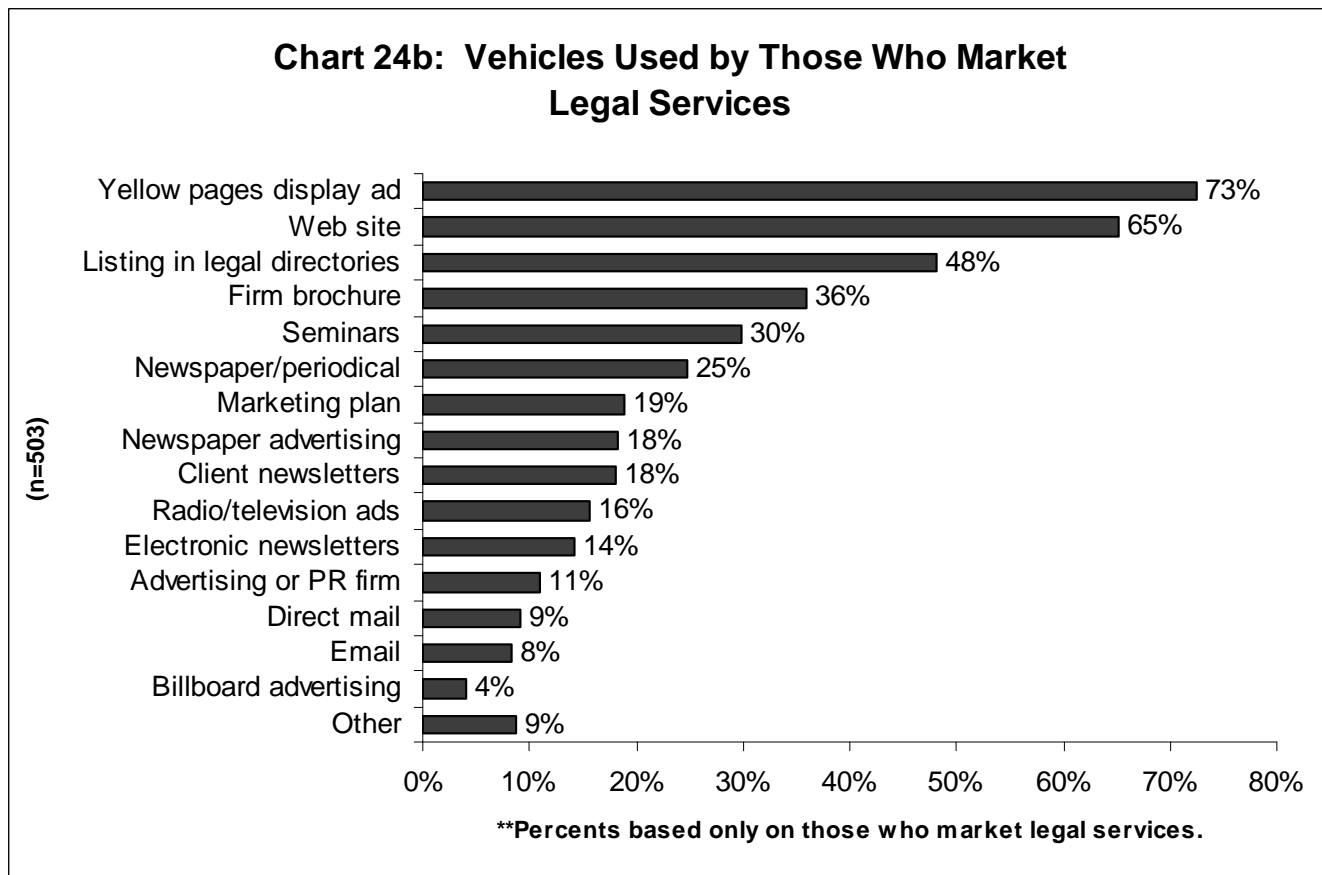
Only 13% of private practitioners indicated an hourly pay rate used for a summer law clerk. The mean hourly rate is \$21, and the median is \$15.



**Q28. Do you market your legal services? If yes, check all vehicles used in the past two years.**

Nearly nine in 10 (86%) of those who provided a response market their legal services.

- The proportion who market their legal services declines slightly with age, going from 91% of those less than age 40 to 78% of those age 60 or older. Nine in 10 (90%) of those ages 40-49 and 85% of those ages 50-59 market their legal services.
- Those with over 15 (99%), 6-15 (96%), or 2-5 (88%) attorneys in their firm are more likely than those with one (70%) attorney to market their legal services.



Of those who market their legal services, the majority use yellow pages display ad (73%) and a Web site (65%), and nearly one-half (48%) use a listing in legal directories. Less than one-half use a firm brochure (36%), seminars (30%), newspaper/periodical articles (25%), marketing plan (19%), newspaper advertising (18%), client newsletters (18%), radio/television ads (16%), electronic newsletters (14%), advertising or PR firm (11%), direct mail (9%), email (8%), or billboard advertising (4%).

- Those in other counties (82%) are more likely than those in Dane County (50%) or Milwaukee County (27%) to use **yellow pages display ad**. Those in communities of 100,000 or more (54%) are less likely than those in smaller communities to use this vehicle, and those with over 15 attorneys (40%) in their firm are less likely than those with fewer attorneys to use it.
- The likelihood of using an **advertising or PR firm** increases as size of firm increases, going from 2% of those with one attorney to 31% of those with over 15 attorneys in their firm.
- Those with 6-15 (27%) attorneys in their firm were the most likely to report using **radio/television ads**, followed by those with 2-5 attorneys (17%), over 15 attorneys (15%), or one attorney (6%).
- Those in Dane County (84%) are more likely than those whose office is in a county other than Dane or Milwaukee (62%) to have a **Web site**. Use increases from 31% of those in communities of less than 5,000 to 74% of those in communities of 100,000 or more. Also, use tends to decline with age. Eight in 10 (80%) of those less than age 40 and 73% of those

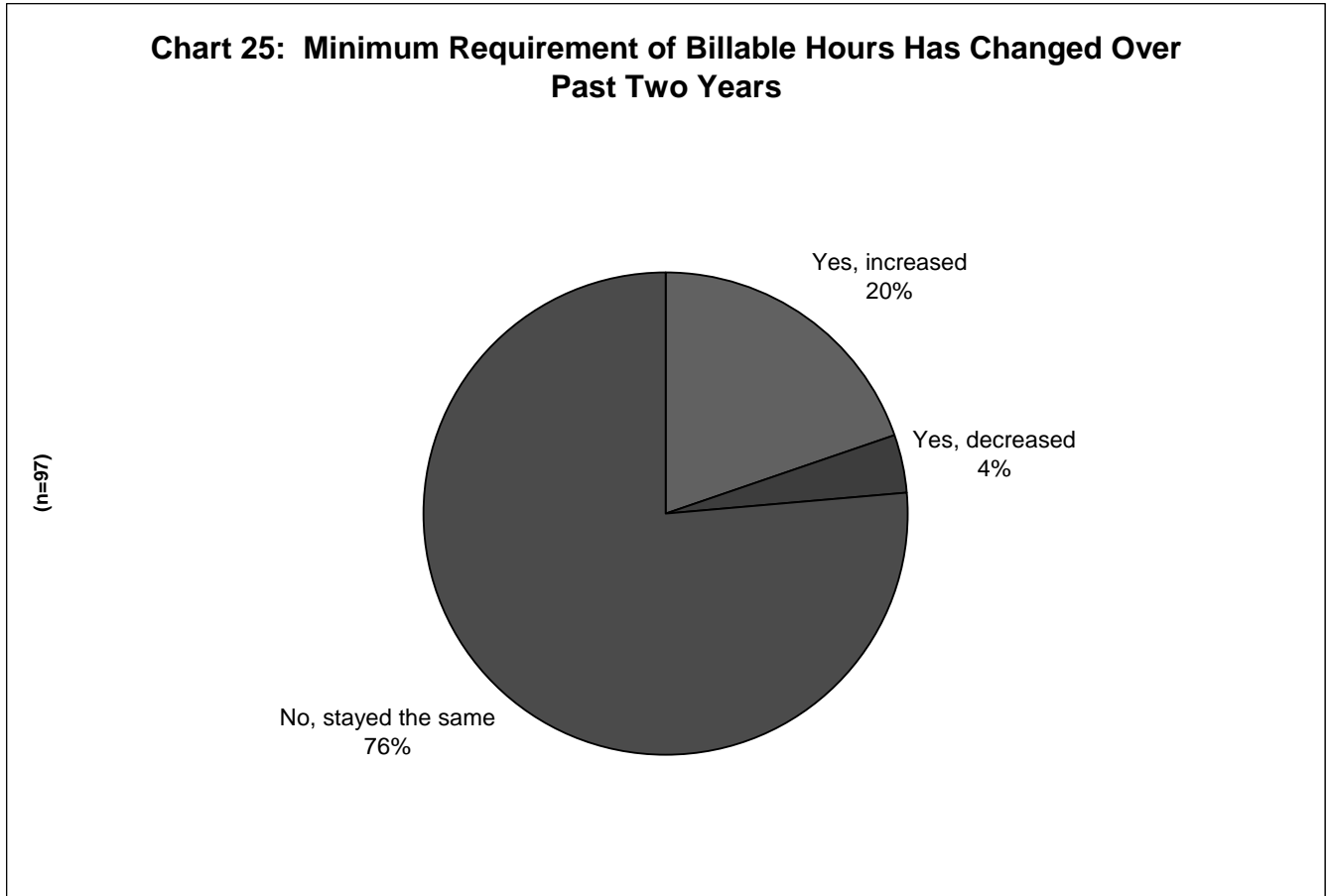
## Section II: Questions for Private Practitioners

ages 40-49 use a Web site, compared with 56% of those ages 50-59 and 53% of those age 60 or older. Use tends to decline with years of practice, going from 78% of those practicing for less than 10 years to 53% of those practicing for 30 or more years. Nine in 10 (91%) of those with over 15 attorneys in their firm use this vehicle, compared with 78% of those with 6-15 attorneys, 67% of those with 2-5 attorneys, and 34% of those with one attorney. Graduates of Marquette (71%) or UW-Madison (69%) are more likely than graduates of out of state law schools (58%) to use a Web site.

- Milwaukee County (55%) and Dane County (48%) private practitioners are more likely than those practicing in other counties (32%) to use a **firm brochure**. The likelihood of using this vehicle for marketing legal services tends to increase as size of the community increases. It also increases with firm size, going from 9% of those with one attorney to 79% of those with over 15 attorneys in the firm. Graduates of Marquette (41%) or UW-Madison (41%) are more likely than graduates of out of state law schools (28%) to use a firm brochure.
- Milwaukee County (55%) and Dane County (46%) private practitioners are more likely than those practicing in other counties (24%) to use **seminars**. Use of seminars is greatest for those in communities of 100,000 or more (41%), compared with those in communities of less than 5,000 (15%), 5,000-24,999 (22%), or 25,000-39,999 (14%). One-third (33%) of those in communities of 40,000-99,999 use this vehicle. Three-fourths (75%) of those with over 15 attorneys in their firm use seminars, compared with 28% of those with 6-15 attorneys, 21% of those with 2-5 attorneys, and 12% of those with one attorney.
- Only 25% of those in a community of less than 5,000 use a listing in legal directories, compared with 50% of those in communities of 40,000-99,999 and 56% of those in communities of 100,000 or more. Three-fourths (74%) of those with over 15 attorneys in their firm use a **listing in legal directory**, compared with 57% of those with 6-15 attorneys, 41% of those with 2-5 attorneys, and 33% of those with one attorney.
- Four in 10 (39%) of those in Dane County use **newspaper/periodical articles**, compared with 23% of those in counties other than Dane or Milwaukee. One-fourth (25%) of those practicing in Milwaukee County use this vehicle. One-half (49%) of those with over 15 attorneys in their firm use it, compared with 28% of those with 6-15 attorneys, 21% of those with 2-5 attorneys, and 12% of those with one attorney.
- Those in Dane County (45%) or Milwaukee County (35%) are more likely than those in other counties (13%) to have a **marketing plan**. Use of a marketing plan increases from 0% of those in communities of less than 5,000 to 33% of those in communities of 100,000 or more. Nearly two-thirds (64%) of those in firms with over 15 attorneys have one, compared with 17% of those with 6-15 attorneys, 8% of those with one attorney, and 4% of those with 2-5 attorneys.
- Those in Dane County (43%) or Milwaukee County (37%) are more likely than those whose office is in another county (12%) to use **client newsletters**. The use tends to increase with size of community, going from 8% of those in communities of less than 5,000 and 8% of those in communities of 5,000-24,999 to 32% of those in communities of 100,000 or more. Two-thirds (67%) of those with over 15 attorneys in their firm use this vehicle, compared with only 12% of those with 6-15 attorneys, 11% of those with 2-5 attorneys, and 0% of those with one attorney.

