

BLOOD HURST & O'REARDON, LLP

1 BLOOD HURST & O'REARDON, LLP
TIMOTHY G. BLOOD (149343)
2 THOMAS J. O'REARDON, II (247952)
PAULA R. BROWN (254142)
3 701 B Street, Suite 1700
San Diego, CA 92101
4 Tel: 619/338-1100
619/338-1101 (fax)
5 tblood@bholaw.com
toreardon@bholaw.com
6 pbrown@bholaw.com

7 BARNOW AND ASSOCIATES, P.C.
BEN BARNOW (*pro hac vice*)
8 ERICH P. SCHORK (*pro hac vice*)
1 North LaSalle Street, Suite 4600
9 Chicago, IL 60602
Tel: 312/621-2000
10 312/641-5504 (fax)
b.barnow@barnowlaw.com
11 e.schork@barnowlaw.com

12 Class Counsel

13 **UNITED STATES DISTRICT COURT**

14 **FOR THE CENTRAL DISTRICT OF CALIFORNIA**

15 BRIAN WARNER, KENNETH
MACLEOD; MICHAEL MEADE,
16 MICHAEL WATSON, JAMES
FULLER, and DALE FRANQUET,
17 individually and on behalf of all
others similarly situated,

18 Plaintiffs,

19 v.

20 TOYOTA MOTOR SALES, U.S.A.,
21 INC., a California corporation,

22 Defendant.

Case No. 2:15-cv-02171-FMO-(FFMx)

CLASS ACTION

**SUPPLEMENTAL DECLARATION
OF TIMOTHY G. BLOOD IN
SUPPORT OF PLAINTIFFS'
MOTION FOR ATTORNEYS' FEES,
EXPENSES AND SERVICE
AWARDS**

Date: April 27, 2017
Time: 10:00 a.m.

USDJ: Fernando M. Olguin
Ctrm: 6D, 6th Floor – 1st Street
USMJ: Frederick F. Mumm
Ctrm: E, 9th Floor – Spring

JURY TRIAL DEMANDED

Complaint Filed: March 24, 2015

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1 I, TIMOTHY G. BLOOD, declare as follows:

2 1. I am an attorney duly licensed to practice before all courts of the
3 State of California and am admitted to practice in this Court. I am the managing
4 partner at Blood Hurst & O'Reardon, LLP, one of the court-appointed Class
5 Counsel and counsel of record for Plaintiffs in this Action and the Related
6 Action, *Burns v. Toyota Motor Sales, U.S.A., Inc.*, No. 14-cv-02208, pending
7 before the Honorable P.K. Holmes in the United States District Court of the
8 Western District of Arkansas (together, the "Litigation"). I have personal
9 knowledge of the matters stated and, if called upon, I could and would
10 competently testify to them. I submit this declaration in support of Plaintiffs'
11 Motion for Attorneys' Fees, Expenses and Service Awards.

12 2. In accordance with best practices, the Parties waited to negotiate
13 attorneys' fees and expenses and the service awards until agreement was reached
14 on all of the substantive terms of the Settlement.

15 3. The \$9.75 million attorneys' fee request represents a multiplier of
16 approximately 2.92 to Class Counsel's lodestar of \$3,348,823.50. This lodestar
17 and multiplier does not take into account time incurred by the other Plaintiffs'
18 Counsel. When the \$9.75 million attorneys' fee request is considered as a
19 percentage of the value of the Settlement, the requested fees are less than 0.3% of
20 the value of the Settlement.

21 4. My firm prosecuted this case on a contingent-fee basis with no
22 guarantee of recovery. My firm, along with Co-Class Counsel, Barnow and
23 Associates, P.C. and other Plaintiffs' Counsel incurred 100% of the risk in
24 litigating this Action. My firm was forced to forego other employment in order to
25 devote the time necessary to pursue this litigation. My firm advanced expenses
26 with the understanding that we would be paid a fee and receive reimbursement
27 for expenses only if successful.

28

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1 5. As of February 27, 2017, there have only been seven objections
2 filed (not all of which were by class members). So far, no one has objected to the
3 attorneys' fees or expenses.

4 6. I detail the work performed by my firm and by my co-counsel in the
5 Declaration of Timothy G. Blood in Support of Preliminary Approval of Class
6 Action Settlement, Certification of Settlement Class and Approval of Class
7 Notice, ECF No. 88-2, filed November 9, 2016 ("Preliminary Declaration"). I,
8 along with my co-counsel, Ben Barnow, oversaw the prosecution of this
9 litigation since associating with Plaintiffs' Counsel. The bulk of the work
10 performed was performed since my firm and I joined the litigation. The services
11 rendered and work performed by attorneys, paralegals and other professionals
12 and paraprofessionals of my firm during the course of this Litigation from
13 inception through the present included all aspects of the Litigation. This included
14 pre-filing research and investigation into the factual and legal claims, drafting the
15 complaint, participation in discovery, settlement negotiations, preparing
16 settlement documentation, vetting the Claims Administrator and assisting with
17 claims administration and Class Member inquiries. I believe the time expended
18 by my firm in this Litigation was reasonable and necessary in light of the amount
19 of work accomplished and given Toyota's aggressive litigation tactics as
20 described in the memorandum and in my Preliminary Declaration.

21 7. My firm will continue to spend significant time to complete the
22 settlement approval process, in responding to Class Member calls and emails
23 regarding the settlement and in overseeing implementation of the settlement and
24 the claims administration process, including addressing any claim review issues.
25 Based on my experience with other complex settlements, I anticipate that a large
26 amount of work will need to be done during the implementation of the
27 settlement. The per-class member dollar amount at issue is significant given the
28 cost of a frame replacement, so I anticipate active participation from Class

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1 Members, which typically translates into more work for Class Counsel during
2 settlement implementation. Further, the settlement will be implemented through
3 about early 2023, when the time period runs for the last of the Class Members to
4 be eligible for frame inspections and replacements. We will receive no further
5 compensation for this work, even though the work to be completed on the
6 settlement process will be significant.

7 8. As of February 27, 2017, even though the settlement has yet to be
8 implemented, my firm has been contacted by over 500 Class Members. These
9 Class Members raise a variety of questions and issues such as whether they are
10 included in the settlement, their options, how they can obtain settlement benefits
11 and what they can do in cases where their vehicle cannot or should not be driven
12 without an immediate frame replacement. My firm has responded to each and
13 every Class Member inquiry (which may involve multiple contacts to answer the
14 questions). We have also interacted with Toyota in cases where an immediate
15 frame replacement may be needed in order to continue to safely drive the vehicle.
16 In those instances, we have worked with Toyota's counsel and independent
17 dealerships to address any immediate concerns, even though the Settlement has
18 not yet been approved or implemented. Class Member issues and inquiries will
19 continue to arise throughout the lengthy settlement implementation period and
20 will likely result in Class Counsel spending in the hundreds of additional hours.

21 9. The following information regarding my firm's time and out-of-
22 pocket expenses is taken from time and expense records prepared and maintained
23 by the firm in the ordinary course of business. The time records were prepared
24 daily or shortly thereafter by each attorney or paralegal working on the
25 Litigation. The expense records are prepared from receipts, expense vouchers,
26 check records and other documents and are an accurate record of the expenses. I
27 reviewed the printouts and also reviewed the backup documentation where
28 necessary. The purpose of these reviews was to confirm the accuracy of the

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1 entries on the printouts as well as the reasonableness of the time and expenses
2 committed to the Litigation.

3 10. The schedule below provides a summary of the hours expended by
4 each timekeeper from my firm who performed work in this Litigation since the
5 inception of the litigation through the present. The schedule includes the name of
6 each person who worked on the case, hourly billing rates, the number of hours
7 expended and the resulting lodestar for each timekeeper. The backgrounds and
8 qualifications of the attorneys who worked on the matter are set forth in the Firm
9 Resume, described in paragraph 2 of my Preliminary Declaration and attached
10 thereto as Exhibit A. Based on the size of Toyota's production of documents that
11 needed to be reviewed in a short time frame, my firm retained three project
12 attorneys, including a licensed patent attorney to analyze technical documents, to
13 work on the review full-time from June 2016 to October 2016. When I learned
14 that the production contained documents in Japanese, my firm retained an
15 additional project attorney who was fluent in Japanese to review and interpret
16 those documents. Together, lawyers working on this matter reviewed, analyzed
17 and coded millions of pages of documents. I further used the team of reviewers
18 to compile reports and analyze and develop specific factual issues that were used
19 in prosecuting and settling the Litigation. The team of four project attorneys
20 listed below was necessary to obtain the successful result in this Litigation in a
21 prompt and efficient manner. The resumes of the project attorneys are attached as
22 Exhibits 1 (Kate Makiko Iwanami Meyers); 2 (Endre Algovner); 3 (J. Scott
23 Schaller); and 4 (Voltaire Sterling).