## Section II: Questions for Private Practitioners

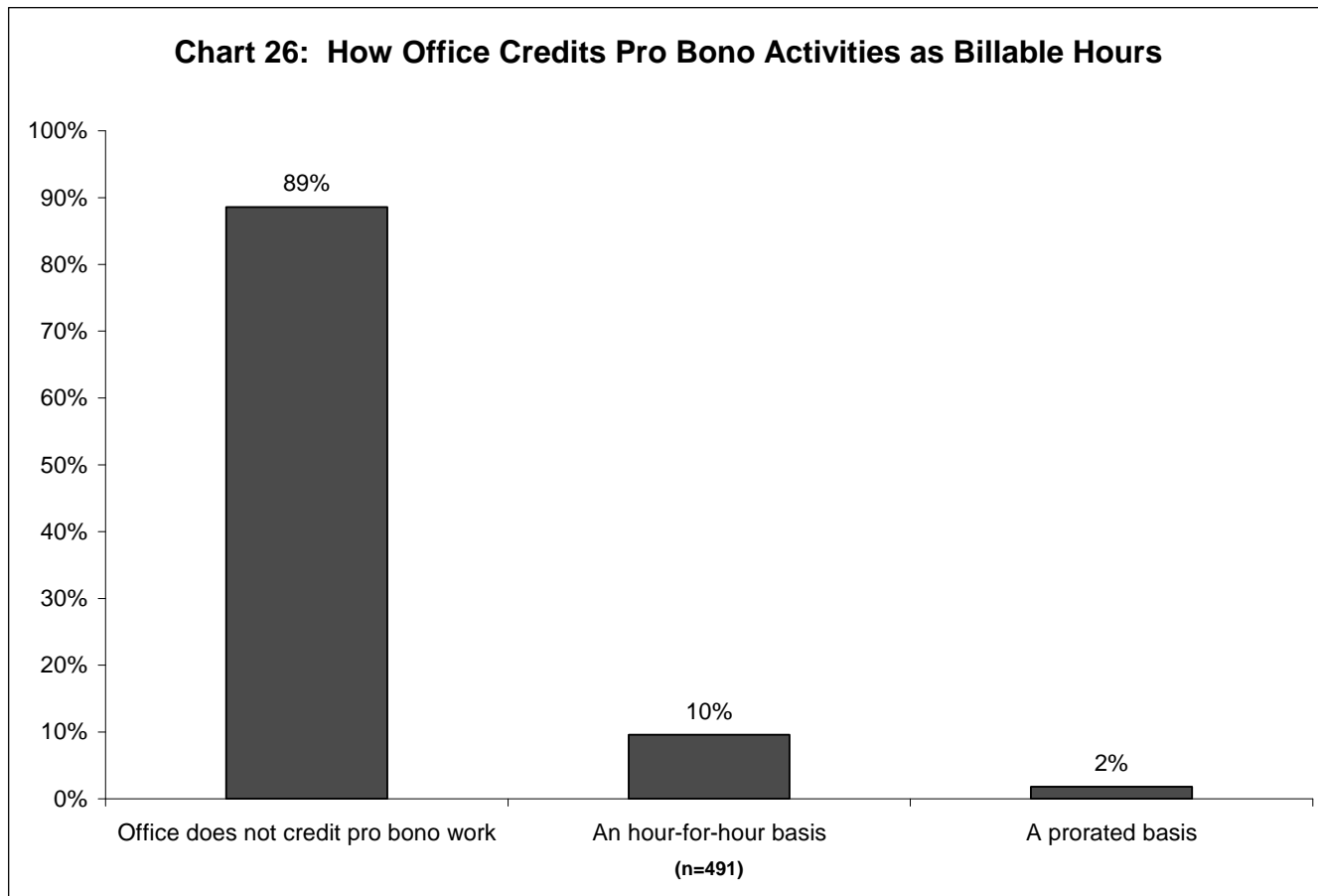
- Those in Milwaukee County (18%) or Dane County (16%) are more likely than those in other counties (6%) to use **email** to market legal services. One-fourth (24%) of those with over 15 attorneys in their firm use email to market legal services, compared with 5% of those with 6-15, 7% of those with 2-5, and 3% of those with one attorney.
- Those in Dane County (36%) or Milwaukee County (33%) are more likely than those whose office is in another county (9%) to use **electronic newsletters**. Those in communities of 100,000 or more (25%) were the most likely to report using this vehicle, while those in communities of 5,000-9,999 (4%) were the least likely. One-half (52%) of those with over 15 attorneys in their firm use this vehicle, compared with 8% of those with 6-15 attorneys, 9% of those with 2-5 attorneys, and 1% of those with one attorney.
- Males were more likely than females to report using **billboard advertising** (5% vs. 1%). One in 10 (10%) of those in firms with 6-15 attorneys use this vehicle, compared with 3% or fewer of private practitioners in other sized firms.
- About 13% of those in communities of 40,000-99,999 and 13% of those in communities of 100,000 or more reported using **direct mail**, compared with 4% of those in communities of less than 5,000, 2% of those in communities of 5,000-24,999, and 0% of those in communities of 25,000-39,999. Nearly one-fifth (18%) of those with over 15 attorneys in their firm indicated they use this vehicle, compared with 6% of those with 6-15 attorneys, 8% of those with 2-5 attorneys, and 6% of those with one attorney.



**Q29. If you are subject to a minimum billable hours policy, has the minimum requirement changed over the past two years?**

The majority (76%) indicated that the minimum requirement has stayed the same over the past two years, at an average of 1,687 hours per year, with a median of 1,800 hours per year. One-fifth (20%) indicated that the minimum requirement has increased from a mean of 977 hours per year, with a median of 1,400 hours per year, to a mean of 1,545 hours per year, with a median of 1,600 hours per year. Keep in mind that only 16% indicated that the question was applicable or provided a response.

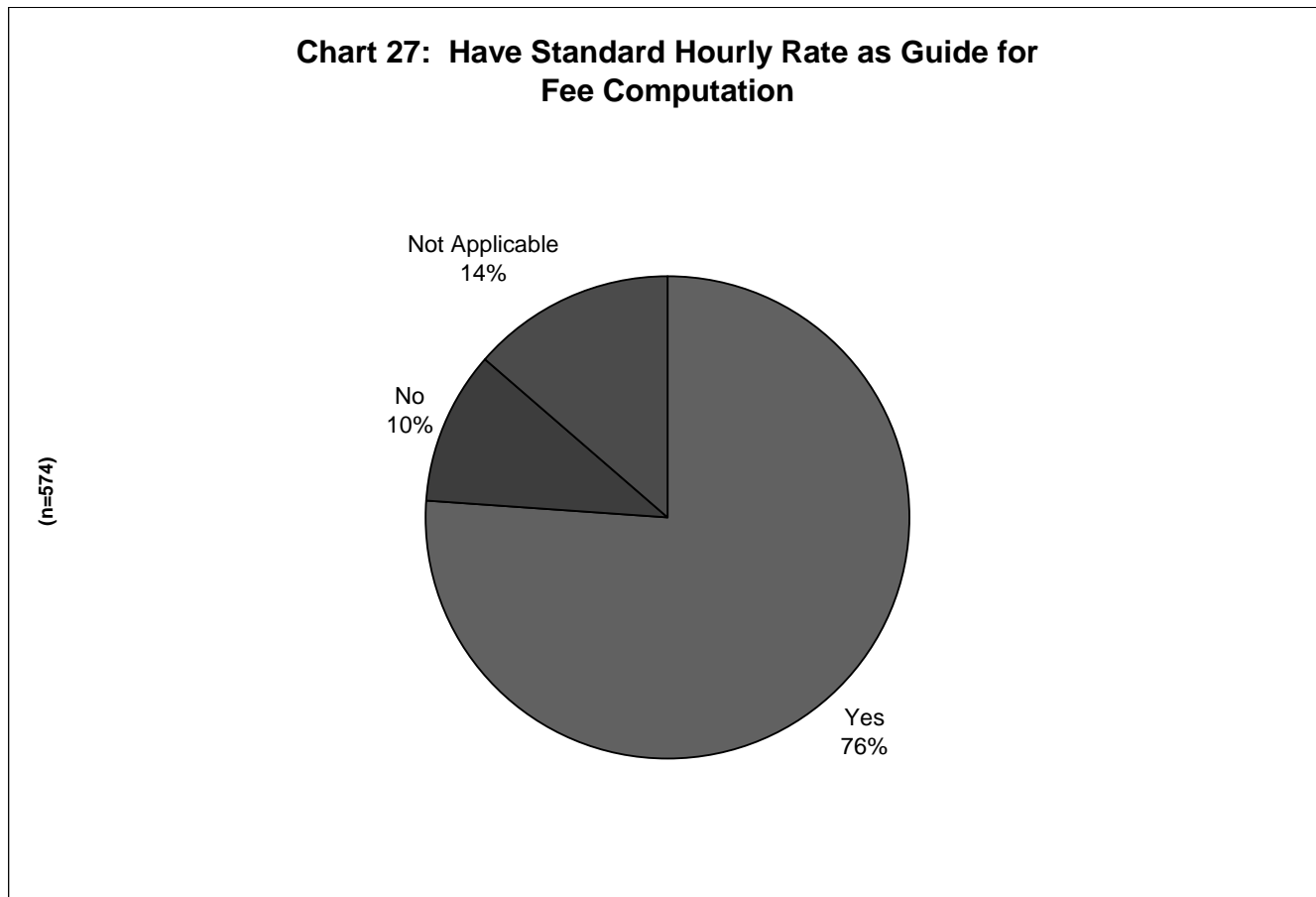




**Q30. Does your office credit pro bono activities as billable hours on:**

The majority (89%) of private practitioners indicated that their office does not credit pro bono work.

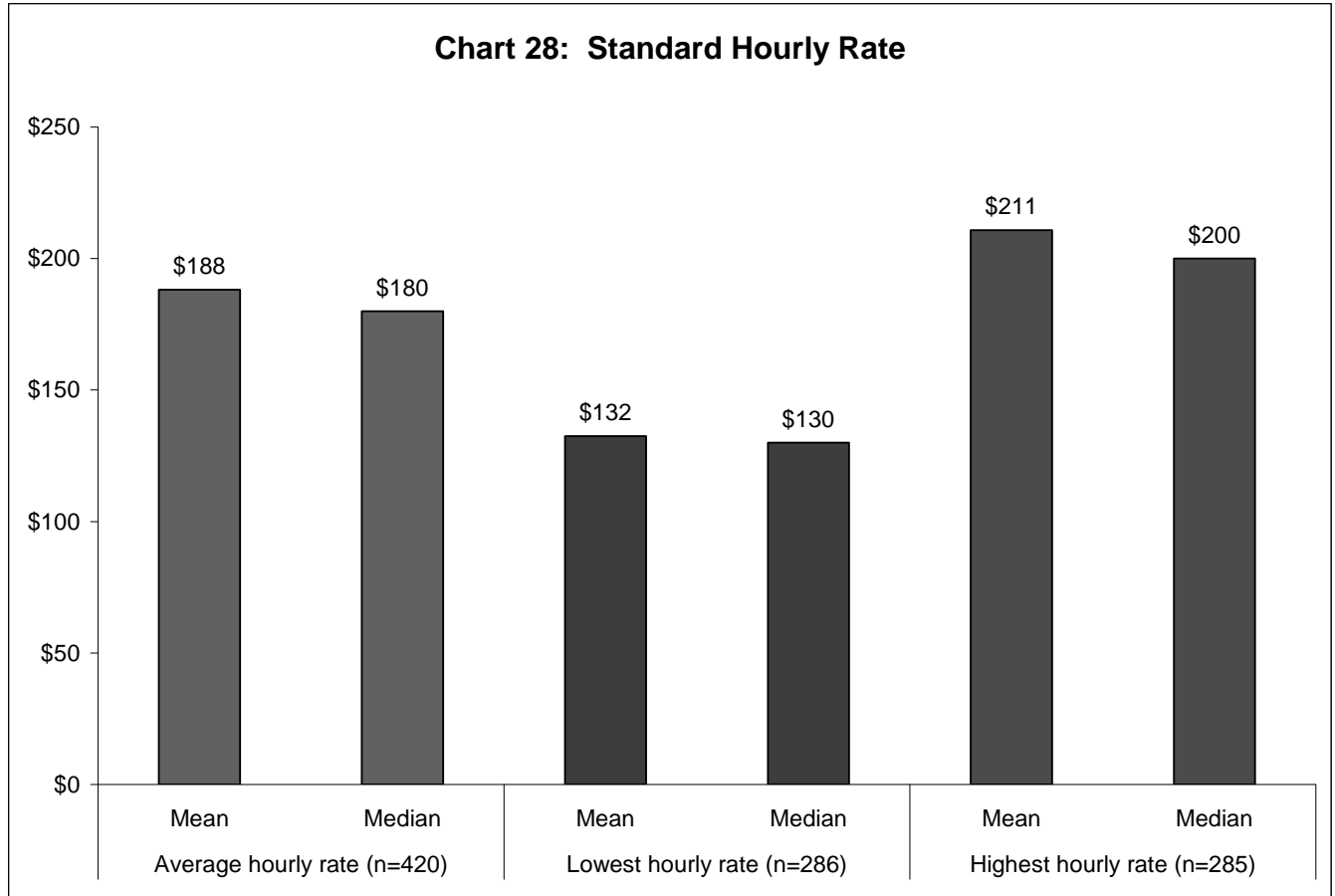
- Those practicing in Dane County or Milwaukee County were more likely than those practicing in other counties to indicate their office credits pro bono activities on an hour-for-hour basis (31% and 22% vs. 5%) or on a prorated basis (5% and 6% vs. 1%). Although the majority of Dane County (64%) and Milwaukee County (72%) attorneys said their office does not credit pro bono work, a larger proportion of those in other counties (94%) gave this response.
- Those in communities of 100,000 or more were less likely than those in smaller communities to say their office does not credit pro bono activities (74%), and they were more likely to say their office credits on an hour-for-hour basis (22%).
- Those with 6-15 attorneys (92%), 2-5 attorneys (94%), or one attorney (95%) in their firm are more likely than those with over 15 attorneys (63%) to not credit pro bono work. One-third (32%) of those with over 15 attorneys in their firm credit on an hour-for-hour basis.
- The proportion indicating that their office credits on an hour-for-hour basis tends to decline with years in practice, going from 20% of those in practice for less than 10 years to 4% of those in practice for 30 or more years. Likewise, the proportion indicating their office does not credit for pro bono work increases from 79% of those in practice for less than 10 years to 95% of those in practice for 30 or more years.



**Q31. As of Dec. 31, 2007, did you have a standard or most commonly charged hourly rate that you currently apply as a guide, starting point or basis for fee computation?**

Three-fourths (76%) said they have a standard hourly rate as a guide for fee computation, while 24% do not or said it does not apply to them.

- Those ages 50-59 (83%) or age 60 or older (81%) are more likely than those less than age 40 (65%) to have a standard hourly rate they apply as a guide. About 72% of those ages 40-49 have a standard hourly rate.
- More than eight in 10 (84%) of those with one attorney in their firm have a standard hourly rate, compared with 74% of those with 2-5 attorneys, 70% of those with 6-15 attorneys, and 72% of those with over 15 attorneys.
- The proportion of private practitioners who have a standard hourly rate tends to increase with years in practice, going from 63% of those practicing for less than 10 years to 82% of those practicing for 30 or more years.



**Q32. If yes, as of Dec. 31, 2007, what was your standard:**

The 2007 mean average hourly rate reported is \$188, and the median is \$180.

The 2007 mean lowest hourly rate reported is \$132, and the median is \$130.

The 2007 mean highest hourly rate reported is \$211, and the median is \$200.

Those in larger communities, in larger firms, ages 40 or older, and with 10 or more years of experience tended to report higher mean rates compared with their counterparts.

<b>Legal Services</b>	<b>Perform This Work</b>	<b>Charge a Flat Fee</b> <i>(% based only on those who perform this service)</i>	<b>Mean Fee</b>	<b>Median Fee</b>
Simple will	55%	69%	\$194	\$150
Directives to physicians	43%	67%	\$82	\$75
Power of attorney	53%	65%	\$94	\$75
Foreclosure/bankruptcy	18%	44%	\$1,359	\$1,300
Deed preparation	49%	60%	\$97	\$85
Articles of incorporation/association	37%	37%	\$454	\$350
Probating a will with an independent executor	34%	11%	\$2,359	\$2,000
Sale of personal property/bill of sale	27%	21%	\$189	\$100
Purchase or sale of real property - residential	38%	25%	\$493	\$500
Purchase or sale of real property - commercial	28%	11%	\$1,298	\$775
Note preparation	27%	21%	\$102	\$75
Traffic tickets	26%	38%	\$359	\$250
Misdemeanor/felony	24%	30%	\$2,567	\$2,000
Revocable living trust	29%	36%	\$1,282	\$1,200
Patents and trademarks	4%	30%	\$2,616	\$1,100

**Q33.** From the list below, please indicate the legal services you perform and for which services you typically charge a flat fee. If you charge a flat fee for a service, please indicate the average fee charged as of Dec. 31, 2007, in the space provided.

The most commonly performed services of those listed are simple will (55%), power of attorney (53%) and deed preparation (49%), followed closely by directives to physicians (43%), purchase or sale of real property – residential (38%), articles of incorporation/association (37%), probating a will with an independent executor (34%), revocable living trust (29%), purchase or sale of real property – commercial (28%), note preparation (27%), sale of personal property/bill of sale (27%), traffic tickets (26%), misdemeanor/felony (24%), and foreclosure/bankruptcy (18%). Only 4% perform patent and trademark legal services.

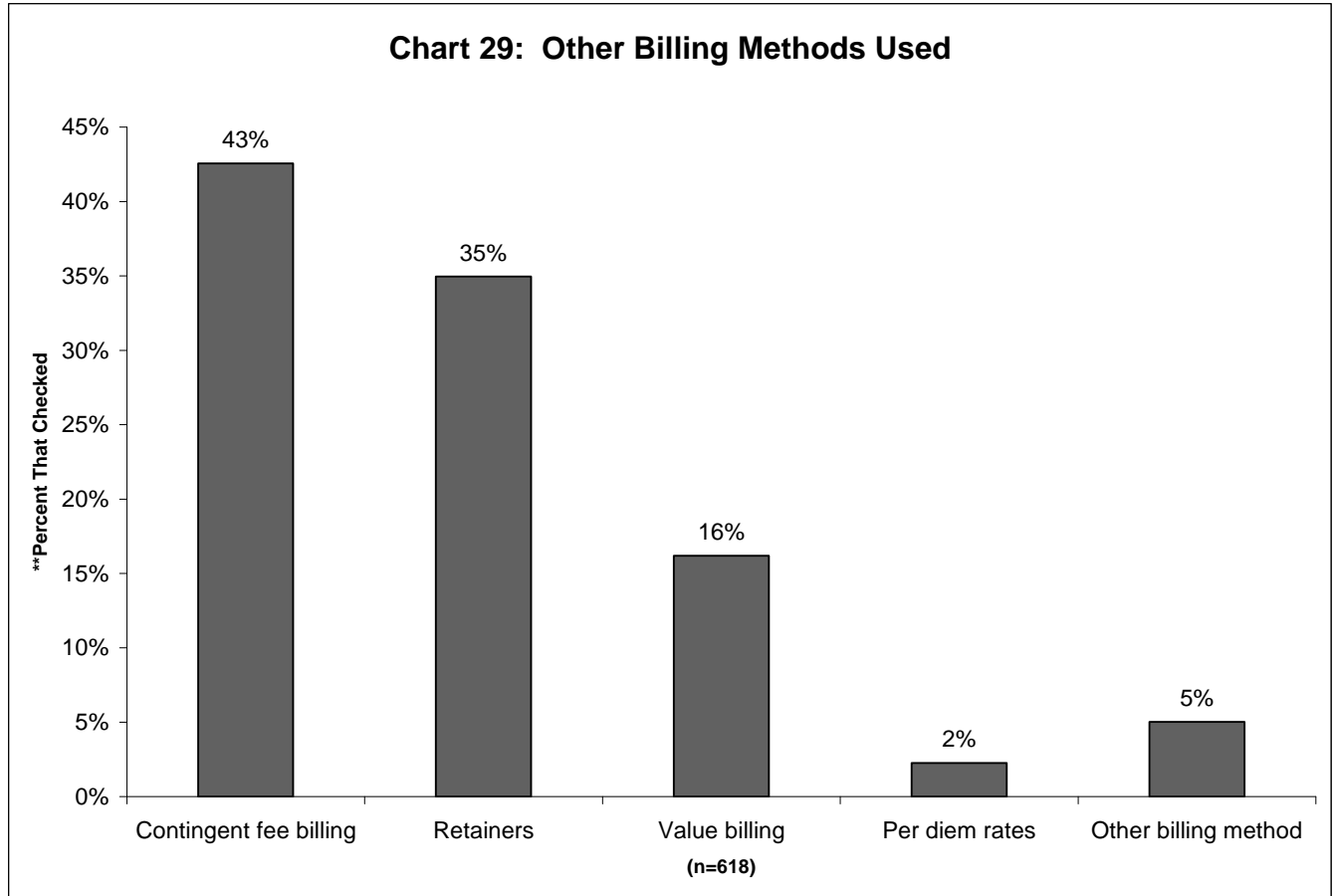
- Overall, those practicing outside of Dane and Milwaukee Counties, those in smaller communities, and those with fewer attorneys in their firm are more likely than their counterparts to perform the various services listed, with the exception of **patents/trademarks**. With the exception of **simple wills, directives to physicians, power of attorney, foreclosure/bankruptcy, probating a will, and patents/trademarks**, males are more likely than females to perform these services.
- Additionally, older respondents and those practicing for longer are more likely than their counterparts to perform **directives to physicians**. Younger private practitioners are more likely than older ones to perform **traffic tickets** and **misdemeanor/felony**. Those in practice longer are more likely to perform **simple wills, power or attorneys, deed preparation, and probating a will with an independent executor**, and they are less likely to perform **misdemeanor/felony**.

## Section II: Questions for Private Practitioners

Of those who indicated they typically perform the legal service, most charge a flat fee for simple wills (69%), directives to physicians (67%), power of attorney (65%), and deed preparation (60%). Fewer charge a flat fee for other legal services.

- Those working in Dane County are less likely to charge a flat fee for performing **simple wills** and for **deed preparation**, and those in communities of less than 100,000 are more likely to charge a flat fee for **deed preparation**.
- Older respondents, particularly those age 60 or older, are more likely than younger respondents to charge a flat fee for **sale of personal property/bill of sale, purchase or sale of real property – commercial**, and **note preparation**. Those in the middle age and years of practice groups are more likely than their counterparts to charge a flat fee for **misdemeanor/felony**, and those in the mid-range of years of practice are more likely to charge a flat fee for **simple wills** and **traffic tickets**.
- Those in firms with 15 or fewer attorneys are more likely than those in larger firms to charge a flat fee for **power of attorney, deed preparation, and articles of incorporation/association**. Graduates of Marquette are more likely than UW-Madison law school graduates to charge a flat fee for **articles of incorporation/association**.

The legal service for which respondents reported the highest average flat fee is patents and trademarks (\$2,616 mean, \$1,100 median), followed by misdemeanor/felony (\$2,567 mean, \$2,000 median), probating a will with an independent executor (\$2,359 mean, \$2,000 median), foreclosure/bankruptcy (\$1,359 mean, \$1,300 median), purchase or sale of real property – commercial (\$1,298 mean, \$775 median), revocable living trust (\$1,282 mean, \$1,200 median), purchase or sale of real property – (\$493 mean, \$500 median), articles of incorporation/association (\$454 mean, \$350 median), traffic tickets (\$359 mean, \$250 median), simple will (\$194 mean, \$150 median), sale of personal property/bill of sale (\$189 mean, \$100 median), note preparation (\$102 mean, \$75 median), deed preparation (\$97 mean, \$85 median), power of attorney (\$94 mean, \$75 median), and directives to physicians (\$82 mean, \$75 median). Keep in mind that these figures are based on a small number of respondents for some types of legal services, particularly for patents and trademarks.



**Q34. If applicable, what other billing methods did you use in 2007? (Check all that apply.)**

More than four in 10 (43%) private practitioners use contingent fee billing, 35% use retainers, 16% use value billing, and 2% use per diem rates.

***Value Billing***

- Respondents whose office is in a community of less than 5,000 (34%) are more likely than those in communities of 40,000-99,999 (12%) or 100,000 or more (11%) to use value billing.
- Males are more likely than females to use value billing (18% vs. 10%).
- One-fifth (21%) of those in practice for 30 or more years use value billing, compared with 8% of those in practice for less than 10 years.

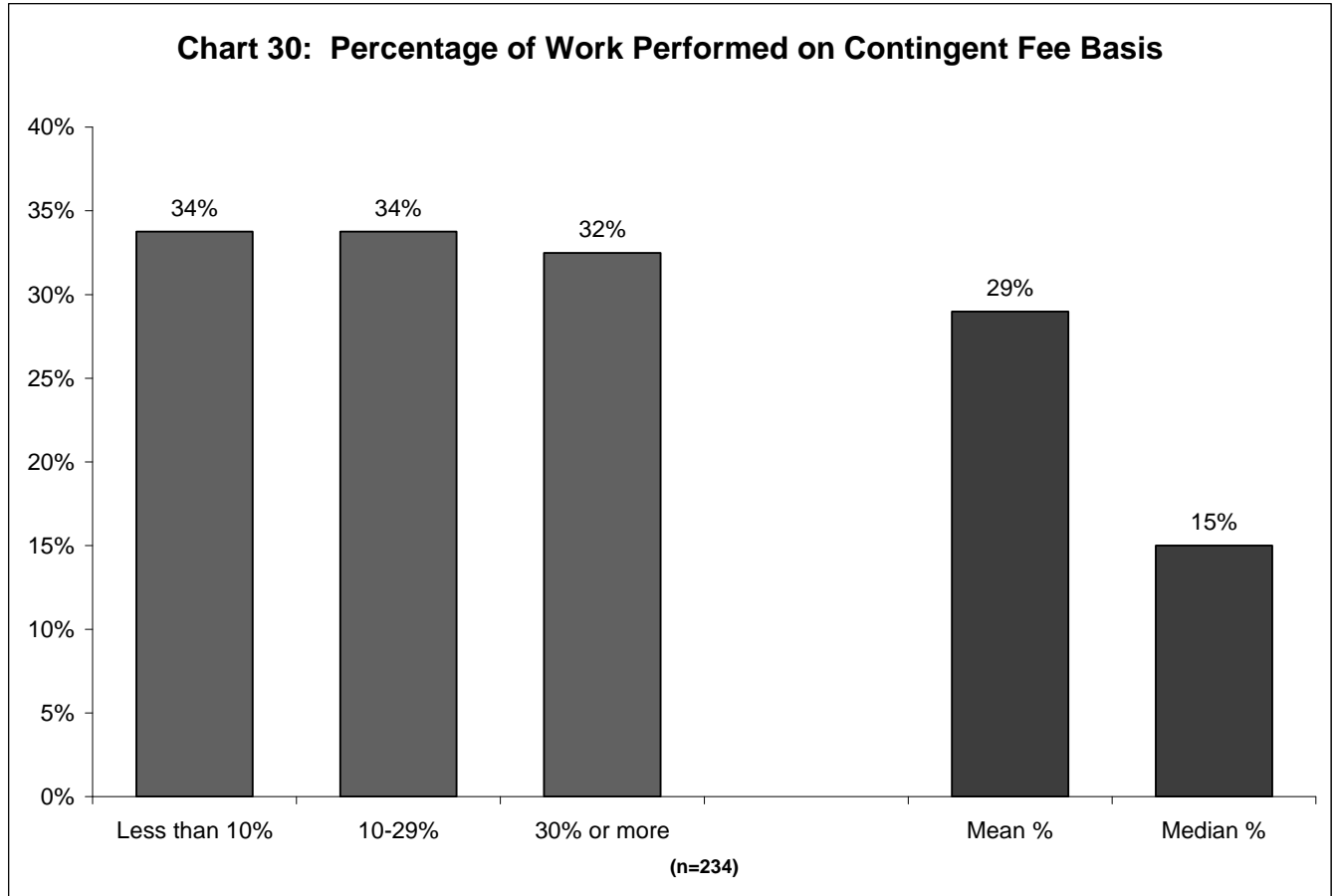
***Retainers***

- Those less than age 40 (44%) were the most likely to report using retainers, followed by those ages 40-49 (39%), age 60 or older (30%), or ages 50-59 (29%).

## Section II: Questions for Private Practitioners

### ***Contingent Fee Billing***

- Those whose office is in a county outside of Dane or Milwaukee (46%) are more likely than those in Dane County (25%) to use contingent fee billing. About 36% of those in Milwaukee County use this billing method.
- Those in communities of 25,000-39,999 (60%) were the most likely to report using contingent fee billing.
- Males are more likely than females to use contingent fee billing (48% vs. 25%).
- Those with 2-5 attorneys (52%) or 6-15 attorneys (50%) in their firm are more likely than those with one attorney (35%) or over 15 attorneys (27%) to use contingent fee billing.
- Marquette (54%) graduates are more likely than graduates of UW-Madison (40%) or an out of state law school (38%) to use contingent fee billing.



**Q35. If you used contingency fee billing, what percentage of your work in 2007 was performed on a contingent fee basis?**

Those who use contingency fee billing reported an average of 29%, with a median of 15%, of their work being performed on a contingent fee basis. One-third (32%) said that 30% or more of their work is performed on a contingent fee basis, 34% said 10-19%, and 34% said less than 10%.