24 11. The number of hours spent on this Litigation by my firm as of
25 February 24, 2016, was 3,365.5 hours. The total lodestar for attorney and
26 paralegal time is \$1,639,807.50.

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Attorney/Paralegal	Hours	Rate	Lodestar
Timothy G. Blood (Partner)	470.00	\$810	\$380,700.00
Leslie E. Hurst (Partner)	95.25	\$660	\$62,865.00
Thomas J. O'Reardon II (Partner)	248.25	\$560	\$139,020.00
Paula M. Brown (Associate)	174.00	\$440	\$76,560.00
Jennifer L. MacPherson (Associate)	87.75	\$435	\$38,171.25
Camille S. Bass (Associate)	154.50	\$410	\$63,345.00
Craig W. Straub (Special Counsel)	105.50	\$350	\$36,925.00
Colette N. Menaldino (Special Counsel)	17.25	\$320	\$5,520.00
Kate Makiko Iwanami Meyers (Project Attorney)	20.50	\$550	\$11,275.00
Endre Algovver (Project Attorney)	574.75	\$435	\$250,016.25
J. Scott Schaller (Project Attorney)	618.00	\$435	\$268,830.00
Voltaire Sterling (Project Attorney)	570.00	\$425	\$242,250.00
Elle Chaseton (Paralegal)	218.00	\$280	\$61,040.00
Bethany C. Maxwell (Paralegal)	11.75	\$280	\$3,290.00
TOTALS	3,365.50		\$1,639,807.50

12. The hourly rates shown above for each professional are the usual and customary rates set by my firm for each individual. These rates have been approved as reasonable by other federal district courts in California (and elsewhere) and by California state courts, some of which are cited in the concurrently filed memorandum in support of the attorneys' fee request. Further,

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1 based on my knowledge of the class action plaintiff's bar in California, the rates
2 charged by my firm are in line with the rates charged by other firms that handle
3 class actions of similar size and complexity. In addition, the rates are consistent
4 with rates reported in applicable billing surveys. *See* Exhibit 5 (a true and correct
5 copy of the 2014 National Law Journal Billing Survey). This survey
6 demonstrates that the hourly rates of \$320.00 to \$810.00 for the BHO attorneys
7 and the hourly rates of \$350.00 to \$850.00 for the Barnow attorneys (together,
8 Class Counsel) are reasonable.

9 13. The hours and lodestar incurred by my firm will increase because,
10 as Class Counsel, my firm, along with co-lead Class Counsel, is responsible for
11 briefing the final approval opening brief and reply, attending the final approval
12 hearing and the post-hearing work, including settlement implementation, as
13 discussed above. On an ongoing basis, my firm has been and will continue to be,
14 in regular contact with the Settlement Claims Administrator and the Settlement
15 Notice Administrator regarding the claims submitted by Class Members and any
16 issues regarding Class Member correspondence, opt outs, or objections.

17 14. The expenses for which reimbursement is sought are reasonable in
18 amount and were necessary for the effective and efficient litigation of the case. In
19 addition, I believe the expenses are all of a type that would normally be charged
20 to a fee-paying client in the private legal marketplace and have actually been
21 charged by my firm to fee-paying clients. They are also the categories of
22 expenses that have been awarded to my firm and other plaintiff's counsel in other
23 class action settlements, including in the following cases: *In re: Hydroxycut*
24 *Mktg. and Sales Prac. Litig.*, No. 14-cv-56978 (S.D. Cal. 2015); *Serochi v. Bosa*,
25 No. 2009-00096686 (S.D. Super. Ct. 2014); *Hartless v. Clorox Co.*, No. 06-cv-
26 02705 (S.D. Cal. 2011); *Johnson v. Gen. Mills, Inc.*, No. 10-cv-00061 (C.D. Cal.
27 2013); *Grabowski v. Skechers U.S.A., Inc.*, No. 12-cv-00204 (W.D. Ky. 2013);
28 *Schwartz v. Reebok Int'l Ltd.*, No. 10-cv-12018 (D. Mass. 2012); *Nelson v. Mead*

1 *Johnson & Co., LLC*, No. 09-cv-61625 (S.D. Fla. 2012); and *Gemelas v. The*
 2 *Dannon Co., Inc.*, No. 08-cv-00236 (N.D. Ohio 2011).

3 15. My firm seeks to be reimbursed \$66,238.43 in out-of-pocket
 4 litigation expenses as summarized below:

Expense Category	Total
Travel and Transportation	\$25,029.83
Postage/FedEx/Delivery Charges	\$752.72
Filing Fees	\$500.00
Lexis/PACER	\$1,041.01
Conference Calls	\$63.45
Photocopies/Printing – In House	\$6,388.90
Service of Process	\$1,925.35
Experts/Consultants	\$12,055.70
Document Management/Website	\$18,481.47
TOTAL	\$66,238.43

14 16. The following is additional information regarding these expenses:

15 A. Travel and Transportation: \$25,029.83. These travel costs
 16 were incurred for Timothy Blood and, to a lesser extent, Thomas O’Reardon, and
 17 include the following: travel once to New Orleans, Louisiana and three times to
 18 Los Angeles, California, to meet with Toyota’s counsel and Special Master
 19 Juneau; travel to Fort Smith, Arkansas, Newport Beach, California, New York,
 20 New York, and Newport, Rhode Island, to meet with Toyota’s counsel (which
 21 included interviewing Toyota’s expert consultants); travel to Arkansas for the
 22 status conference in the *Burns* case; and travel to Los Angeles, California for
 23 status conferences and hearings. The travel costs also include an estimate of
 24 \$1,500.00 for costs that will be incurred for transportation, meals and a hotel for
 25 two lawyers from BHO to travel to and attend the final approval hearing.

26 B. Messengers/Delivery: \$752.72. These costs were incurred to
 27 mail and federal express to the Court and Co-Class Counsel and other Plaintiffs’
 28 Counsel the complaint and documents including Plaintiffs’ oppositions to

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1 Toyota's motions to dismiss, the Joint Rule 26(f) Report, discovery requests,
2 Plaintiffs' request for judicial notice, the stipulated protective order, the
3 stipulation to continue pretrial deadlines, deposition notices, document
4 subpoenas, joint motion to extend deadline to file motion for class certification,
5 joint motion for preliminary approval of settlement, and the stipulation to
6 approve the long-form notice.

7 C. Filing and Other Fees: \$500.00. These costs have been paid to
8 the Court to file the complaint and the *pro hac vice* request.

9 D. Lexis Online Research: \$1,041.01. The amount of \$315.11
10 was paid to Lexis Nexis for legal research and the amount of \$725.90 was paid to
11 PACER for research in federal court filings. Lexis is used to obtain access to
12 legal research, factual databases and for cite-checking of briefs. The expense
13 amount detailed herein represents the out-of-pocket costs incurred by my firm in
14 connection with use of these services in connection with this litigation. My firm
15 has a flat-rate contract with Lexis for use of its services. When my firm utilizes
16 Lexis services, a billing code is entered for the specific case being researched. At
17 the end of each billing period in which a service is used, BHO's costs for such
18 services are allocated to specific cases based on the percentage of use in
19 connection with that specific case in the billing period. As a result of the contract
20 negotiated by my firm, the Class enjoys substantial savings in comparison with
21 the "market rate" for *a la carte* use of online legal research services, which some
22 law firms pass on to their clients.

23 E. Conference Calls: \$63.45. These conference call charges were
24 incurred to make or host conference calls with Toyota's attorneys or with our co-
25 counsel for meet and confers on discovery and for settlement negotiations. The
26 conference call phone charges are allocated to each case by punching in a case
27 code after accessing the conference call number. The case code is mandatory to
28 host a conference call. At the end of each billing period, the conference call

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1 charges for each case are entered into our billing system.