- The percentage of work performed on a contingent fee basis tends to increase as size of the community in which the office is located increases, going from a mean of 16% for those in communities of less than 5,000 to 34% of those in communities of 40,000-99,999 and 39% of those in communities of 100,000 or more.



**Q36. From the list on the preceding page, 1) Choose those fields in which you spent most of your professional time during 2007. Rank them below by entering the list number. 2) Specify the percentage of time you devoted to that area of law in 2007.**

Family law (18%) received the most mentions for first ranked field, followed by estate planning/wills & trusts (10%), personal injury (plaintiff; 7%), criminal defense – private (6%), business/corporate (6%), real estate/real property (6%), criminal defense – public (5%), and personal injury (defense; 5%). Private practitioners spent a mean of 57%, with a median of 50%, of their chargeable work time on their first ranked field in 2007.

More than one-third (37%) ranked estate planning/wills & trusts in the top 6, and 36% ranked real estate/real property in the top 6. Other fields for which at least 10% ranked in the top 6 include family (33%), probate (29%), business/corporate (27%), personal injury (plaintiff) (22%), general practice (21%), criminal defense – private (19%), business litigation (18%), criminal defense – public (11%), and elder law (10%).

- Of the top fields of practice, those in other counties were more likely than those in Dane County of Milwaukee County to rank estate planning/wills & trusts, family, general practice, probate, and real estate/real property law in the top six.
- In general, the proportion ranking estate planning/wills & trusts, family, general practice, probate, and real estate/real property is greatest for those in smaller communities.
- Older private practitioners were somewhat more likely than younger ones to have ranked probate and real estate/real property in the top six.
- Of the top fields, females were more likely than males to rank family in the top six, and they were less likely to rank business/corporate, general practice, personal injury (plaintiff), and real estate/real property in the top six.
- Larger firms were somewhat more likely to rank business/corporate and business/litigation in the top six, and they were less likely than smaller firms to rank criminal defense – public, criminal defense – private, estate planning/wills & trusts, family, general practice, and probate in the top six.
- Those practicing for fewer years were somewhat more likely than those in practice longer to rank criminal defense (either public or private) in the top six. Those in practice for 30 or more years were more likely than those in practice for fewer years to rank general practice and probate in the top six.

<b>Table 5: Practice Setting and Gross Income for 2007</b>				
<b>Practice Setting</b>	<b>% Practicing*</b>	<b>Mean Net Income</b>	<b>Median Net Income</b>	<b>Net Income n=</b>
<b>Judge/ALJ/Ct Commissioner</b>	8%	\$75,450	\$81,500	20
<b>General Counsel</b>	12%	\$92,327	\$89,000	30
<b>Public Prosecutor</b>	23%	\$74,454	\$76,500	56
<b>Public Defender</b>	20%	\$71,133	\$60,000	49
<b>Legislative Attorney</b>	2%	\$96,333	\$98,000	6
<b>AG Office Lawyer</b>	4%	\$78,091	\$90,000	11
<b>Other</b>	25%	\$76,209	\$70,500	62

**Q37. Please indicate your practice setting and your gross income for 2007. Include only income derived from your position. If active less than a year, please annualize your response (i.e., if 6 months of income totals \$25,000, multiply by 2 to annualize at \$50,000).**

The leading practice settings for government lawyers in 2007 were public prosecutor (23%) and public defender (20%), followed by general counsel (12%), judge/ALJ/court commissioner (8%), AG Office lawyer (4%), and legislative attorney (2%). Keep in mind that crosstabulations by demographics are based on a relatively small number of government attorneys for some demographic groups.

### Section III: Questions for Government Lawyers

#### ***Judge/ALJ/Court Commissioner (8%)***

Those who practice in Dane County (14%) or Milwaukee County (14%) are more likely than those in other counties (5%) to be a judge/ALJ/court commissioner.

The proportion describing themselves as a judge/ALJ/court commissioner increases from 0% of those with less than 10 years experience to 17% of those who have been practicing law for 30 or more years.

#### ***General Counsel (12%)***

No respondents who have been practicing for less than 10 years described themselves as general counsel, compared with 14% of those practicing for 10-19 years, 16% of those practicing for 20-29 years, and 17% of those practicing for 30 or more years.

#### ***Public Prosecutor (23%)***

One in 10 (10%) Dane County respondents and 5% of Milwaukee County respondents described themselves as public prosecutors, compared with 30% of those whose office is in another county.

#### ***Public Defender (20%)***

About one-fourth (26%) of those whose office is in another county are public defenders, compared with 14% of those in Milwaukee County and 6% of those in Dane County.

The proportion describing themselves as a public defender increases from 4% of those with one attorney in their organization to 28% of those with over 15 attorneys in their organization.

#### ***Legislative Attorney (2%)***

One in 10 (10%) Dane County respondents described themselves as a legislative attorney, while no respondents outside of Dane County are in this practice setting.

#### ***AG Office Lawyer (4%)***

About 17% of Dane County respondents described themselves as an AG Office Lawyer, while no respondents outside of Dane County practice as an AG Office Lawyer.

About 15% of those in an organization with over 15 attorneys described themselves as an AG Office Lawyer, compared with 0% of those with 15 or fewer attorneys.

The 2007 mean and median net income for these leading practice settings are:

- Judge/ALJ/Ct Commissioner (\$75,450 mean, \$81,500 median),
- General Counsel (\$92,327 mean, \$89,000 median),
- Public Prosecutor (\$74,454 mean, \$76,500 median),
- Public Defender (\$71,133 mean, \$60,000 median),
- Legislative Attorney (\$96,333 mean, \$98,000 median), and
- AG Office Lawyer (\$78,091 mean, \$90,000 median)

<b>Table 6: Hours Per Week Engage in Activities</b>			
<b>Activities</b>	<b>Mean Hours</b>	<b>Median Hours</b>	<b>% Responding</b>
Legal work	39	40	91%
Office Administration	7	5	51%
Training	3	2	29%
Unbilled public service	6	5	17%
Non-legal employment	13	9	10%
<b>Total Hours in Week (from above)</b>	46	45	93%
<b>CLE hours per year</b>	25	20	78%
<b>Pro Bono hours per year</b>	37	20	22%

**Q38. Please indicate, on average, the hours per week you engage in the following activities:**

Nine in 10 (91%) reported spending an average of 39 hours per week, with a median of 40 hours per week, on **legal work**. In general, the amount of time spent on legal work is greater for those less than age 40.

One-half (51%) reported spending an average of 7 hours per week, with a median of 5 hours per week, on **office administration**.

Three in 10 (29%) reported spending an average of 3 hours per week, with a median of 2 hours per week, on **training**.

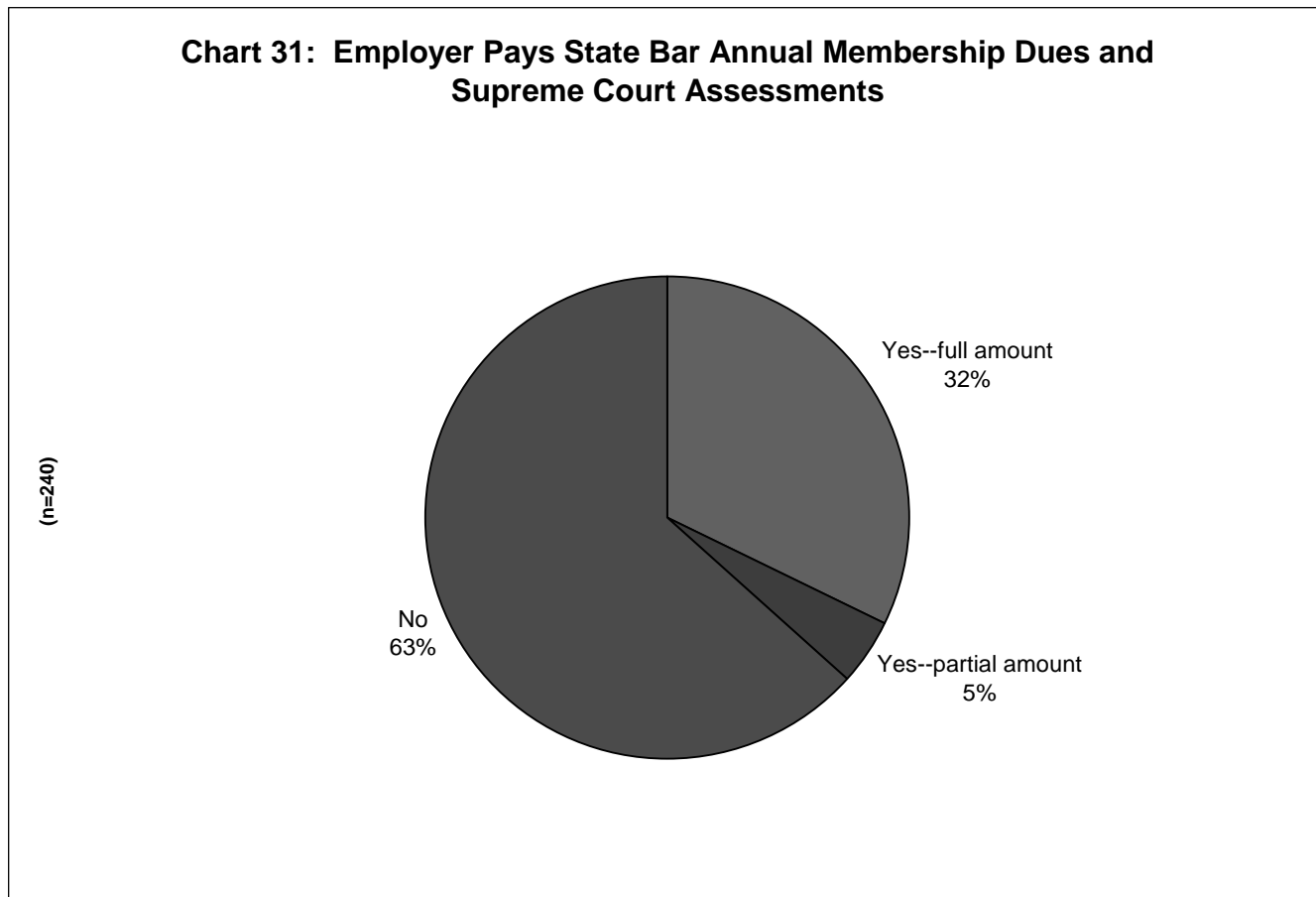
Less than one-fifth (17%) reported spending an average of 6 hours per week, with a median of 5 hours per week, on **unbilled public service**.

One in 10 (10%) reported spending an average of 13 hours per week, with a median of 9 hours per week, on **non-legal employment**.

More than nine in 10 (93%) reported an average of 46 **total hours per week**, with a median of 45 **total hours per week**. Males reported a higher mean total hours per week.

More than three-fourths (78%) reported an average of 25 **CLE hours per year**, with a median of 20 **CLE hours per year**.

Less than one-fourth (22%) reported an average of 37 **pro bono hours per year**, with a median of 20 **pro bono hours per year**.



**Q39. Does your employer pay your State Bar annual membership dues and Supreme Court assessments?**

About one-third (32%) indicated that their employer pays the full amount for their State Bar annual membership dues and Supreme Court assessments, and another 5% marked that their employer pays a partial amount. Fully 63% indicated that their employer does not cover these costs.

- Those practicing in Dane County (95%) were more likely than those in Milwaukee County (61%) or other counties (51%) to report that their employer does not cover these fees. Just 5% said their employer covers the full amount, compared with 22% of those in Milwaukee County and 44% of those in other counties. Keep in mind that some percentages (particularly for Milwaukee County) are based on a relatively small number of respondents.
- Those in communities of 100,000 or more were more likely than those in smaller communities to report that their employer does not pay for their State Bar annual membership dues and Supreme Court assessments.
- Those age 60 or older (76%) or ages 50-59 (70%) were more likely than those ages 40-49 (45%) to indicate that their employer does not cover these fees. Two-thirds (67%) of those less than age 40 said their employer does not cover these costs.

### Section III: Questions for Government Lawyers

- About 86% of those with over 15 attorneys and 68% of those with 6-15 attorneys said their employer does not pay these fees, compared with 40% of those with 2-5 attorneys and 46% of those with one attorney in their organization.
- Graduates of UW-Madison were more likely than graduates of Marquette to report that their employer does not pay these fees (73% vs. 57%).

Legal Services	Ranked 1st	Ranked 2nd	Ranked 3rd	Ranked in Top 3	% of Work Time in Next 12 Months (% based only on those who ranked in Top 3)	
					Mean	Median
					Criminal prosecution	21%
Criminal defense	22%	2%	0%	24%	88%	100%
Litigation	16%	13%	5%	33%	47%	50%
Personnel	1%	8%	7%	16%	16%	15%
Labor relations	1%	2%	5%	9%	24%	20%
Government affairs/external relations	12%	8%	5%	26%	44%	38%
Preside over hearings/cases	9%	2%	0%	11%	78%	95%
Information technology management	0%	1%	3%	3%	8%	4%
Education/training	1%	14%	13%	28%	7%	5%

**Q40. In which of the following areas do you expect to spend most of your time in the next 12 months? Please rank the top three areas from the list below, and specify the percentage of time you plan to devote to those areas in the next 12 months.**

The top rated areas of law include criminal defense (22%) and criminal prosecution (21%). For each area, about one-fourth (24%) ranked it in the top three. Those who ranked criminal defense in the top three plan to devote an average of 88% of their time, with a median of 100% of their time, to this area. Those who ranked criminal prosecution in the top three plan to devote an average of 82% of their time, with a median of 99% of their time. Additionally, government lawyers were most likely to list litigation in the top three (33%), with 16% ranking it first. Those who ranked it in the top three plan to devote an average of 47% of their time, with a median of 50% of their time. More than one-fourth (28%) ranked education/training in the top three; however, only 1% ranked it first, and they plan to spend only an average of 7%, and a median of 5%, of their time in this area.

- Those practicing in other counties were more likely than those practicing in Dane County to rank criminal prosecution and criminal defense in the top three.
- Those in practice for less than 10 years appear to be somewhat more likely than those practicing longer to rank criminal defense in the top three. Keep in mind that percentages are based on a relatively small number of government lawyers.
- The proportion ranking personnel in the top three tends to decline as organization size increases.

<b>Practice Setting</b>	<b>% Practicing*</b>	<b>Mean Net Income</b>	<b>Median Net Income</b>	<b>Net Income n=</b>
<b>CLO or General Counsel (GC)</b>	26%	\$204,462	\$172,000	26
<b>Senior Counsel</b>	11%	\$133,100	\$127,500	10
<b>Assistant GC</b>	13%	\$193,615	\$160,000	13
<b>Counsel</b>	30%	\$100,468	\$95,000	31
<b>Deputy GC</b>	2%	\$144,000	\$144,000	2
<b>Division GC</b>	0%	-	-	0
<b>Other</b>	16%	\$136,875	\$122,500	16

**Q41. Please indicate your practice setting and your gross income for 2007. Include only income derived from your position. If active less than a year, please annualize your response (i.e., if 6 months of income totals \$25,000, multiply by 2 to annualize at \$50,000).**

The leading practice settings for corporate/in-house counsels in 2007 are counsel (30%) and CLO or general counsel (26%), followed by assistant GC (13%), senior counsel (11%), and deputy GC (2%). Keep in mind that percentages by key demographic groups are based on a relatively small number of corporate/in-house counsels.

***CLO or General Counsel (GC) (26%)***

- Only 6% of those less than age 40 described themselves as a CLO or general counsel, compared with 24% of those ages 40-49, 44% of those ages 50-59, and 40% of those age 60 or older.
- Males were more likely than females to report being CLO or general counsel (31% vs. 8%).
- About 65% of those with one attorney described themselves as a CLO or general counsel, compared with 32% of those with 2-5 attorneys, 4% of those with 6-15 attorneys, and 4% of those with over attorneys in their organization.
- The proportion describing themselves as CLO or general counsel tends to increase with years of practice, going from 0% of those practicing for less than 10 years to 43% of those practicing for 30 or more years.

***Senior Counsel (11%)***

***Assistant GC (13%)***

***Counsel (30%)***

- Those less than age 40 (53%) were the most likely to describe themselves as counsel, followed by those ages 40-49 (32%), 50-59 (12%), or 60 or older (0%).
- Females were more likely than males to indicate they are counsel (46% vs. 24%).
- The proportion describing themselves as counsel tends to decrease with years of practice, going from 61% of those practicing for less than 10 years to 0% of those practicing for 30 or more years.

***Deputy GC (2%)***



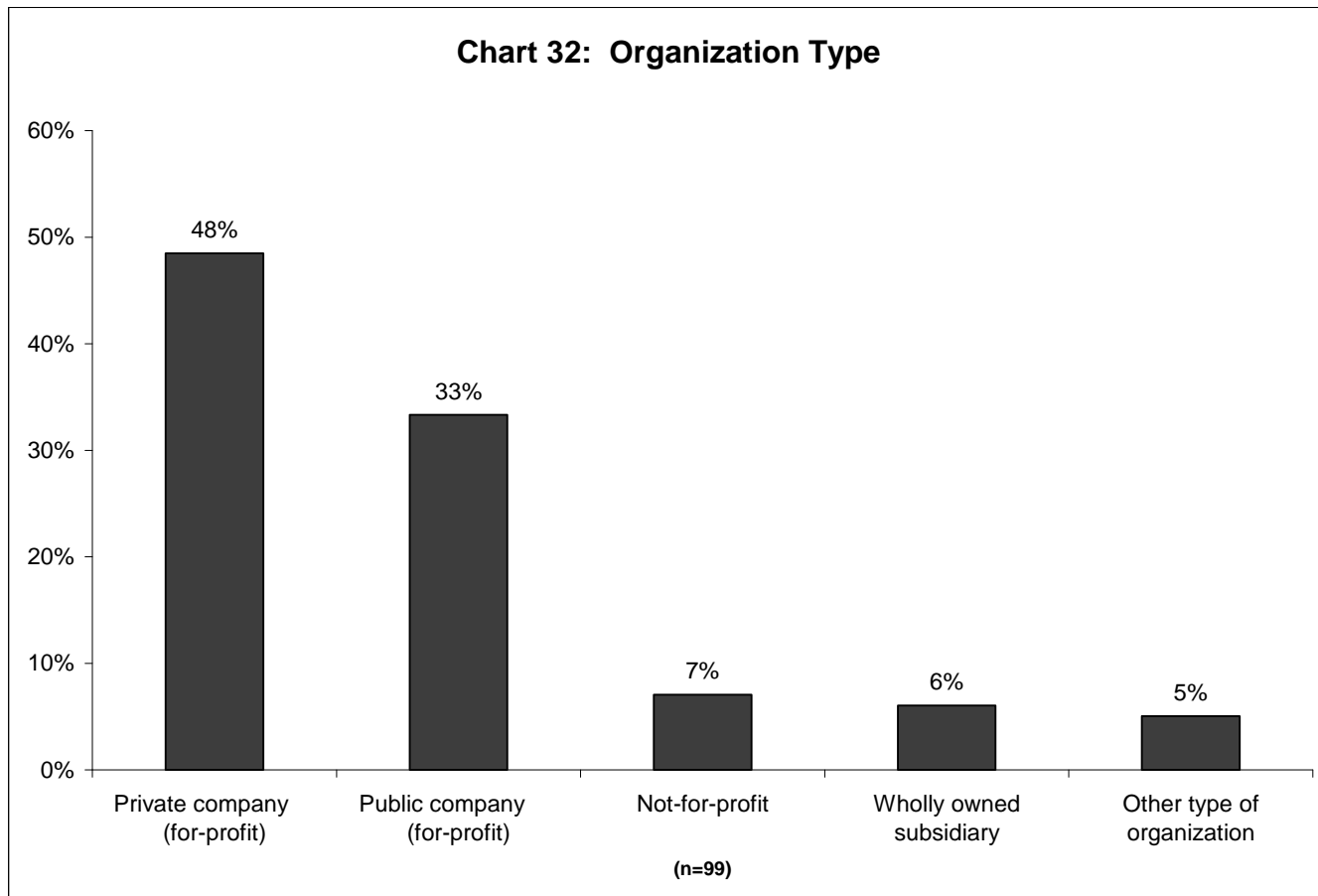
Section IV: Questions for Corporate/In-House Counsel

***Division GC (0%)***

***Other (16%)***

The 2007 mean and median net incomes for these leading practice settings are:

- CLO or General Counsel (GC) (\$204,462 mean, \$172,000 median),
- Senior Counsel (\$133,100 mean, \$127,500 median),
- Assistant GC (\$193,615 mean, \$160,000 median),
- Counsel (\$100,468 mean, \$95,000 median), and
- Deputy GC (\$144,000 mean, \$144,000 median).



**Q42. Please indicate your organization type (check only one):**

Most corporate/in-house counsels work for a for-profit private (48%) or public (33%) company. Fewer work for a not-for-profit (7%) or wholly owned subsidiary (6%) organization.

**Q43. What was your for-profit company’s total revenue for 2007?**

Two-thirds (67%) reported a mean for-profit total revenue of \$8,284,157,779, with a median of \$1,075,000,000.

**Q44. What was your for-profit company’s total assets?**

Less than one-half (44%) reported a mean for-profit total assets of \$20,405,526,342, with a median of \$600,000,000.

**Q45. What is your not-for-profit organizational total budget?**

Only four (4%) reported a figure for not-for-profit organizational budget, ranging from a low of \$3,200,000 to a high of \$4,000,000,000.

**Q46. Please indicate your company’s/organization’s total number of US employees.**

Approximately 85% of corporate/in-house counsels reported a mean of 10,990 US employees, and a median of 4,000 US employees. Responses ranged from a low of six employees to a high of 175,000 employees nationwide.

<b>Table 9: Hours Per Week Engage in Activities</b>			
<b>Activities</b>	<b>Mean Hours</b>	<b>Median Hours</b>	<b>% Responding</b>
Legal work	38	40	97%
Office Administration	8	5	81%
Marketing/public affairs	4	5	14%
Unbilled public service	3	2	29%
Non-legal employment	14	10	26%
<b>Total Hours in Week (from above)</b>	49	50	98%
<b>CLE hours per year</b>	22	18	86%
<b>Pro Bono hours per year</b>	24	15	35%

**Q47. Please indicate, on average, the hours per week you engage in the following activities:**

Almost all (97%) corporate/in-house counsels reported spending an average of 38 hours per week, with a median of 40 hours per week, on **legal work**.

Eight in 10 (81%) reported spending an average of 8 hours per week, with a median of 5 hours per week, on **office administration**.

Only 14% reported spending an average of 4 hours per week, with a median of 5 hours per week, on **marketing/public affairs**.

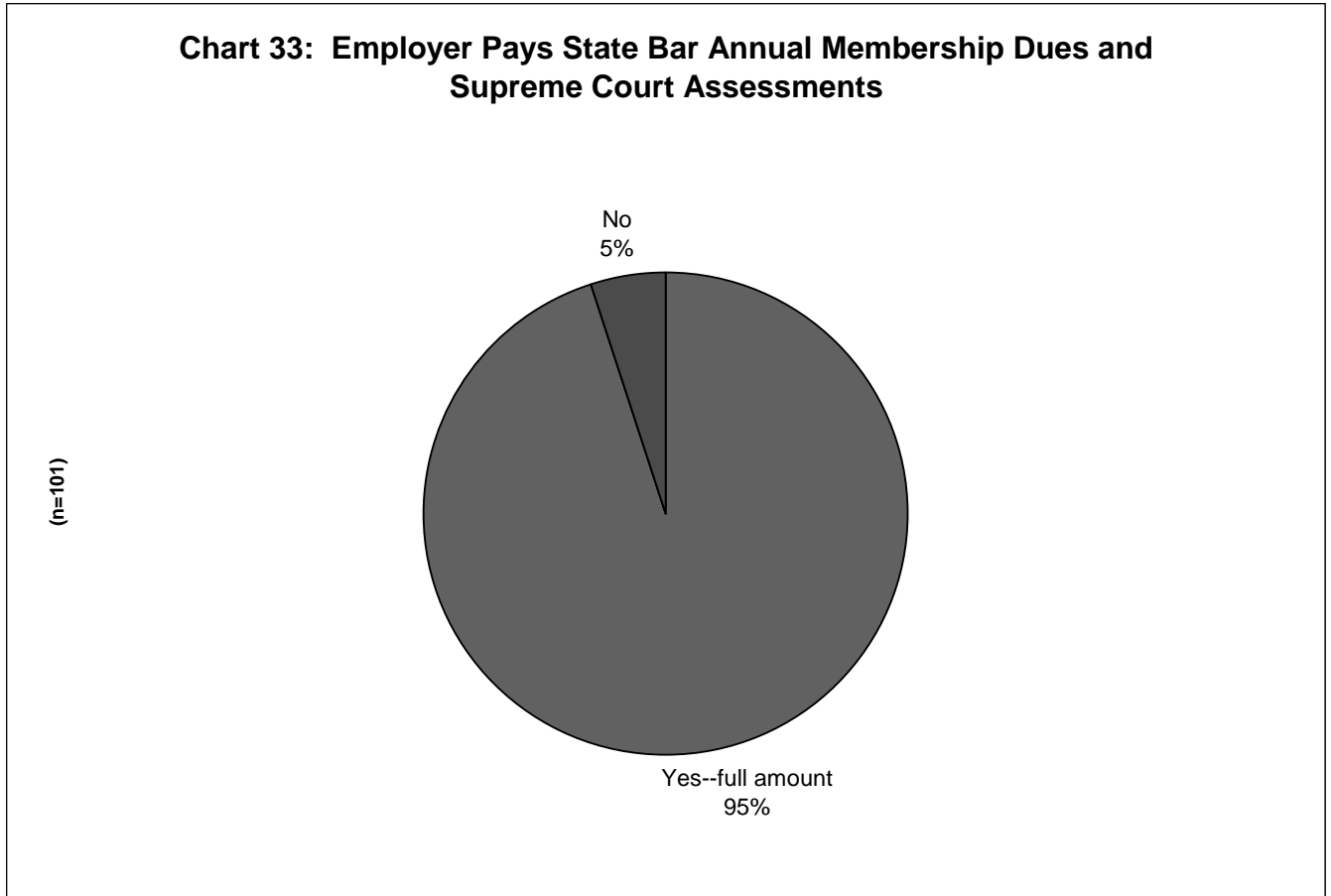
Three in 10 (29%) reported spending an average of 3 hours per week, with a median of 2 hours per week, on **unbilled public service**.

One-fourth (26%) reported spending an average of 14 hours per week, with a median of 10 hours per week, on **non-legal employment**.

Almost all (98%) corporate/in-house counsels reported an average of 49 **total hours per week**, with a median of 50 **total hours per week**.