2 F. In-House Photocopying/Printing: \$6,388.90. The copy costs
3 requested herein were incurred to prepare deposition exhibits and copies thereof
4 for the defending attorney and the attorney taking the deposition. Additional in-
5 house copies were made for filing of motions and briefs and printing case law
6 when necessary. Copies of “hot” documents were also made in preparation for
7 conducting and defending depositions and class certification. Each time our copy
8 machine is used, our billing system requires that a case code be entered. For each
9 page copied or printed, my firm charges 35 cents. This is the rate charged to all
10 clients, including non-contingency clients. The rate is determined by calculating
11 the approximate cost to my firm per page, without any mark-up. The calculation
12 includes the monthly copy machine rental, the price-per-page charged by our
13 vendor and paper and toner costs, which are not included in the price-per-page
14 cost. The average is approximate because it varies each month depending upon
15 the number of photocopies made for a particular month, but 35 cents is an
16 accurate approximate average over time.

17 G. Service of Process: \$1,925.35. These costs are for service of
18 the complaint and service or attempted service of deposition and document
19 subpoenas on Toyota and in-state and out-of-state third parties who declined to
20 accept service by mail. These third-party entities include: Lake Norman Motor
21 Sales, LLC; Aubrey Alexander, Inc.; RRR Bowie, LLC; J. Pawley Motors, Inc.;
22 and KPA, LLC.

23 H. Experts/Consultants: \$12,055.70. The amount of \$1,481.25
24 was paid to Safety Research & Strategies, Inc. for our consulting expert, Sean
25 Kane. The amount of \$5,937.50 was paid to Verity Company, LLC for our
26 engineering expert, Walter Jaeger. The amount of \$2,475.00 was paid to Niebuhr
27 Metallurgical Engineering for our metallurgical expert. The amount of \$2,161.95
28 was paid to Special Master Patrick A. Juneau, who assisted the Parties with

1 settlement discussions and represents only that amount charged to plaintiffs.

2 I. Electronic Document Management: \$16,617.87. The amount
3 of \$16,442.87 was paid to DTI Global for loading, storing and managing the
4 documents produced in the action in response to discovery requests. My firm was
5 then able to review and code the documents using Relativity, accessible through
6 DTI. The amount of \$175.00 was paid to Jane Did It Graphic Design to update
7 my firm's website to include new information on the Toyota settlement and add
8 supporting documents.

9 I declare under penalty of perjury that the foregoing is true and correct.
10 Executed this 27th day of February 2017, at San Diego, California.

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12 By: *s/ Timothy G. Blood*
13 **TIMOTHY G. BLOOD**

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Exhibit 1



This individual is presented to you by Special Counsel • (619) 230-7680

NOTICE: We respect and protect the privacy of our candidates. Unauthorized disclosure of the fact that this candidate is seeking employment, including sending this resume to or discussing this candidate with persons outside your firm, is prohibited. Please contact us for more details.

Special Counsel Candidate –Contract Document Review

KATE MAKIKO IWANAMI MEYERS

EXPERIENCE

Hire Counsel , Los Angeles, CA

2014-Present

Document Review Attorney

Provide litigation assistance for international anti trust litigation – criminal investigations as well as civil actions in the US and other countries. Review Japanese documents for relevancy, privileges etc. Report those findings to the handling attorneys.

Department of Industrial Relations, State of California, Los Angeles, CA

2008-2014

Staff Attorney

Responsible for representing the Director in civil litigation before state courts and Workers Compensation Appeals Board. Served first chair over 50 bench trials and arbitrations. Handled cases from the onset to appeals. Established trial strategies and discovery plans fit for each case. Successfully negotiated settlement in over 100 cases. Provided advisory opinions to the Director regarding program and apprentice programs. Work with other attorneys in the office for proposing amendment to statutes and CCR and establishing and implementing employment law enforcement. Conducted and presided over administrative hearings (wage/hour, workplace safety) as a hearing officer handling pre-trial conferences and trials.

Law Offices of Iwanami and Associates

2005-2008

Attorney

Responsible for handling variety of civil matters including civil litigation, corporate transactions, estate planning and probate litigation, and family law cases. Responsible for all aspects of operation of the firm, including staffing and marketing. Handled employment (discrimination and harassment) cases, commercial cases, and real property (purchase/sale/lease) cases. Advised companies/businesses regarding their labor and employment issues. Drafted employment agreements and employee handbooks. Defended EEOC and DFEH complaints. Negotiated and drafted commercial contracts such

as distribution, licensing, non-compete, franchise, and international trade agreements. Advised start businesses regarding corporate compliance, M&A, and corporate restructuring. Established and advised non profit organizations. Lobbied and litigated land use cases. Registered trademarks.

Black Letter Law Discovery, Los Angeles, CA

2006-2007

Contract Review Attorney

Provided litigation support and conducted Japanese document reviews. Assisted trial preparation of a patent infringement action before USPTO.

Los Angeles County Superior Court, Los Angeles, CA

2000-2005

Research Attorney

Analyzed motion papers; conducted legal research. Drafted recommended or tentative rulings as well as opinions after the hearings. Handled various civil litigation cases – commercial, employment, personal injury, real estate etc., including “complex litigation.”

Law Offices of Capretz & Associates, Newport Beach, CA

1999-2000

Associate

Responsible for all law and motion matters of various civil litigation cases. Handled class action and mass tort actions concerning medical devise and pharmaceutical products. Reviewed and coded documents for nationwide class action lawsuits. Assisted with trial and arbitration preparation.

EDUCATION, LICENSES & LANGUAGE

Southwestern University School of Law, Los Angeles, CA, Juris Doctor

1999

University of Kentucky, Lexington, KY, Bachelor of Science and Bachelor of Arts

1995

Admitted to State Bar of California

1999

Fluent (native level) in written and spoken Japanese

Exhibit 2



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ENDRE J. ALGOVER

SUMMARY

Licensed attorney with outstanding experience in corporate law, business transactions, and litigation is available in flexible capacity as Corporate Attorney. Very proficient in contract drafting and review. Familiar with corporate governance requirements and procedures, IP and software licensing, private financing and securities, acquisitions, and IP development and protection. Exposure to public finance and securities. Demonstrated team player. Experienced in making the legal department a solution-finder.

CORE COMPETENCIES

- All aspects of corporate governance
- In- and outbound licensing
- IP development and protection
- Acquisitions
- Supervision of outside counsel
- Communication across management levels
- Contract drafting, review and negotiation
- Securities and financing
- Risk management
- General employment law
- Compliance policy and procedures
- Team efficiencies

PROFESSIONAL EXPERIENCE

ENDRE J. ALGOVER, ESQ., San Marcos, CA 2007-Present
CONSULTANT-PRINCIPAL in mixed practice of advising business clients and consulting for other counsel. Entity formation and conversion; Private placement documentation and management; Drafting, review and negotiation of agreements in areas of employment, licensing, supply chain, financing, and between shareholders.

Work has included:

- Documentation and management of multiple private placements.
- Consolidated and revised company policy manuals for the Upper Deck Company.
- Co-managed litigation and managed prep of settlement agreement with ousted principal of online news agency, efficiently terminating costs and exposure.
- Brokered and drafted separation agreement between principals of online media and digital recording companies.
- Drafted independent contractor agreements for software developer, product and services sales reps, and business development professional.
- Drafted Cease & Desist letter for noncompete agreement between principals of online data storage and analysis company, and drafted successful response to C&D letter for spa products marketing company.
- Advised maker of infrared targeting technology in government contract negotiations.

FOREVER YOUNG INTERNATIONAL, INC and INSPIRED SCIENCES, LLC, Escondido, CA 2005 - 2007
GENERAL COUNSEL to health products manufacturer and associated distribution and marketing company. First-pass responsibility for all legal matters, including corporate formation and governance issues, all contracts, private financing and securities, employment issues, IP protection and, if necessary, referral to and management of outside counsel.

- Drafted and/or negotiated all agreements for domestic and international suppliers, distributors, sales representatives, employees, independent contractors and co-venturers, involving agreements for supply, distribution, sales agents, joint ventures, licensing, employment and consulting.
- Formed companies and advised on corporate governance of associated S-corporation and LLC.
- Advised companies during financing cycles on disclosure materials and securities exemptions.

- Developed IP portfolios of patents, trademarks and trade dress, supervising outside IP counsel, in both domestic and international markets. First-step protection (C&D) of patents and registered marks.
- Supervised outside counsel in multiple jurisdictions.