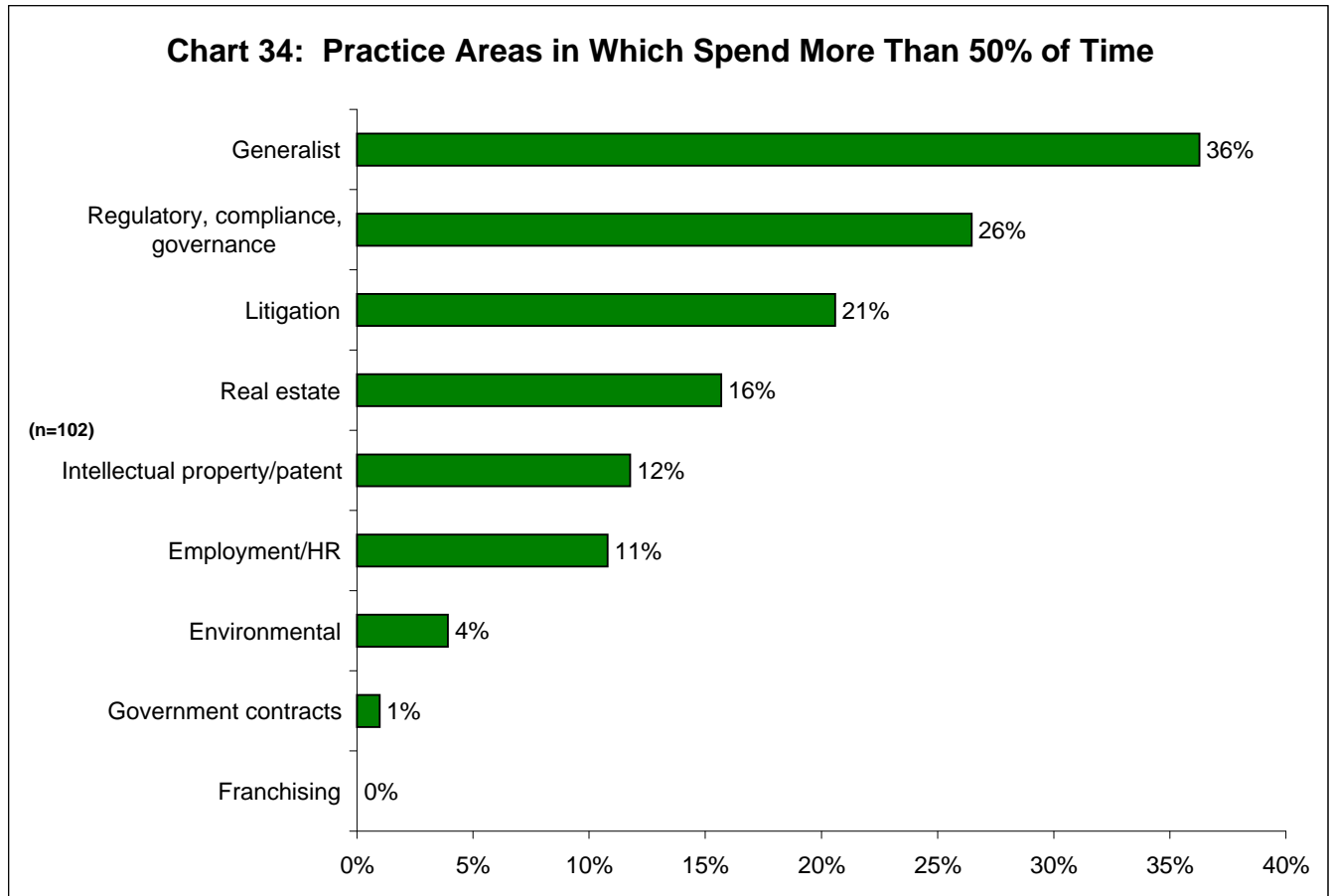
Nearly nine in 10 (86%) reported an average of 22 **CLE hours per year**, with a median of 18 **CLE hours per year**.

More than one-third (35%) reported an average of 24 **pro bono hours per year**, with a median of 15 **pro bono hours per year**.



**Q48. Does your employer pay your State Bar annual membership dues and Supreme Court assessments?**

Most (95%) indicated that their employer pays the full amount for their State Bar annual membership dues and Supreme Court assessments, while 5% said their employer does not cover these costs.



**Q49. In which of the following legal specialties did you spend more than 50% of your time in 2007? Check all that apply.**

Generalist (36%) leads for practice areas in which corporate/in-house counsels spent more than 50% of their time in 2007, followed by regulatory, compliance, governance (26%), litigation (21%), real estate (16%), intellectual property/patent (12%), and employment/HR (11%). Only 4% checked environmental, and 1% checked government contracts as a legal specialty in which they spent more than 50% of their time.

- The proportion selecting generalist decreases from 65% of those with one attorney in their organization to 17% of those with over 15 attorneys in their organization.

Section IV: Questions for Corporate/In-House Counsel

Table 10: Top Ranked Fields or Areas of Law														
Ranking	Compliance	Cost Control	Litigation	C-suite Relations	Transactional Work	Mergers & Acquisitions	Gvmt Affairs / External Relations	Document/ Records Mgmt	Board Relations	Outside Counsel Mgmt	Staff Retention & Development	Information Technology & Mgmt		
<b>% That Ranked in Top 3</b>		<b>47%</b>	<b>8%</b>	<b>35%</b>	<b>9%</b>	<b>70%</b>	<b>9%</b>	<b>5%</b>	<b>18%</b>	<b>14%</b>	<b>38%</b>	<b>25%</b>	<b>5%</b>	
<b>First</b>	<b>% That Ranked First</b>		<b>14%</b>	<b>1%</b>	<b>16%</b>	<b>1%</b>	<b>54%</b>	<b>3%</b>	<b>1%</b>	<b>2%</b>	<b>2%</b>	<b>3%</b>	<b>2%</b>	<b>0%</b>
	% of Work Time	Mean	46	50	65	50	60	32	60	60	40	52	35	.
		Median	40	50	70	50	60	25	60	60	40	60	35	
<b>Second</b>	<b>% That Ranked Second</b>		<b>20%</b>	<b>1%</b>	<b>13%</b>	<b>4%</b>	<b>8%</b>	<b>4%</b>	<b>1%</b>	<b>11%</b>	<b>4%</b>	<b>15%</b>	<b>12%</b>	<b>1%</b>
	% of Work Time	Mean	19	15	20	26	27	13	35	18	16	24	17	20
		Median	20	15	20	23	25	13	35	20	16	25	15	20
<b>Third</b>	<b>% That Ranked Third</b>		<b>13%</b>	<b>5%</b>	<b>6%</b>	<b>3%</b>	<b>9%</b>	<b>1%</b>	<b>3%</b>	<b>5%</b>	<b>8%</b>	<b>19%</b>	<b>11%</b>	<b>4%</b>
	% of Work Time	Mean	14	11	15	13	18	10	10	11	17	8	12	12
		Median	13	10	15	10	20	10	10	5	20	9	10	10

**Q50. In which of the following areas do you expect to spend the greatest amount of your time in the next 12 months? Please rank the top three areas from the list below and specify the percentage of time you plan to devote to those areas in the next 12 months, using the blanks provided below the list.**

Transactional work (54%) received the most mentions for first ranked field, followed by litigation (16%), and compliance (14%). Other fields were mentioned by 3% or less. They plan to devote a mean of 56%, with a median of 60%, of their work time on their first ranked field.

Seven in 10 (70%) ranked transactional work in the top three, and 47% ranked compliance in the top three. Other fields for which at least 10% ranked in the top three include outside counsel management (38%), litigation (35%), staff retention and development (25%), document/records management (18%), and board relations (14%). The above total shows the percentage of time corporate/in-house counsels plan to devote for each ranking of the top fields. Keep in mind that the figures may be based on a small number of respondents, depending on the percentage who ranked that area of law.

**State Bar of Wisconsin**  
**Economics of Law Practice in Wisconsin – 2008 Survey Report**  
**Summary of Selected Findings**

**Summary of Selected Findings on Wisconsin Attorneys, 2008 Survey**

2007 Attorney Net Income	N	Mean	Value by Percentile			
			25 <sup>th</sup>	Median	75 <sup>th</sup>	95 <sup>th</sup>
Private Practitioners only	581	116,666	50,000	90,000	150,000	300,000
(Full-time only)	524	123,253	59,250	100,000	159,000	300,000
Private Practice Full-time Males	411	133,913	63,000	105,000	175,000	332,000
Private Practice Full-time Females	113	84,483	45,500	60,000	120,000	200,000
Private Practice Part-time Males	36	65,117	15,500	25,000	67,750	337,500
Private Practice Part-time Females	21	40,667	15,000	24,000	50,500	277,000

2007 Attorney Gross Income	N	Mean	Value by Percentile			
			25 <sup>th</sup>	Median	75 <sup>th</sup>	95 <sup>th</sup>
Government Lawyers	234	77,332	52,750	79,000	99,000	118,000
(Full-time only)	219	79,542	55,000	82,000	100,000	118,000
Corporate/In-house Counsel	97	152,129	81,000	120,000	190,000	358,000
(Full-time only)	86	148,552	84,250	123,000	190,000	341,050

**2007 Hourly Billing Rates**

**Average hourly rate**

All Private Practitioners	420	\$188	\$150	\$180	\$200	\$300
(Full-time only)	381	189	150	180	200	285

**Lowest hourly rate**

All Private Practitioners	286	\$132	\$89	\$130	\$175	\$238
(Full-time only)	258	131	85	130	175	226

**Highest hourly rate**

All Private Practitioners	285	\$211	\$175	\$200	\$250	\$338
(Full-time only)	254	211	175	200	250	336

**2008 Average Hours in Workweek**

**Total Hours**

Private Practitioners Only	591	42	35	42	50	61
(Full-time only)	536	44	37	44	50	62
Government Lawyers Only	209	46	40	45	50	60
(Full-time only)	197	46	40	45	50	60
Corporate/In-house Counsel Only	100	49	45	50	53	62
(Full-time only)	88	49	45	50	52	63

**Compensable Hours**

Private Practitioners Only	586	33	27	35	40	50
(Full-time only)	533	35	30	35	40	50

<b>2007 Gross Receipts per Attorney</b>	409	\$221,140	\$119,936	\$200,000	\$298,154	\$440,500
<b>2007 Overhead Expenses per Attorney</b>	419	\$89,981	\$36,500	\$73,250	\$107,600	\$211,553
<b>Ratio of Expenses to Receipts</b>		.41	.30	.37	.36	.48

### 2007 Annual Net Income by Years in Practice, Private Practitioners

Years in Practice	N	Mean	Value by Percentile			
			25 <sup>th</sup>	Median	75 <sup>th</sup>	95 <sup>th</sup>
1-2	39	\$58,231	\$44,000	\$49,000	\$58,000	\$128,000
(Full-time only)	38	58,711	44,750	49,500	58,500	128,350
3-5	43	67,012	44,000	58,000	95,000	142,600
(Full-time only)	42	68,131	44,750	58,500	95,000	143,200
6-10	52	96,558	46,500	80,000	120,000	238,900
(Full-time only)	50	99,540	49,500	80,000	121,250	248,300
11-15	55	111,727	60,000	100,000	152,000	269,000
(Full-time only)	51	119,569	60,000	104,000	155,000	288,000
16-25	115	122,486	51,486	96,000	160,000	310,000
(Full-time only)	101	134,375	60,000	118,000	176,500	345,000
26 or more	275	135,562	64,000	106,000	193,000	338,000
(Full-time only)	240	144,777	75,000	110,000	200,000	349,250
<b>All Private Practitioners</b>	<b>581</b>	<b>\$116,666</b>	<b>\$50,000</b>	<b>\$90,000</b>	<b>\$150,000</b>	<b>\$300,000</b>
<b>(Full-time only)</b>	<b>524</b>	<b>\$123,253</b>	<b>\$59,250</b>	<b>\$100,000</b>	<b>\$159,000</b>	<b>\$300,000</b>

### 2007 Median Net Income by Gender and Years in Practice, Private Practitioners

Years in Practice	All	By Gender of Respondent		Gap
		Males Only	Females Only	
1-2	\$49,000	\$47,500	\$50,000	1.05
Count	39	20	19	
1-2 (Full-time only)	\$49,500	\$48,000	\$50,000	1.04
Count (Full-time only)	38	19	19	
3-5	\$58,000	\$60,000	\$50,000	.83
Count	43	26	17	
3-5 (Full-time only)	\$58,500	\$60,000	\$50,000	.83
Count (Full-time only)	42	26	16	
6-10	\$80,000	\$81,500	\$70,000	.86
Count	52	30	22	
6-10 (Full-time only)	\$80,000	\$81,500	\$78,000	.96
Count (Full-time only)	50	30	20	
11-15	\$100,000	\$105,000	\$60,000	.57
Count	55	39	16	
11-15 (Full-time only)	\$104,000	\$131,000	\$60,000	.46
Count (Full-time only)	51	37	14	
16-25	\$96,000	\$110,500	\$60,000	.54
Count	115	84	31	
16-25 (Full-time only)	\$118,000	\$125,000	\$67,500	.54
Count (Full-time only)	101	79	22	
More than 25	\$106,000	\$110,000	\$76,000	.69
Count	275	246	29	
More than 25 (Full-time only)	\$110,000	\$110,000	\$92,500	.84



**2007 Annual Gross Income by Years in Practice, Private Practitioners**

Years in Practice	N	Mean	Value by Percentile			
			25 <sup>th</sup>	Median	75 <sup>th</sup>	95 <sup>th</sup>
1-2	39	\$58,231	\$44,000	\$49,000	\$58,000	\$128,000
(Full-time only)	38	58,711	44,750	49,500	58,500	128,350
3-5	43	67,012	44,000	58,000	95,000	142,600
(Full-time only)	42	68,131	44,750	58,500	95,000	143,200
6-10	52	96,558	46,500	80,000	120,000	238,900
(Full-time only)	50	99,540	49,500	80,000	121,250	248,300
11-15	55	111,727	60,000	100,000	152,000	269,000
(Full-time only)	51	119,569	60,000	104,000	155,000	288,000
16-25	115	122,486	51,486	96,000	160,000	310,000
(Full-time only)	101	134,375	60,000	118,000	176,500	345,000
26 or more	275	135,562	64,000	106,000	193,000	338,000
(Full-time only)	240	144,777	75,000	110,000	200,000	349,250
<b>All Private Practitioners</b>	<b>581</b>	<b>\$116,666</b>	<b>\$50,000</b>	<b>\$90,000</b>	<b>\$150,000</b>	<b>\$300,000</b>
<b>(Full-time only)</b>	<b>524</b>	<b>\$123,253</b>	<b>\$59,250</b>	<b>\$100,000</b>	<b>\$159,000</b>	<b>\$300,000</b>

**2007 Annual Gross Income by Gender, Government Lawyers**

Office Size (Number of Attorneys)	N	Mean	Value by Percentile			
			25 <sup>th</sup>	Median	75 <sup>th</sup>	95 <sup>th</sup>
Females	91	\$66,731	\$49,000	\$62,000	\$82,500	\$115,000
(Full-time only)	82	69,458	50,750	64,500	83,750	117,250
Males	143	84,078	65,000	88,000	102,000	119,600
(Full-time only)	137	85,577	69,100	89,000	103,000	120,000
<b>All Government Lawyers</b>	<b>234</b>	<b>\$77,332</b>	<b>\$52,750</b>	<b>\$79,000</b>	<b>\$99,000</b>	<b>\$118,000</b>
<b>(Full-time only)</b>	<b>219</b>	<b>\$79,542</b>	<b>\$55,000</b>	<b>\$82,000</b>	<b>\$100,000</b>	<b>\$118,000</b>
<b>Median Gross Income Gap – Gender</b>				<b>.70</b>		
<b>Median Gross Income Gap – Gender (Full-time only)</b>				<b>.72</b>		