GETZ & ASSOCIATES, San Diego, CA

2002 - 2005

ASSOCIATE for law firm handling all forms of corporate issues, contracts and other business transactions.

- Lead counsel for drafting and/or negotiation of all licensing and other agreements for the firm's hi-tech clients, handling software, hardware and IP issues. Clients included early online storage and cloud computing company, early microchip-based transaction card company, custom hardware and software developer/supplier for interactive kiosks, and metallurgical coating company in computer production and medical industries.
- Sole responsibility for multiple business formations, dissolutions, corporate governance issues, mergers and sales, securities issues, employment agreements, NDAs, and leases. Clients included those noted above and companies in radio-frequency exposure testing, microchip design and nutritional supplement production.

LAW OFFICE OF ENDRE J. ALGOVER, ESQ., San Marcos, CA

1993 - 2002

General solo practice focusing on all areas of corporate law, and business transactions.

PRINCIPAL

- Drafted and/or negotiated all agreements for nation's first internet company in setting up local online media "Digital City" sites for Mountain and Western cities.
- Secured trademark protection for numerous company brands, slogans and trade dress in various industries including online commerce, online media, and medical device marketing and distribution.
- Preserved viability of online news agency by handling complicated removal of drug-abusing principal and supervised outside litigation counsel through most of subsequent litigation brought by former principal.
- Averted costly patent infringement litigation for domestic manufacturing client by negotiating a supply agreement with the Asian infringer.
- Saved corporate client \$50,000 in excess attorney fees by initiating and then supervising the challenge of the litigation bill of a large San Diego law firm stemming from constitutional-law challenge of State law.
- Saved corporate clients thousands of dollars in specialist fees by effectively managing IP portfolios and strategic use of IP counsel.

QUISENBERRY & BARBANEL San Diego (Los Angeles), CA

1991 -1993

General insurance defense firm, primarily in construction defect in the San Diego office.

MANAGING ASSOCIATE

- Solely responsible for providing all services to clients in local matters (mainly insurance defense litigation).
- Performed all setup, organization, management, and budgeting for the San Diego branch office.

WILSON, ELSER, MOSKOWITZ, EDELMAN & DICKER, Los Angeles, CA

1986-1991

Multi-national insurance defense firm, Products Liability Group in Los Angeles office.

ASSOCIATE

- Sole responsibility in Los Angeles branch for defense of all personal watercraft, breast implant and contact lens litigation.
- Managed review and production of motorcycle manufacturer's voluminous advertising files.
- Supervised local counsel in numerous cases for insurance clients, setting and approving litigation budgets, case handling strategy, settlement and trial prep.

EDUCATION

J.D. 1986, NORTHWESTERN UNIVERSITY SCHOOL OF LAW, CHICAGO, IL

- Moot Court
- Student Bar Association Officer
- Legal Clinic
- Top 30% of class

B.A. 1978, UNIVERSITY OF CALIFORNIA SAN DIEGO, LA JOLLA, CA

- Provost's Honor List
- San Diego County Citizen's Scholar
- California State Scholar
- Double Minors

PROFESSIONAL AFFILIATIONS

CURRENT MEMBER: **ASSOCIATION OF CORPORATE COUNSEL — SAN DIEGO CHAPTER**

CURRENT MEMBER: **CALIFORNIA STATE BAR ASSOCIATION (#128254)**

Addendum of Past Speaking Engagements and Community Involvement available on request.

PROFESSIONAL AFFILIATIONS

CURRENT MEMBER: **ASSOCIATION OF CORPORATE COUNSEL** — SAN DIEGO CHAPTER
CURRENT MEMBER: **CALIFORNIA STATE BAR ASSOCIATION** (#128254)

Addendum of Past Speaking Engagements and Community Involvement available on request.

Exhibit 3



This individual is presented to you by Special Counsel • (619) 230-7680

NOTICE: We respect and protect the privacy of our candidates. Unauthorized disclosure of the fact that this candidate is seeking employment, including sending this resume to or discussing this candidate with persons outside your firm, is prohibited. Please contact us for more details.

J. SCOTT SCHALLER

EXPERIENCE

COOLEY, GODWARD & KRONISH LLP, San Diego, California

Contract Attorney

May 2016 to May 2016

Completed detailed legal and factual analysis for privilege and responsiveness of client file materials in preparation for discovery production in a complex misappropriation of commercial trade secrets lawsuit in a start-up business dispute. Used Relativity e-discovery program to complete analysis.

COOLEY, GODWARD & KRONISH LLP, San Diego, California

Contract Attorney

November 2015 to February 2016

Completed detailed legal and factual analysis for privilege and responsiveness of client file materials in preparation for discovery production in a complex patent infringement lawsuit in an electronics technology dispute. Used Relativity e-discovery program to complete analysis.

JONES DAY, San Diego, California

May 2015 to May 2015

Contract Attorney

Analyzed client file materials in preparation for discovery production in a breach of commercial and technologies contract arbitration case. Reviewed client correspondence, source code and proprietary materials for responsiveness, privilege and confidentiality. Utilized Relativity e-discovery computer software.

MORRISON & FOERSTER LLP, San Diego, California

Contract Attorney

April 2015 to April 2015; July 2015 to October 2015

Completed complex legal and factual analysis of client work product in preparation for production of materials in response to discovery request in a trademark infringement lawsuit. Completed review of numerous proprietary file materials for relevancy, confidentiality and privilege utilizing Relativity e-discovery computer software.

ROBBINS, GELLER, RUDMAN & DOWD, San Diego, California

Contract Attorney

January 2015 to March 2015

Completed lengthy and detailed factual analysis of documents for relevance and responsiveness produced previously during discovery in class action complaint for violation of federal securities law. Used Relativity e-discovery computer software program.

DLA PIPER LLP, San Diego, California

Contract Attorney

December 2014 to December 2014

Analyzed voluminous documents from government regulatory agencies, municipalities and business entities in an environmental compliance and remediation lawsuit in preparation for client's discovery production. Completed analysis for relevancy, confidentiality and privilege utilizing Relativity software.

COOLEY, GODWARD & KRONISH LLP, San Diego, California

Contract Attorney

October 2014 to December 2014

Completed complex legal and factual analysis of client file materials in preparation discovery production in a breach of contract lawsuit in an electronics technology dispute. Used Relativity e-discovery program to complete analysis for privilege, responsiveness and relevancy.

J. Scott Schaller; Telephone (858) 442-1510

MORRISON & FOERSTER LLP, San Diego, California

Contract Attorney

August 2014 to October 2014

Conducted extensive and detailed complex factual analysis of client file materials for relevancy, responsiveness and privilege in preparation for compliance with discovery request in a copyright infringement and misappropriation of commercial trade secrets case. Used Xerox Viewpoint e-discovery software program.

COOLEY, GODWARD & KRONISH LLP, San Diego, California

Contract Attorney

June 2014 to June 2014

Completed complex legal and factual analysis of client file materials in preparation for presentation of evidence in a Department of Justice investigation related to a health care provider matter. Used Relativity e-discovery program to complete analysis for privilege, responsiveness and relevancy in review for defense of claims.

COOLEY, GODWARD & KRONISH LLP, San Diego, California

Contract Attorney

January 2014 to April 2014

Completed complex legal and factual analysis of client file materials in preparation for presentation of evidence in Securities and Exchange Commission investigations. Used Relativity e-discovery program to complete analysis for privilege, responsiveness and relevancy in review for investigation and defense of claims.

MORRISON & FOERSTER LLP, San Diego, California

Contract Attorney

March 2013 to November 2013

Conducted extensive and detailed complex factual analysis of client file materials for relevancy, responsiveness and privilege in preparation for compliance with discovery request in a pharmaceutical patent infringement case. Utilized LexisNexis Concordance e-discovery, GGO, Kroll, Excel and Outlook computer programs.

COOLEY, GODWARD & KRONISH LLP, San Diego, California

Contract Attorney

February 2013 to March 2013

Completed complex legal and factual analysis of client file materials in preparation for compliance with discovery requests in a bioscience case. Conducted electronic document analysis for relevancy and privilege using Westlaw CaseLogistix computer program.

MORRISON & FOERSTER LLP, San Diego, California

Contract Attorney

January 2013 to February 2013

Conducted extensive and detailed complex factual analysis of client file materials for relevancy, responsiveness and privilege in preparation for compliance with discovery request in a pharmaceutical patent infringement case. Utilized LexisNexis Concordance e-discovery, Excel and Outlook computer programs.

QUALCOMM, San Diego, California

Contract Attorney

October 2012 to November 2012

Worked closely with in-house legal counsel on several different patent infringement cases by completing factual analysis of extensive file materials in preparation for responses to written discovery requests.

J. Scott Schaller; Telephone (858) 442-1510

Completed transfer of numerous responsive and relevant records to spreadsheets in compliance with discovery requests utilizing Excel, Word and Outlook programs.

COOLEY, GODWARD & KRONISH LLP, San Diego, California

Contract Attorney

September 2011 to February 2012

Conducted extensive legal and factual analysis of client file materials for responsiveness and privilege in preparation for compliance with discovery request in patent infringement case. Analyzed responsive client job files using Relativity computer program. From an original thirty, was one of five attorneys retained to complete the discovery production.

DLA PIPER LLP, San Diego, California

Contract Attorney

March 2011 to September 2011

Utilized Relativity computer software program to analyze confidential and responsive file materials from government regulatory agencies, municipalities and business entities in an environmental compliance and remediation lawsuit. Analyzed and reviewed voluminous documents produced during discovery for relevancy, confidentiality and privilege. Researched legal position and prepared case summaries in preparation for taking depositions on behalf of client. From an original thirty-five, was one of six attorneys retained to complete the lengthy discovery production.

COOLEY, GODWARD & KRONISH LLP, San Diego, California

Contract Attorney

November 2010 to March 2011

Contracted for multiple cases involving breach of contract and misappropriation of trade secrets disputes. Completed complex legal and factual analysis for relevancy and privilege of client file materials utilizing Relativity and Equivio computer programs in preparation for compliance with discovery requests.

DLA PIPER LLP, San Diego, California

Contract Attorney

September 2010 to October 2010

Completed complex legal and factual analysis of client file materials in preparation for compliance with discovery requests in large environmental law case. Conducted electronic document analysis for relevancy and privilege using Relativity computer program.

CASAS LAW GROUP, P.C., San Diego, California

Senior Associate Attorney

May 2008 to May 2010

Managed, trained and delegated work assignments to associate attorneys, paralegals, clerks and interns in a civil litigation law office representing both plaintiffs and defendants in consumer and business matters. Prepared all correspondence and interacted with attorneys, judges and business representatives as the clients' advocate through case resolution. Facilitated client interviews, conducted investigations of facts, analyzed strategies and legal theories, drafted all pleadings and completed legal research. Prepared all aspects of law and motion work, depositions, subpoenas and discovery. Managed client communications, billings and collection matters. Argued motions and represented clients at court hearings, settlement negotiations and numerous mediations.

La Jolla Bar Association, La Jolla, California

President

January 2010 to December 2010

Elected as President for 2010 term. Facilitated monthly general membership meetings for 70 member professional association; facilitated the recruitment and scheduling of speakers, coordinated and prepared venue and speakers for or monthly general meetings; scheduled all association events and functions;

J. Scott Schaller; Telephone (858) 442-1510

maintained records of continuing legal education requirements for the association to assure compliance with state bar requirements. Set the agenda, lead and facilitated all executive board meetings. Continue to serve as Executive Board member from 2004 – current.

LAW OFFICE OF GLEN M. RASMUSSEN A.P.C., La Jolla, California

Independent Contract Attorney

January 2001 to August 2007

Directed and conducted all aspects of civil litigation preparation including law and motion, discovery, witness and exhibit preparation specializing in construction defect, consumer, business, contracts, personal injury and trust and estates cases. Drafted numerous correspondence, motions, pleadings and legal summaries. Utilized legal resources to conduct extensive research, reviewed, summarized and organized case documents and files. Attended mediations and appeared at hearings and argued motions before San Diego, Orange and Riverside County Superior Court.

EDWARDS, SOOY AND BYRON, San Diego, California

Associate Attorney

June 1999 to November 2000

Prepared memoranda, correspondence, pleadings and summaries in construction defect, business, consumer, medical malpractice and insurance defense cases. Developed and managed cases from inception through trial including law and motion, discovery and preparation of demurrers/motions to strike, motions for summary judgment and pleadings. Participated over 100 client depositions. Appeared before San Diego and Los Angeles County Superior Courts. Specialized in insurance defense, construction defect and personal injury litigation.

EDUCATION

CALIFORNIA WESTERN SCHOOL OF LAW ABA/AALS

San Diego, California

Juris Doctor conferred December 1997

HONORS: Academic Achievement Award; Dean's List

SAN DIEGO STATE UNIVERSITY

San Diego, California

Master of Public Administration conferred May 1987

CALIFORNIA POLYTECHNIC STATE UNIVERSITY, SAN LUIS OBISPO

San Luis Obispo, California

Bachelor of Arts, Political Science conferred June 1985

PROFESSIONAL AFFILIATIONS

- Member of the Bar, State of California, admitted 1999
- San Diego County Bar Association
- Admitted to the United States District Court for the Southern District of California
- La Jolla Bar Association President (2010) & Executive Board Member (2002 – current)

Exhibit 4



This individual is presented to you by Special Counsel • (619) 230-7680

NOTICE: We respect and protect the privacy of our candidates. Unauthorized disclosure of the fact that this candidate is seeking employment, including sending this resume to or discussing this candidate with persons outside your firm, is prohibited. Please contact us for more details.

VOLTAIRE R. STERLING

EDUCATION

Harvard Law School, Cambridge, MA

J.D., 2005

Class President & Commencement Speaker

Dean's Award for Community Leadership

Illinois Bar (Admitted 2007)

Morehouse College, Atlanta, GA

B.A., Business Administration (Concentration: Marketing), 2002

Minor: Spanish

summa cum laude; Phi Beta Kappa

Studied Abroad at the *University of Granada* in Spain

LEGAL

EXPERIENCE

DOCUMENT REVIEW, Los Angeles, CA & San Diego, CA (January 2008-April 2016)

Contract Attorney (Venable LLP, Quinn Emmanuel, Jones Day, Sidley Austin LLP, DLA Piper LLP, Fleming PC, Vorys Legal Counsel & Cooley LLP)

- **PROJECT MANAGER on Cooley LLP project (Nov. 2015-Feb. 2016)**
- **PROJECT MANAGER on DLA Piper LLP project (Fall 2011)**

Provided complex commercial litigation support related services, including:

- Hard copy document review (Sidley Austin LLP, DLA Piper LLP, & Vorys)
- Document review and electronic redaction of consumer personal information & privileged information for DLA Piper, LLP
- Electronic document review for responsiveness & privilege:
 - Venable LLP (notably: worked from home in San Diego, CA)
 - Quinn Emanuel, Los Angeles, CA
 - Jones Day, Irvine, CA
 - Cooley LLP, San Diego, CA
 - Vorys Legal Counsel, San Diego, CA
- Experience using electronic document review software: Summation, eView Online, Concordance, iConnect, Relativity, Viewpoint, & Wombat
- Experience drafting & editing contracts and other legal documents

MCNAMARA BENJAMIN LLP, San Diego, CA (May 2015-Sept. 2015 & April 2016)

Contract Attorney

- Reviewed documents related to white collar criminal case involving federal allegations of money laundering and conspiring to sell illegal products in the United States
- Drafted memoranda and email updates re: findings, including potential violations of the FCPA and other laws
- Reviewed documents related to SEC investigation into alleged insider trading
- Created timelines based on relevant events

MANIFEST YOUR DESTINY, Hollywood, CA (Nov. 2006-Sept. 2010)

Chairman of the Board, 501(c)(3) Tax-Exempt Non-Profit

- Filed federal application for 501(c)(3) tax-exempt status
- Drafted releases and agreements for use with program participants & vendors

LOEB & LOEB LLP, Los Angeles, CA (Oct. 2005-Nov. 2006)

Associate

- Performed contractual due diligence review for mergers & acquisitions
- Prepared and filed Applications for Authority and Certificates of Authority for corporations and non-profit corporations to do business in New York and California