**2007 Annual Net income by Gender, Corporate/In-house Counsel**

Office Size (Number of Attorneys)	N	Mean	Value by Percentile			
			25 <sup>th</sup>	Median	75 <sup>th</sup>	95 <sup>th</sup>
Females	24	\$129,729	\$76,750	\$123,000	\$181,750	\$255,000
(Full-time only)	21	136,262	78,500	127,500	190,000	258,000
Males	71	160,423	85,000	115,000	206,000	450,000
(Full-time only)	64	152,172	85,000	114,000	193,000	349,250
<b>All Corporate/In-house Counsel</b>	<b>97</b>	<b>\$152,129</b>	<b>\$81,000</b>	<b>\$120,000</b>	<b>\$190,000</b>	<b>\$358,000</b>
<b>(Full-time only)</b>	<b>86</b>	<b>\$148,552</b>	<b>\$84,250</b>	<b>\$123,000</b>	<b>\$190,000</b>	<b>\$341,050</b>
<b>Median Gross Income Gap – Gender</b>				<b>1.07</b>		

**Distribution of 2007 Hourly Billing Rates, Private Practitioners**

Office Size (Number of Attorneys)	N	Value by Percentile				
		Mean	25 <sup>th</sup>	Median	75 <sup>th</sup>	95 <sup>th</sup>
1	142	\$165	\$144	\$160	\$200	\$250
2-5	145	178	150	175	200	250
6-15	72	186	162	185	200	254
Over 15	59	271	200	250	300	475
<b>Years in Practice</b>						
1-2	18	\$151	\$109	\$125	\$184	\$285
3-5	24	155	136	150	175	222
6-10	38	162	140	160	196	225
11-15	47	181	150	175	200	278
16-25	83	193	150	180	220	300
26 or more	208	200	156	194	219	329
<b>Office Location by Metropolitan Statistical Area (County)</b>						
Appleton (Calumet, Outagamie)	24	206	175	200	232	294
Chicago-Naperville-Joliet (Kenosha)	14	210	199	200	225	300
Duluth (Douglas)	6	159	121	175	180	195
Eau Claire (Chippewa, Eau Claire)	21	161	125	150	182	250
Fond du Lac (Fond du Lac)	6	178	146	178	185	200
Green Bay (Brown, Kewaunee, Oconto)	24	172	128	180	211	258
Janesville (Rock)	19	174	150	185	200	230
La Crosse (La Crosse)	15	181	160	175	200	250
Madison (Columbia, Dane, Iowa)	43	237	160	220	260	475
Milw-Wauk-West Allis (Milwaukee, Ozaukee, Washington, Waukesha)	62	225	175	200	271	428
Mpls-St. Paul (Pierce, St. Croix)	19	192	185	200	200	260
Oshkosh-Neenah (Winnebago)	15	180	160	175	200	250
Racine (Racine)	11	179	150	170	195	265
Sheboygan (Sheboygan)	15	183	150	175	215	275
Others (all other WI counties)	97	159	138	150	180	202
<b>Office Location by Region*</b>						
Northwest	69	\$165	\$138	\$175	\$198	\$248
Northeast	97	181	150	180	200	276
Central/East	65	169	150	175	200	248
Milwaukee	44	233	175	200	296	439
Southwest	82	207	158	192	241	440
Southeast	34	191	150	198	204	274
Waukesha	17	205	175	200	238	280
<b>Office Location by City Population</b>						
Less than 5,000	51	\$154	\$130	\$150	\$175	\$220
5,000 – 24,999	85	172	150	175	200	246
25,000 – 39,999	34	180	150	175	200	289
40,000 – 99,999	118	178	150	178	200	251
100,000 or more	130	223	170	200	250	437
<b>All Private Practitioners</b>	<b>420</b>	<b>\$188</b>	<b>\$150</b>	<b>\$180</b>	<b>\$200</b>	<b>\$300</b>

**\*Counties included in regions:**

*Northwest:* Ashland, Barron, Bayfield, Buffalo, Burnett, Chippewa, Clark, Douglas, Dunn, Eau Claire, Iron, Jackson, Monroe, Pepin, Pierce, Polk, Price, Rusk, Sawyer, St. Croix, Taylor, Trempealeau, Washburn

*Northeast:* Brown, Door, Florence, Forest, Kewaunee, Langlade, Lincoln, Marathon, Marinette, Menominee, Oconto, Oneida, Outagamie, Shawano, Vilas, Waupaca

## Appendices

### **\*Counties included in regions (continued):**

*Central/East:* Adams, Calumet, Columbia, Dodge, Fond du Lac, Green Lake, Jefferson, Juneau, Manitowoc, Marquette, Ozaukee, Portage, Sauk, Sheboygan, Washington, Waushara, Winnebago, Wood

*Milwaukee:* Milwaukee

*Central/Southwest:* Crawford, Dane, Grant, Green, Iowa, La Crosse, Lafayette, Richland, Rock, Vernon

*Southeast:* Kenosha, Racine, Walworth

*Waukesha:* Waukesha



**INSTRUCTIONS:** Survey participants are eligible to receive a **FREE PDF copy of the results report**. This survey contains four sections. **You will only complete up to two sections** based on your practice type. The first section should be completed by all attorneys. Section II contains questions applicable to private practitioners, while Sections III and IV should be completed by government lawyers and corporate/in-house counsel, respectively. Please refer questions you can't answer to the appropriate member of your firm or organization. We welcome your comments.

**YOUR INDIVIDUAL RESPONSES WILL REMAIN COMPLETELY CONFIDENTIAL.** Please return your completed survey in the envelope provided by **June 6, 2008**, or mail to State Bar of Wisconsin, P.O. Box 7158, Madison, WI 53707-7158. After you have returned your survey, please send an email requesting your complimentary PDF copy of the results to [bmurray@wisbar.org](mailto:bmurray@wisbar.org). Your email should contain your full name and the completion code: ELPo8.

**SECTION I: QUESTIONS FOR ALL ATTORNEYS**

1. For 2007, what was your primary occupation? (Check only one.)
 

<input type="checkbox"/> 1. Private law practice	<input type="checkbox"/> 2. Corporate/In-house Counsel	<input type="checkbox"/> 3. Nonprofit/public service	<input type="checkbox"/> 4. Academic institution
<input type="checkbox"/> 5. Judge/Court commissioner	<input type="checkbox"/> 6. Paralegal/legal support staff	<input type="checkbox"/> 7. Retired/not practicing	<input type="checkbox"/> 8. Tribal gvmt
<input type="checkbox"/> 9. Federal gvmt	<input type="checkbox"/> 10. State gvmt	<input type="checkbox"/> 11. Municipality or other local gvmt	<input type="checkbox"/> 12. Other: _____
  
2. Please indicate the county of your principal office or where most of your work is done:
 

<input type="checkbox"/> 1. Brown	<input type="checkbox"/> 2. Dane	<input type="checkbox"/> 3. Eau Claire	<input type="checkbox"/> 4. Fond du Lac	<input type="checkbox"/> 5. Kenosha	<input type="checkbox"/> 6. La Crosse
<input type="checkbox"/> 7. Marathon	<input type="checkbox"/> 8. Milwaukee	<input type="checkbox"/> 9. Outagamie	<input type="checkbox"/> 10. Racine	<input type="checkbox"/> 11. St. Croix	<input type="checkbox"/> 12. Sheboygan
<input type="checkbox"/> 13. Waukesha	<input type="checkbox"/> 14. Winnebago	<input type="checkbox"/> 15. Other _____			
  
3. How large is the community in which your office is located?
 

<input type="checkbox"/> 1. Less than 5,000	<input type="checkbox"/> 2. 5,000-24,999	<input type="checkbox"/> 3. 25,000-39,999	<input type="checkbox"/> 4. 40,000-99,999	<input type="checkbox"/> 5. 100,000 or more
---	--	---	---	---
  
4. Please indicate your age: \_\_\_\_\_ years
  
5. Are you:  1. Female  2. Male
  
6. Please indicate the total number of attorneys in your firm/organization: \_\_\_\_\_ attorneys
  
7. From which law school did you graduate?
 

<input type="checkbox"/> 1. Marquette	<input type="checkbox"/> 2. UW-Madison	<input type="checkbox"/> 3. Out-of-state law school
---------------------------------------	--	---
  
8. Please indicate your total years in practice in any jurisdiction: \_\_\_\_\_ years
  
9. Is the practice of law your full-time occupation?
 

<input type="checkbox"/> 1. No	<input type="checkbox"/> 2. Yes → If yes, skip to Q.11
--------------------------------	--
  
10. If no, select **one** reason:
 

<input type="checkbox"/> 1. Approaching retirement	<input type="checkbox"/> 2. Economic necessity	<input type="checkbox"/> 3. New attorney
<input type="checkbox"/> 4. Other businesses	<input type="checkbox"/> 5. Family/personal considerations	<input type="checkbox"/> 6. Other _____
  
11. Please indicate your ethnicity:
 

<input type="checkbox"/> 1. African American or Black	<input type="checkbox"/> 2. American Indian	<input type="checkbox"/> 3. Asian	<input type="checkbox"/> 4. Caucasian
<input type="checkbox"/> 5. Native Hawaiian or Pacific Islander	<input type="checkbox"/> 6. Hispanic or Latino	<input type="checkbox"/> 7. Two or more	<input type="checkbox"/> 8. _____
  
12. With regard to your own activities, the quantity of your work is:
 

<input type="checkbox"/> 1. Insufficient to keep me busy	<input type="checkbox"/> 2. All I can handle	<input type="checkbox"/> 3. More than I prefer to handle
--	--	--
  
13. Do you consider the number of lawyers in the community in which you practice to be:
 

<input type="checkbox"/> 1. About right	<input type="checkbox"/> 2. Too many	<input type="checkbox"/> 3. Too few
---	--------------------------------------	-------------------------------------

**SECTION II: QUESTIONS FOR PRIVATE PRACTITIONERS (non-private practitioners skip to section III)**

14. Please indicate your **practice setting** and your **net income after business expenses but before taxes for 2007**. Include only income derived from legal work. If active less than a year, please annualize your response (i.e., if 6 months of income totals \$25,000, multiply by 2 to annualize at \$50,000).

	<i>Net Income (nearest \$1,000)</i>		<i>Net Income (nearest \$1,000)</i>
1. Solo Practitioner	\$ _____	2. Solo Practitioner w/Associates	\$ _____
3. Solo Sharing Space	\$ _____	4. Managing Partner	\$ _____
5. Senior Associate	\$ _____	6. Equity Partner/Shareholder	\$ _____
7. Associate	\$ _____	8. Non Equity Partner	\$ _____
9. Other	\$ _____	please specify: _____	

15. Do you keep time records of your work?

- |                     |  |
|---------------------|--|
| 1. Always           | 2. Always, except in contingency or other non-hourly fee cases |
| 3. Most of the time | 4. Sometimes   |
|                     | 5. Never → If never, skip to Q.17                              |

16. If yes, the tracking unit used is:

- |           |            |            |           |               |                |
|-----------|------------|------------|-----------|---------------|----------------|
| 1. 6 min. | 2. 15 min. | 3. 30 min. | 4. Hourly | 5. Daily rate | 6. Other _____ |
|-----------|------------|------------|-----------|---------------|----------------|

17. Please indicate, on average, the **hours per week** you engage in the following activities:

1. Billable legal work (total)		hours/week		<b>CLE hours per year</b>		hours/year
based on hourly rate		hours/week		<b>Pro bono hours per year</b>		hours/year
based on flat/fixed rate		hours/week				
based on contingency work		hours/week				
based on other billing method		hours/week				
2. Office Administration		hours/week				
3. Marketing/Public Affairs (or PR)		hours/week				
4. Unbilled public service		hours/week				
5. Non-legal employment		hours/week				
<b>Total Hours in Week (1-5 above)</b>		<b>hours</b>				

18. If applicable, how long ago did you or your firm change your hourly billing rate?

- |               |                |              |                      |
|---------------|----------------|--------------|----------------------|
| 1. 0-6 months | 2. 7-11 months | 3. 1-2 years | 4. More than 2 years |
|---------------|----------------|--------------|----------------------|

19. If applicable, indicate the percentage of change the last time you/your firm changed your rate:

- |                        |                   |                    |                         |
|------------------------|-------------------|--------------------|-------------------------|
| 1. Increase 5% or less | 2. Increase 6-10% | 3. Increase 11-19% | 4. Increase 20% or more |
|------------------------|-------------------|--------------------|-------------------------|

20. Approximately what percent of the fees you bill are uncollected? \_\_\_\_\_ %

21. Estimate below the **total unreimbursed** (not directly billed) **expenses incurred** by you or your firm **on a per attorney basis** (including associates) for 2007 or your last fiscal year:

- |  |          |            |
|--|----------|------------|
| 1. Salary and fringe benefits of all <b>non-lawyer</b> personnel:                            | \$ _____ | per lawyer |
| 2. Rent (cost of space, if owner), phone, utilities:   | \$ _____ | per lawyer |
| 3. Library costs:  | \$ _____ | per lawyer |
| 4. Professional liability insurance:   | \$ _____ | per lawyer |
| 5. All other non-salary expenses:  | \$ _____ | per lawyer |
| Estimated <b>total overhead expenses</b> to maintain office (1-5 above): \$ _____ per lawyer |          |            |

Appendices

22. Please estimate gross receipts per lawyer for the same period: \$ \_\_\_\_\_ per lawyer

23. How often does your office charge clients for the following expenses?

	<u>Always</u>	<u>Usually</u>	<u>Sometimes</u>	<u>Rarely</u>	<u>Never</u>
<i>Computerized legal research costs</i>	1.	2.	3.	4.	5.
<i>Other computer time or services</i>	1.	2.	3.	4.	5.
<i>Duplicating/photocopying expenses</i>	1.	2.	3.	4.	5.
<i>Postage</i>	1.	2.	3.	4.	5.
<i>Secretarial time or services</i>	1.	2.	3.	4.	5.
<i>Paralegal/legal assistant time</i>	1.	2.	3.	4.	5.
<i>Lawyers' travel time</i>	1.	2.	3.	4.	5.
<i>Lawyers' travel costs</i>	1.	2.	3.	4.	5.
<i>Time spent on telephone calls</i>	1.	2.	3.	4.	5.

24. Does your firm use part-time or contract attorneys? 1. Yes 2. No

25. Does your firm use part-time or flex-time non-attorney staff? 1. Yes 2. No

26. Please indicate below the average annual salary levels and hourly billing rates as of Dec. 31, 2007 for the following:

<u>Level</u>	<u>Current Average Annual Salaries</u>			<u>Current Average Billing Rate</u>	
	<u>Associates</u>	<u>Legal Assistants</u>	<u>Secretaries</u>	<u>Associates</u>	<u>Legal Assistants</u>
<i>No experience</i>	\$ _____	\$ _____	\$ _____ /yr.	\$ _____	\$ _____ /hr.
<i>1-4 yrs experience</i>	\$ _____	\$ _____	\$ _____ /yr.	\$ _____	\$ _____ /hr.
<i>5-9 yrs experience</i>	\$ _____	\$ _____	\$ _____ /yr.	\$ _____	\$ _____ /hr.
<i>10+ yrs experiences</i>	\$ _____	\$ _____	\$ _____ /yr.	\$ _____	\$ _____ /hr.

27. If you employed a summer law clerk in 2007, please indicate the hourly pay rate used. \$ \_\_\_\_\_/hr.

28. Do you market your legal services? 1. No 2. Yes *If yes, check all vehicles used in the past two years.*

- |   |                                  |                                |  |
|---|----------------------------------|--------------------------------|--|
| 1. <i>Yellow pages display ad</i>       | 2. <i>Advertising or PR Firm</i> | 3. <i>Radio/television ads</i> | 4. <i>Web site</i>                     |
| 5. <i>Firm brochure</i>                 | 6. <i>Newspaper advertising</i>  | 7. <i>Seminars</i>             | 8. <i>Listing in legal directories</i> |
| 9. <i>Newspaper/periodical articles</i> | 10. <i>Marketing plan</i>        | 11. <i>Client newsletters</i>  | 12. <i>Email</i>                       |
| 13. <i>Electronic newsletters</i>       | 14. <i>Billboard advertising</i> | 15. <i>Direct mail</i>         | 16. <i>Other _____</i>                 |

29. If you are subject to a minimum billable hours policy, has the minimum requirement changed over the past two years?

1. **Yes, increased to** \_\_\_\_\_ *required hours/year* **from** \_\_\_\_\_ *required hours/year*
2. **Yes, decreased to** \_\_\_\_\_ *required hours/year* **from** \_\_\_\_\_ *required hours/year*
3. **No, stayed the same at** \_\_\_\_\_ *required hours/year*
4. **Not applicable**

30. Does your office credit pro bono activities as billable hours on:

1. *An hour-for-hour basis*
2. *A prorated ( -----%) basis*
3. *My office does not credit pro bono work*

31. As of Dec. 31, 2007, did you have a standard or most commonly charged hourly rate that you applied as a guide, **starting point or basis** for fee computation? 1. Yes 2. No 3. *Not applicable*

32. If yes, as of Dec. 31, 2007, what was your standard:

**Average hourly rate:** \$ \_\_\_\_\_/hour **Lowest hourly rate:** \$ \_\_\_\_\_/hour **Highest hourly rate:** \$ \_\_\_\_\_/hour

Appendices

33. From the list below, please indicate the legal services you performed in 2007 and for which services you typically charged a flat fee. If you charged a flat fee for a service, please indicate the average fee charged as of Dec. 31, 2007.

<u>Service</u>	<u>Perform this work</u>	<u>Charge a flat fee</u>	
Simple will .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Directives to physicians .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Power of attorney .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Foreclosure/bankruptcy .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Deed preparation .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Articles of incorporation/association .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Probating a will with an independent executor .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Sale of personal property/bill of sale .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Purchase or sale of real property - residential .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Purchase or sale of real property - commercial .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Note preparation .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Traffic tickets .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Misdemeanor/felony .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Revocable living trust.....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Patents and trademarks .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____
Other (please specify) .....	<input type="checkbox"/> 1.....	<input type="checkbox"/> 2.....	Average fee \$ _____

32. If applicable, what other billing methods did you use in 2007? (Check all that apply.)

1. *Value billing*    2. *Retainers*    3. *Per Diem rates*    4. *Contingent fee billing*    5. *Other* \_\_\_\_\_

33. If you used **contingency fee billing**, what percentage of your work in 2007 was performed on a contingent fee basis? \_\_\_\_\_%

36. The following is a list of various fields or areas of law:

- |                                   |                                    |                                    |  |
|-----------------------------------|------------------------------------|------------------------------------|--|
| 1. ADR/Mediation                  | 15. Criminal prosecution           | 29. International                  | 43. Professional malpractice (defense)   |
| 2. Agricultural                   | 16. Elder                          | 30. Juvenile/Children              | 44. Professional malpractice (plaintiff) |
| 3. Antitrust                      | 17. Employment/Labor               | 31. Landlord/Tenant                | 45. Public utilities/Reg. industries     |
| 4. Appellate practice             | 18. Energy/Public utilities        | 32. Marital property               | 46. Real estate/Real property            |
| 5. Bankruptcy                     | 19. Environmental                  | 33. Military                       | 47. School                               |
| 6. Business/Corporate             | 20. Estate Planning/Wills & trusts | 34. Municipal                      | 48. Securities                           |
| 7. Business/Litigation            | 21. Family                         | 35. Nonprofit                      | 49. Sports & Entertainment               |
| 8. Civil Rights/Individual rights | 22. Financial institutions         | 36. Patent/Trademark               | 50. Tax                                  |
| 9. Constitutional                 | 23. General practice               | 37. Pensions and employee benefits | 51. Technology                           |
| 10. Construction & Pub contract   | 24. Health                         | 38. Personal injury (defense)      | 52. Traffic                              |
| 11. Consumer                      | 25. Immigration/Naturalization     | 39. Personal injury (plaintiff)    | 53. Unemployment compensation            |
| 12. Creditor/Debtor               | 26. Indian                         | 40. Probate                        | 54. Workers compensation                 |
| 13. Criminal defense- Public      | 27. Insurance                      | 41. Product liability (defense)    | 55. General corp. (not above)            |
| 14. Criminal defense- Private     | 28. Intellectual property          | 42. Product liability (plaintiff)  | 56. General personal (not above)         |
|                                   |                                    |                                    | 57. Other: _____                         |

From the list above, 1) Choose those fields in which you spent most of your professional time during 2007. Rank them below by entering the list number. 2) Specify the percentage of time you devoted to that area of law in 2007. 3) Also, please indicate your usual and maximum hourly billing rates for that field of law.

<u>Ranking</u>	<u>Field # (1-57)</u>	<u>% of Chargeable Work Time (2007)</u>	<u>Usual Hourly Rate</u>	<u>Maximum Hourly Rate</u>
<i>First</i>	_____	_____ %	\$ _____/hour	\$ _____/hour
<i>Second</i>	_____	_____ %	\$ _____/hour	\$ _____/hour
<i>Third</i>	_____	_____ %	\$ _____/hour	\$ _____/hour
<i>Fourth</i>	_____	_____ %	\$ _____/hour	\$ _____/hour
<i>Fifth</i>	_____	_____ %	\$ _____/hour	\$ _____/hour
<i>Sixth</i>	_____	_____ %	\$ _____/hour	\$ _____/hour

**SECTION III: QUESTIONS FOR GOVERNMENT LAWYERS (corporate/in-house counsel skip to section IV)**

37. Please indicate your **practice setting** and your **gross income for 2007**. Include only income derived from your position. If active less than a year, please annualize your response (i.e., if 6 months of income totals \$25,000, multiply by 2 to annualize at \$50,000).

	<i>Gross Income (nearest \$1,000)</i>		<i>Gross Income (nearest \$1,000)</i>
1. Judge/ALJ/Ct Commissioner	\$ _____	2. General Counsel	\$ _____
3. Public Prosecutor	\$ _____	4. Public Defender	\$ _____
5. Legislative Attorney	\$ _____	6. AG Office Lawyer	\$ _____
7. Other (please specify):	_____		\$ _____

38. Please indicate, on average, the **hours per week** you engage in the following activities:

1. Legal work (total)	<input type="text"/>	hours/week	6. CLE hours <b>per year</b>	_____	hours/year
2. Office Administration	<input type="text"/>	hours/week	7. Pro bono hours <b>per year</b>	_____	hours/year
3. Training	<input type="text"/>	hours/week			
4. Unbilled public service	<input type="text"/>	hours/week			
5. Non-legal employment	<input type="text"/>	hours/week			
<b>Total Hours in Week (1-5 above)</b>	<input type="text"/>	<b>hours</b>			

39. Does your employer pay your State Bar annual membership dues and supreme court assessments?

1. Yes – Full amount      2. Yes – Partial amount      3. No

40. In which of the following areas do you expect to spend most of your time in the next 12 months? Please rank the **top three** areas from the list below, and specify the percentage of time you plan to devote to those areas in the next 12 months:

	<u>Rank (1, 2, or 3)</u>	<u>% of Work Time in next 12 months</u>
Criminal prosecution	_____	_____ %
Criminal defense	_____	_____ %
Litigation	_____	_____ %
Personnel	_____	_____ %
Labor relations	_____	_____ %
Gvmt affairs/External relations	_____	_____ %
Preside over hearings/cases	_____	_____ %
Information technology and management	_____	_____ %
Education/training	_____	_____ %
Other	_____	_____ %

**SECTION IV: QUESTIONS FOR CORPORATE/IN-HOUSE COUNSEL**

41. Please indicate your **practice setting** and your **gross income for 2007**. Include only income derived from legal work. If active less than a year, please annualize your response (i.e., if 6 months of income totals \$25,000, multiply by 2 to annualize at \$50,000).

	<i>Gross Income (nearest \$1,000)</i>		<i>Gross Income (nearest \$1,000)</i>
1. CLO or General Counsel (GC)	\$ _____	2. Senior Counsel	\$ _____
3. Assistant GC	\$ _____	4. Counsel	\$ _____
5. Deputy GC	\$ _____	6. Division GC	\$ _____
7. Other (please specify)	_____		\$ _____



Appendices

42. Please indicate your organization type (check only one):

1. *Public company (for-profit)*      2. *Private company (for-profit)*      3. *Wholly owned subsidiary*  
 4. *Not-for-profit*      5. *Other* \_\_\_\_\_

43. What was your for-profit company's total revenue for 2007?      \$ \_\_\_\_\_

44. What are your for-profit company's total assets?      \$ \_\_\_\_\_

45. What is your not-for-profit organizational total budget?      \$ \_\_\_\_\_

46. Please indicate your company's/organization's total number of US employees: \_\_\_\_\_

47. Please indicate, on average, the **hours per week** you engage in the following activities:

- |  |                      |                   |                                   |       |                   |
|--|----------------------|-------------------|-----------------------------------|-------|-------------------|
| 1. <i>Legal work (total)</i>               | <input type="text"/> | <i>hours/week</i> | 6. <i>CLE hours per year</i>      | _____ | <i>hours/year</i> |
| 2. <i>Office Administration</i>            | <input type="text"/> | <i>hours/week</i> | 7. <i>Pro bono hours per year</i> | _____ | <i>hours/year</i> |
| 3. <i>Marketing/Public Affairs (or PR)</i> | <input type="text"/> | <i>hours/week</i> |                                   |       |                   |
| 4. <i>Unbilled public service</i>          | <input type="text"/> | <i>hours/week</i> |                                   |       |                   |
| 5. <i>Non-legal employment</i>             | <input type="text"/> | <i>hours/week</i> |                                   |       |                   |
| <b>Total Hours in Week (1-5 above)</b>     | <input type="text"/> | <b>hours</b>      |                                   |       |                   |

48. Does your employer pay your State Bar annual membership dues and supreme court assessments?

1. *Yes – Full amount*      2. *Yes – Partial amount*      3. *No*

49. In which of the following legal specialties did you spend more than 50% of your time in 2007? Check all that apply.

- |                       |  |  |                         |
|-----------------------|--|--|-------------------------|
| 1. <i>Generalist</i>  | 2. <i>Intellectual Property/Patent</i> | 3. <i>Employment/HR</i>                      | 4. <i>Environmental</i> |
| 5. <i>Franchising</i> | 6. <i>Government Contracts</i>         | 7. <i>Regulatory, Compliance, Governance</i> |                         |
| 8. <i>Real Estate</i> | 9. <i>Litigation</i>                   | 10. <i>Other</i>                             | _____                   |

50. In which of the following areas do you expect to spend the greatest amount of your time in the next 12 months? Please rank the **top three** areas from the list below and specify the percentage of time you plan to devote to those areas in the next 12 months, using the blanks provided below the list.

- |                             |   |  |
|-----------------------------|---|--|
| 1. <i>Compliance</i>        | 5. <i>Transactional work</i>              | 9. <i>Board relations</i>                        |
| 2. <i>Cost control</i>      | 6. <i>Mergers &amp; acquisitions</i>      | 10. <i>Outside counsel management</i>            |
| 3. <i>Litigation</i>        | 7. <i>Gvmt affairs/External relations</i> | 11. <i>Staff retention and development</i>       |
| 4. <i>C-suite relations</i> | 8. <i>Document/records management</i>     | 12. <i>Information technology and management</i> |

**Field (enter number from list above)      % of Work Time in next 12 months**

<i>First</i>	_____	_____ %
<i>Second</i>	_____	_____ %
<i>Third</i>	_____	_____ %

**Thank you for participating in this survey.**

Please return your completed survey in the envelope provided by June 6, 2008, or mail to State Bar of Wisconsin, P.O. Box 7158, Madison, WI 53707-7158. After you have returned your completed survey, please send an email requesting your complimentary PDF copy of the survey results to: [bmurray@wisbar.org](mailto:bmurray@wisbar.org).