Exhibit 5



2014 NLJ Billing Survey

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Year	Firm Name	Location	Average FTE Attorneys	Partner Billing Rate High	Partner Billing Rate Low	Partner Billing Rate Avg	Associate Billing Rate High	Associate Billing Rate Low	Associate Billing Rate Avg	Counsel Avg	Counsel Low	Counsel High	NLJ Billing Source	Notes
2014	Adams and Reese	New Orleans, LA	318	\$700.00	\$305.00	\$420.00	\$315.00	\$220.00	\$270.00	\$500.00	\$425.00	\$575.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Akerman	Miami, FL	523	\$880.00	\$360.00	\$535.00	\$465.00	\$205.00	\$305.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Akin Gump Strauss Hauer & Feld	Washington, DC	809	\$1220.00	\$615.00	\$785.00	\$660.00	\$365.00	\$525.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Allen Matkins Leck Gamble Mallory & Natsis	Los Angeles, CA	181	\$680.00	\$525.00	\$615.00							National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Alston & Bird	Atlanta, GA	789	\$875.00	\$495.00	\$675.00	\$575.00	\$280.00	\$425.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Andrews Kurth	Houston, TX	337	\$1090.00	\$745.00	\$890.00	\$1090.00	\$265.00	\$670.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Archer & Greiner	Haddonfield, NJ	194	\$460.00	\$330.00	\$400.00	\$295.00	\$200.00	\$245.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Arent Fox	Washington, DC	330	\$860.00	\$500.00	\$650.00	\$595.00	\$275.00	\$395.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	Arnall Golden Gregory	Atlanta, GA	140	\$520.00	\$430.00	\$490.00								National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Arnold & Porter	Washington, DC	720	\$950.00	\$670.00	\$815.00	\$610.00	\$345.00	\$500.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Arnstein & Lehr	Chicago, IL	144	\$595.00	\$350.00	\$465.00	\$350.00	\$175.00	\$250.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Baker & Hostetler	Cleveland, OH	798	\$670.00	\$275.00	\$449.00	\$350.00	\$210.00	\$272.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Baker & McKenzie	Chicago, IL	4087	\$1130.00	\$260.00	\$755.00	\$925.00	\$100.00	\$395.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Baker, Donelson, Bearman, Caldwell & Berkowitz	Memphis, TN	588	\$495.00	\$340.00	\$400.00	\$465.00	\$245.00	\$295.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Ballard Spahr	Philadelphia, PA	483	\$650.00	\$395.00	\$475.00	\$495.00	\$235.00	\$315.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Barnes & Thornburg	Indianapolis, IN	522	\$580.00	\$330.00	\$480.00	\$370.00	\$260.00	\$320.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Benesch, Friedlander, Coplan & Aronoff	Cleveland, OH	150	\$635.00	\$360.00	\$455.00	\$475.00	\$155.00	\$280.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Best Best & Krieger	Riverside, CA	176	\$655.00	\$340.00	\$455.00	\$385.00	\$235.00	\$280.00	\$439.83	\$340.00	\$595.00		National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	Bingham McCutchen	Boston, MA	795	\$1080.00	\$220.00	\$795.00	\$605.00	\$185.00	\$450.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Blank Rome	Philadelphia, PA	447	\$940.00	\$445.00	\$640.00	\$565.00	\$175.00	\$350.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Bond, Schoeneck & King	Syracuse, NY	198	\$520.00	\$240.00	\$355.00	\$310.00	\$160.00	\$225.00	\$360.00	\$275.00	\$485.00		National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Bowles Rice	Charleston, WV	140	\$285.00	\$165.00	\$230.00	\$180.00	\$115.00	\$135.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Bracewell & Giuliani	Houston, TX	441	\$1125.00	\$575.00	\$760.00	\$700.00	\$275.00	\$440.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Bradley Arant Boult Cummings	Birmingham, AL	413	\$605.00	\$325.00	\$430.00	\$340.00	\$200.00	\$260.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Broad and Cassel	Orlando, FL	150	\$465.00	\$295.00	\$380.00								National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Brown Rudnick	Boston, MA	187	\$1045.00	\$650.00	\$856.00								National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Brownstein Hyatt Farber Schreck	Denver, CO	214	\$700.00	\$310.00	\$520.00	\$345.00	\$265.00	\$305.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Bryan Cave	St. Louis, MO	985	\$900.00	\$410.00	\$620.00	\$595.00	\$220.00	\$405.00	\$635.00	\$355.00	\$865.00		National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	Buchalter Nemer	Los Angeles, CA	139	\$695.00	\$475.00	\$605.00	\$375.00	\$350.00	\$365.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Burr & Forman	Birmingham, AL	261	\$525.00	\$300.00	\$371.00	\$275.00	\$200.00	\$241.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Butler Snow	Ridgeland, MS	280	\$335.00	\$235.00	\$302.00							National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Cadwalader, Wickersham & Taft	New York, NY	437	\$1050.00	\$800.00	\$930.00	\$750.00	\$395.00	\$605.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Carlton Fields	Tampa, FL	272	\$840.00	\$455.00	\$600.00							National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Cole, Schotz, Meisel, Forman & Leonard	Hackensack, NJ	118	\$730.00	\$590.00	\$653.00	\$340.00	\$275.00	\$302.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Connell Foley	Roseland, NJ	129	\$575.00	\$275.00	\$425.00	\$325.00	\$200.00	\$265.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Cooley	Palo Alto, CA	673	\$990.00	\$660.00	\$820.00	\$640.00	\$335.00	\$515.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Covington & Burling	Washington, DC	760	\$890.00	\$605.00	\$780.00	\$565.00	\$320.00	\$415.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Cozen O'Connor	Philadelphia, PA	495	\$1135.00	\$275.00	\$570.00	\$640.00	\$180.00	\$355.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	Curtis, Mallet-Prevost, Colt & Mosle	New York, NY	323	\$860.00	\$730.00	\$800.00	\$785.00	\$345.00	\$480.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Davis Graham & Stubbs	Denver, CO	145	\$635.00	\$315.00	\$435.00	\$350.00	\$200.00	\$255.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Davis Polk & Wardwell	New York, NY	810	\$985.00	\$850.00	\$975.00	\$975.00	\$130.00	\$615.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Debevoise & Plimpton	New York, NY	595	\$1075.00	\$955.00	\$1055.00	\$760.00	\$120.00	\$490.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Dechert	New York, NY	845	\$1095.00	\$670.00	\$900.00	\$735.00	\$395.00	\$530.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Dentons	New York, NY	2503	\$1050.00	\$345.00	\$700.00	\$685.00	\$210.00	\$425.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Dickstein Shapiro	Washington, DC	254	\$1250.00	\$590.00	\$750.00	\$585.00	\$310.00	\$475.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Dinsmore & Shohl	Cincinnati, OH	415	\$850.00	\$250.00	\$411.00	\$365.00	\$160.00	\$238.00	\$360.00	\$150.00	\$615.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	DLA Piper	New York, NY	3962	\$1025.00	\$450.00	\$765.00	\$750.00	\$250.00	\$510.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Dorsey & Whitney	Minneapolis, MN	501	\$585.00	\$340.00	\$435.00	\$510.00	\$215.00	\$315.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	Duane Morris	Philadelphia, PA	613	\$960.00	\$415.00	\$589.00	\$585.00	\$280.00	\$373.00	\$638.00	\$460.00	\$1015.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Edwards Wildman Palmer	Boston, MA	540	\$765.00	\$210.00	\$535.00	\$415.00	\$245.00	\$325.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Faegre Baker Daniels	Minneapolis, MN	673	\$580.00	\$355.00	\$455.00	\$315.00	\$110.00	\$260.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Foley & Lardner	Milwaukee, WI	844	\$860.00	\$405.00	\$600.00	\$470.00	\$210.00	\$335.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Foley Hoag	Boston, MA	221	\$775.00	\$590.00	\$670.00	\$385.00	\$290.00	\$325.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Fox Rothschild	Philadelphia, PA	531	\$750.00	\$335.00	\$530.00	\$500.00	\$245.00	\$310.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Fried, Frank, Harris, Shriver & Jacobson	New York, NY	450	\$1100.00	\$930.00	\$1000.00	\$760.00	\$375.00	\$595.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Frost Brown Todd	Cincinnati, OH	414	\$600.00	\$220.00	\$387.00	\$315.00	\$150.00	\$234.00	\$417.00	\$350.00	\$540.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Gardere Wynne Sewell	Dallas, TX	218	\$775.00	\$430.00	\$635.00	\$330.00	\$290.00	\$303.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Gibbons	Newark, NJ	201	\$865.00	\$440.00	\$560.00	\$475.00	\$295.00	\$360.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	Gibson, Dunn & Crutcher	New York, NY	1154	\$1800.00	\$765.00	\$980.00	\$930.00	\$175.00	\$590.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Gordon Rees Scully Mansukhani	San Diego, CA	478	\$475.00	\$375.00	\$420.00	\$325.00	\$285.00	\$300.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Greenberg Traurig	New York, NY	1690	\$955.00	\$535.00	\$763.00	\$570.00	\$325.00	\$470.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Harris Beach	Rochester, NY	198	\$400.00	\$298.00	\$348.00	\$285.00	\$175.00	\$230.00	\$287.50	\$175.00	\$400.00		National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Harter Secrest & Emery	Rochester, NY	132	\$465.00	\$300.00	\$385.00	\$290.00	\$195.00	\$250.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Haynes and Boone	Dallas, TX	483	\$1020.00	\$450.00	\$670.00	\$580.00	\$310.00	\$405.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Hogan Lovells	Washington, DC	2313	\$1000.00	\$705.00	\$835.00								National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Holland & Hart	Denver, CO	423	\$725.00	\$305.00	\$442.00	\$425.00	\$175.00	\$277.00	\$363.00	\$225.00	\$535.00		National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Holland & Knight	Washington, DC	956	\$1085.00	\$355.00	\$625.00	\$595.00	\$210.00	\$340.00	\$575.00	\$420.00	\$910.00		National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Honigman Miller Schwartz and Cohn	Detroit, MI	231	\$560.00	\$290.00	\$390.00	\$225.00	\$205.00	\$220.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	Hughes Hubbard & Reed	New York, NY	351	\$995.00	\$725.00	\$890.00	\$675.00	\$365.00	\$555.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Husch Blackwell	St. Louis, MO	539	\$785.00	\$250.00	\$449.00	\$440.00	\$190.00	\$275.00	\$418.00	\$240.00	\$625.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Ice Miller	Indianapolis, IN	291	\$530.00	\$335.00	\$450.00	\$305.00	\$245.00	\$270.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Irell & Manella	Los Angeles, CA	166	\$975.00	\$800.00	\$890.00	\$750.00	\$395.00	\$535.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Jackson Kelly	Charleston, WV	179	\$535.00	\$270.00	\$345.00	\$315.00	\$200.00	\$243.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Jackson Lewis	Los Angeles, CA	724	\$440.00	\$310.00	\$380.00	\$315.00	\$275.00	\$290.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Jackson Walker	Dallas, TX	333	\$675.00	\$575.00	\$622.00	\$385.00	\$255.00	\$335.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Jeffer, Mangels, Butler & Mitchell	Los Angeles, CA	125	\$875.00	\$560.00	\$690.00							National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Jenner & Block	Chicago, IL	434	\$925.00	\$565.00	\$745.00	\$550.00	\$380.00	\$465.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Jones Day	New York, NY	2464	\$975.00	\$445.00	\$745.00	\$775.00	\$205.00	\$435.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	Jones Walker	New Orleans, LA	363	\$425.00	\$275.00	\$385.00	\$240.00	\$200.00	\$225.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Kasowitz, Benson, Torres & Friedman	New York, NY	372	\$1195.00	\$600.00	\$835.00	\$625.00	\$200.00	\$340.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Katten Muchin Rosenman	Chicago, IL	612	\$745.00	\$500.00	\$615.00	\$595.00	\$340.00	\$455.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Kaye Scholer	New York, NY	392	\$1250.00	\$725.00	\$860.00	\$795.00	\$370.00	\$597.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Kelley Drye & Warren	New York, NY	293	\$815.00	\$435.00	\$640.00	\$600.00	\$305.00	\$430.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Kilpatrick Townsend & Stockton	Atlanta, GA	561	\$775.00	\$400.00	\$550.00	\$475.00	\$315.00	\$385.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	King & Spalding	Atlanta, GA	874	\$995.00	\$545.00	\$775.00	\$735.00	\$125.00	\$460.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Kirkland & Ellis	Chicago, IL	1554	\$995.00	\$590.00	\$825.00	\$715.00	\$235.00	\$540.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Knobbe Martens Olson & Bear	Irvine, CA	260	\$810.00	\$450.00	\$575.00	\$455.00	\$305.00	\$360.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Kramer Levin Naftalis & Frankel	New York, NY	313	\$1100.00	\$745.00	\$921.00	\$815.00	\$515.00	\$675.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	Lane Powell	Seattle, WA	170	\$675.00	\$375.00	\$516.00	\$425.00	\$260.00	\$331.00	\$477.00	\$300.00	\$650.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Latham & Watkins	New York, NY	2060	\$1110.00	\$895.00	\$990.00	\$725.00	\$465.00	\$605.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Lathrop & Gage	Kansas City, MO	283	\$700.00	\$285.00	\$420.00	\$375.00	\$195.00	\$250.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Lewis Roca Rothgerber	Phoenix, AZ	228	\$695.00	\$380.00	\$505.00	\$525.00	\$205.00	\$400.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Lindquist & Vennum	Minneapolis, MN	178	\$600.00	\$460.00	\$520.00	\$470.00	\$275.00	\$365.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Littler Mendelson	San Francisco, CA	1002	\$615.00	\$395.00	\$550.00	\$420.00	\$245.00	\$290.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Lowenstein Sandler	Roseland, NJ	261	\$990.00	\$600.00	\$765.00	\$650.00	\$300.00	\$450.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Manatt, Phelps & Phillips	Los Angeles, CA	329	\$795.00	\$640.00	\$740.00							National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	McCarter & English	Newark, NJ	371	\$625.00	\$450.00	\$530.00	\$370.00	\$220.00	\$300.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	McDermott Will & Emery	Chicago, IL	1021	\$835.00	\$525.00	\$710.00							National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	McElroy, Deutsch, Mulvaney & Carpenter	Morristown, NJ	274	\$560.00	\$325.00	\$445.00	\$335.00	\$200.00	\$295.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	McGuireWoods	Richmond, VA	931	\$725.00	\$450.00	\$595.00	\$525.00	\$285.00	\$360.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	McKenna Long & Aldridge	Atlanta, GA	518	\$650.00	\$480.00	\$530.00	\$425.00	\$375.00	\$395.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Michael, Best & Friedrich	Milwaukee, WI	189	\$650.00	\$235.00	\$445.00	\$425.00	\$200.00	\$283.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Miles & Stockbridge	Baltimore, MD	226	\$740.00	\$340.00	\$478.00	\$425.00	\$230.00	\$290.00	\$419.00	\$225.00	\$695.00		National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Moore & Van Allen	Charlotte, NC	274	\$870.00	\$315.00	\$490.00	\$430.00	\$190.00	\$280.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Morgan, Lewis & Bockius	Philadelphia, PA	1363	\$765.00	\$430.00	\$620.00	\$585.00	\$270.00	\$390.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Morris, Manning & Martin	Atlanta, GA	148	\$575.00	\$400.00	\$480.00								National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Morrison & Foerster	San Francisco, CA	1020	\$1195.00	\$595.00	\$865.00	\$725.00	\$230.00	\$525.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Nelson Mullins	Columbia, SC	466	\$800.00	\$250.00	\$444.00	\$395.00	\$215.00	\$271.00	\$376.00	\$195.00	\$600.00		National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	Nixon Peabody	Boston, MA	584	\$850.00	\$295.00	\$520.00	\$550.00	\$180.00	\$300.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Norris McLaughlin & Marcus	Bridgewater, NJ	128	\$505.00	\$485.00	\$495.00	\$365.00	\$185.00	\$275.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Norton Rose Fulbright	Houston, TX	3537	\$900.00	\$525.00	\$775.00	\$515.00	\$300.00	\$400.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Nossaman	Los Angeles, CA	148	\$800.00	\$370.00	\$579.00	\$490.00	\$255.00	\$340.00	\$495.00	\$440.00	\$550.00		National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Nutter McClennen & Fish	Boston, MA	146	\$715.00	\$470.00	\$575.00	\$460.00	\$295.00	\$375.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Ogletree Deakins	Atlanta, GA	668	\$650.00	\$250.00	\$360.00	\$365.00	\$200.00	\$260.00	\$315.00	\$230.00	\$555.00		National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	O'Melveny & Myers	Los Angeles, CA	721	\$950.00	\$615.00	\$715.00								National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Orrick Herrington & Sutcliffe	New York, NY	954	\$1095.00	\$715.00	\$845.00	\$375.00	\$710.00	\$560.00	\$735.00	\$685.00	\$850.00		National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Parker Poe Adams & Bernstein	Charlotte, NC	185	\$500.00	\$425.00	\$450.00								National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Paul Hastings	New York, NY	889	\$900.00	\$750.00	\$815.00	\$755.00	\$335.00	\$540.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	Paul, Weiss, Rifkind, Wharton & Garrison	New York, NY	854	\$1120.00	\$760.00	\$1040.00	\$735.00	\$595.00	\$678.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Pepper Hamilton	Philadelphia, PA	510	\$950.00	\$465.00	\$645.00	\$525.00	\$280.00	\$390.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Perkins Coie	Seattle, WA	861	\$1000.00	\$330.00	\$615.00	\$610.00	\$215.00	\$425.00	\$635.00	\$280.00	\$800.00		National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Pillsbury Winthrop Shaw Pittman	Washington, DC	591	\$1070.00	\$615.00	\$865.00	\$860.00	\$375.00	\$520.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Polsinelli	Kansas City, MO	616	\$775.00	\$325.00	\$435.00	\$350.00	\$235.00	\$279.00	\$376.00	\$300.00	\$450.00		National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Proskauer Rose	New York, NY	712	\$950.00	\$725.00	\$880.00	\$675.00	\$295.00	\$465.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Quarles & Brady	Milwaukee, WI	422	\$625.00	\$425.00	\$519.00	\$600.00	\$210.00	\$335.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Quinn Emanuel Urquhart & Sullivan	New York, NY	673	\$1075.00	\$810.00	\$915.00	\$675.00	\$320.00	\$410.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Reed Smith	Pittsburgh, PA	1555	\$890.00	\$605.00	\$737.00	\$530.00	\$295.00	\$420.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Richards, Layton & Finger	Wilmington, DE	124	\$800.00	\$600.00	\$678.00	\$465.00	\$350.00	\$414.00					National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	Riker Danzig Scherer Hyland & Perretti	Morristown, NJ	146	\$495.00	\$430.00	\$455.00	\$295.00	\$210.00	\$250.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Robinson & Cole	Hartford, CT	201	\$700.00	\$295.00	\$500.00	\$445.00	\$215.00	\$300.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Rutan & Tucker	Costa Mesa, CA	147	\$675.00	\$345.00	\$490.00	\$500.00	\$230.00	\$320.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Saul Ewing	Philadelphia, PA	240	\$875.00	\$375.00	\$546.00	\$590.00	\$225.00	\$344.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Schiff Hardin	Chicago, IL	317				\$415.00	\$250.00	\$333.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Sedgwick	San Francisco, CA	342	\$615.00	\$305.00	\$425.00	\$475.00	\$250.00	\$325.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Seward & Kissel	New York, NY	143	\$850.00	\$625.00	\$735.00	\$600.00	\$290.00	\$400.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Seyfarth Shaw	Chicago, IL	779	\$860.00	\$375.00	\$610.00	\$505.00	\$225.00	\$365.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Sheppard Mullin Richter & Hampton	Los Angeles, CA	549	\$875.00	\$490.00	\$685.00	\$535.00	\$275.00	\$415.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Shumaker Loop & Kendrick	Toledo, OH	224	\$595.00	\$305.00	\$413.00	\$330.00	\$160.00	\$256.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



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2014	Shutts & Bowen	Miami, FL	230	\$660.00	\$250.00	\$430.00	\$345.00	\$195.00	\$260.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Skadden, Arps, Slate, Meagher & Flom	New York, NY	1664	\$1150.00	\$845.00	\$1035.00	\$845.00	\$340.00	\$620.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Snell & Wilmer	Phoenix, AZ	411	\$845.00	\$325.00	\$525.00	\$470.00	\$180.00	\$280.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Spilman Thomas & Battle	Charleston, WV	131							\$280.00	\$215.00	\$350.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Squire Patton Boggs			\$950.00	\$350.00	\$655.00	\$530.00	\$250.00	\$355.00				National Law Journal, December 2014	Location data not available due to merger in 2014. Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Sterne, Kessler, Goldstein & Fox	Washington, DC	122	\$795.00	\$450.00	\$577.00	\$470.00	\$265.00	\$346.00	\$483.57	\$450.00	\$520.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Stevens & Lee	Reading, PA	154	\$800.00	\$525.00	\$625.00							National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Stoel Rives	Portland, OR	365	\$800.00	\$300.00	\$492.00	\$465.00	\$205.00	\$287.00	\$312.00	\$280.00	\$510.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Strasburger & Price	Dallas, TX	217	\$690.00	\$290.00	\$435.00	\$365.00	\$210.00	\$270.00	\$475.00	\$300.00	\$690.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Stroock & Stroock & Lavan	New York, NY	285	\$1125.00	\$675.00	\$960.00	\$840.00	\$350.00	\$549.00	\$979.00	\$745.00	\$1095.00	National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



2014 NLJ Billing Survey

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2014	Taft Stettinius & Hollister	Cincinnati, OH	357	\$535.00	\$285.00	\$415.00	\$475.00	\$200.00	\$285.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Thompson & Knight	Dallas, TX	290	\$740.00	\$425.00	\$535.00	\$610.00	\$240.00	\$370.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Thompson Coburn	St. Louis, MO	317	\$510.00	\$330.00	\$440.00	\$350.00	\$220.00	\$270.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Troutman Sanders	Atlanta, GA	567	\$975.00	\$400.00	\$620.00	\$570.00	\$245.00	\$340.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Ulmer & Berne	Cleveland, OH	178	\$415.00	\$315.00	\$380.00							National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Varnum	Grand Rapids, MI	133	\$465.00	\$290.00	\$390.00							National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Venable	Washington, DC	533	\$1075.00	\$470.00	\$660.00	\$575.00	\$295.00	\$430.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Vinson & Elkins	Houston, TX	650	\$770.00	\$475.00	\$600.00	\$565.00	\$275.00	\$390.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Waller Lansden Dortch & Davis	Nashville, TN	178	\$600.00	\$350.00	\$460.00	\$335.00	\$190.00	\$245.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Weil, Gotshal & Manges	New York, NY	1157	\$1075.00	\$625.00	\$930.00	\$790.00	\$300.00	\$600.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report



2014 NLJ Billing Survey

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2014	White & Case	New York, NY	1895	\$1050.00	\$700.00	\$875.00	\$1050.00	\$220.00	\$525.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Wiley Rein	Washington, DC	277	\$950.00	\$550.00	\$665.00	\$535.00	\$320.00	\$445.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Williams Mullen	Richmond, VA	233	\$410.00	\$360.00	\$385.00	\$350.00	\$260.00	\$295.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Willkie Farr & Gallagher	New York, NY	526	\$1090.00	\$790.00	\$950.00	\$790.00	\$350.00	\$580.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Wilmer Cutler Pickering Hale and Dorr	Washington, DC	988	\$1250.00	\$735.00	\$905.00	\$695.00	\$75.00	\$290.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Winston & Strawn	Chicago, IL	822	\$995.00	\$650.00	\$800.00	\$590.00	\$425.00	\$520.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Wolff & Samson	West Orange, NJ	125	\$450.00	\$325.00	\$400.00	\$450.00	\$225.00	\$340.00				National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Womble Carlyle Sandridge & Rice	Winston-Salem, NC	492	\$640.00	\$470.00	\$554.00							National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014	Wyatt Tarrant & Combs	Louisville, KY	202	\$500.00	\$280.00	\$418.00							National Law Journal, December 2014	Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report

2014 Associate Class Billing Survey

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CERTIFICATE OF SERVICE

I hereby certify that on February 27, 2017, I electronically filed the foregoing with the Clerk of the Court using the CM/ECF system which will send notification of such filing to the e-mail addresses denoted on the Electronic Mail Notice List and I hereby certify that I have mailed the foregoing document or paper via the United States Postal Service to the non-CM/ECF participants indicated on the Electronic Mail Notice List.

I certify under penalty of perjury under the laws of the United States of America that the foregoing is true and correct. Executed on February 27, 2017.

s/ Timothy G. Blood

TIMOTHY G. BLOOD

BLOOD HURST & O'REARDON, LLP
701 B Street, Suite 1700
San Diego, CA 92101
Telephone: 619/338-1100
619/338-1101 (fax)
tblood@bholaw.com

BLOOD HURST & O'REARDON, LLP