

1967

# Revenue and expenses of accounting firms, triennial survey 1967; Management of an accounting practice bulletin, MAP 14d

Raymond JJ. Lipay

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A MANAGEMENT OF AN ACCOUNTING PRACTICE BULLETIN

MAP 14d

REVENUE  
AND EXPENSES  
OF  
ACCOUNTING  
FIRMS

TRIENNIAL SURVEY 1967

Staff Bulletin Published by the  
American Institute of Certified Public Accountants, Inc.

## **NOTICE TO READERS**

This bulletin is a publication of the staff of the American Institute of Certified Public Accountants and is not to be regarded as an official pronouncement of the Institute. It was prepared by Raymond J. Lipay, research assistant, technical services.

**MAP 14d**

**REVENUE  
AND EXPENSES  
OF  
ACCOUNTING  
FIRMS**

**TRIENNIAL SURVEY 1967**

**AMERICAN  
INSTITUTE  
OF CPAs**

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## **INTRODUCTION**

THE DUAL AND INTERRELATED purpose in publishing MAP No. 14, "Basic Financial Reporting for Accounting Firms", was to provide practitioners with a uniform chart of accounts which could be used to improve the operation of their individual practices and to establish a base for the collection of comparable statistics for the benefit of the entire profession.

The results of the earlier surveys on income and expenses of accounting firms were published as MAP Bulletins No. 14a through 14c on an annual basis. However, it was decided in 1964 that a survey every three years would be more practical.

This 1967 survey is a continuation of a long-term professional statistical gathering program regarding revenue and expenses of accounting firms which permits the reader to compare his income and expenses with composite figures of responding firms of similar size, according to region and size of metropolitan area. The replies to the questionnaire have been tabulated and are presented in the accompanying exhibits.

The bulletin is published for the information and assistance of members of the Institute and others interested in the subject.

## **METHODOLOGY**

A MAILING of approximately 14,000 questionnaires was made to each firm and individual practitioner's office represented in the Institute. Firms which had more than one office were requested to complete the questionnaire only for the office to which the questionnaire was addressed. The survey was conducted on a completely anonymous basis.

There were 2,181 replies of which 2,002 were usable in entirety. The balance (179) were not usable because a significant amount of the detailed information requested was not given.

All usable replies were transferred to punched cards at the Institute. The replies were then tabulated by an independent service bureau.

The ratio of responses to the questionnaire was only approximately 16 per cent. It is hoped that there will be greater participation on the part of the membership with each succeeding survey.

In the interest of uniformity of understanding, the following explanations are provided:

## **MEDIAN**

THE "MEDIAN" is the middle figure in a list in point of size. Thus, if there are 25 items there will be 12 equal to or higher than the median and 12 equal to or lower. The median of a group is con-

sidered more useful than an arithmetic mean ("average") because it is not unduly affected by extremely high or extremely low items. Therefore, in using a median, it is possible for a series of figures not to total 100 per cent.

## **INCOME FROM PROFESSIONAL SERVICES**

- Auditing—Includes audits in which an opinion is qualified or in which a disclaimer is issued.
- Taxes —Includes tax returns, tax examinations, tax assessment appeals and estate planning.
- Management services—Includes systems installations, investigations, cost analyses and other consulting and management services.
- Other accounting services—Includes preparation of nonaudited statements and write-ups.

## **SALARIES AND OUTSIDE SERVICES**

- Salaries professional staff—Includes salaries of accounting staff only.
- Salaries other—Includes stenographers, typists, and other indirect salaries.
- Outside services—Includes consultation with other firms, work performed by others of both a professional and non-professional nature relating to engagements, professional referral fee costs, and cost of data processing.

*Note:* Salaries, other than for partners or proprietor, include all salaries, wages, commissions, bonuses, profit sharing, overtime; in general, all items of direct compensation for services, including provisions for vacations, sick benefits, separation pay, military leave pay, holiday pay, etc.

## **NET INCOME**

IT SHOULD BE NOTED that MAP No. 14 recommends that partners' salaries be deducted in the Income Statement of an accounting firm. For tabulating purposes, however, partners' or proprietor's salaries are not deducted from gross income in any of the following exhibits.

## **STATES INCLUDED IN VARIOUS REGIONS**

- |                        |  |
|------------------------|--|
| <b>NEW ENGLAND</b>     | —Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont.  |
| <b>MIDDLE ATLANTIC</b> | —Delaware, District of Columbia, Maryland, New Jersey, New York, Pennsylvania, West Virginia.                                |
| <b>SOUTHEAST</b>       | —Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia. |
| <b>CENTRAL</b>         | —Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Ohio, Wisconsin.  |
| <b>NORTHWEST</b>       | —Colorado, Idaho, Kansas, Montana, Nebraska, North Dakota, South Dakota, Utah, Wyoming.                                      |
| <b>SOUTHWEST</b>       | —Arizona, New Mexico, Oklahoma, Texas.   |
| <b>FAR WEST</b>        | —Alaska, California, Hawaii, Nevada, Oregon, Washington.   |

## **INCOME AND EXPENSES OF ACCOUNTING FIRMS**

IN REPLY TO THE QUESTION OF whether the chart of accounts of the respondents generally conformed to the recommendations made in MAP Bulletin No. 14, 1,311 or 65 per cent indicated that it did. However, an exception was noted in that only 673 of the 1,311 respondents followed the recommended practice of charging partners' salaries in the statement of income.

Size of firm (office) is determined by the number of partners and professional staff as follows:

Individual — Sole practitioner

Small — 2-15 partners and professional staff

Medium — 16-35 partners and professional staff

Large — Over 35 partners and professional staff

The breakdown by size of firm (office) of the respondents is as follows:

	<b>Figure I</b>		
	1967	1964	1963
Individual	499	402	410
Small	1,324	1,294	1,353
Medium	127	92	95
Large	52	35	36
	<u><u>2,002</u></u>	<u><u>1,823</u></u>	<u><u>1,894</u></u>

The breakdown by region of the respondents is as follows:

	<b>Figure II</b>		
	1967	1964	1963
New England	99	90	90
Middle Atlantic	391	374	413
Southeast	339	329	293
Central	397	353	389
Northwest	137	133	132
Southwest	221	191	217
Far West	418	353	360
	<u><u>2,002</u></u>	<u><u>1,823</u></u>	<u><u>1,894</u></u>

The breakdown by size of metropolitan area is as follows:

	<b>Figure III</b>		
	1967	1964	1963
Under— 25,000	309	281	297
25,000— 50,000	199	198	178
50,000—100,000	192	214	201
100,000—500,000	445	370	421
Over—500,000	857	760	797
	<u><u>2,002</u></u>	<u><u>1,823</u></u>	<u><u>1,894</u></u>

**Exhibit I**  
**Percentages of Firms With**  
**Various Gross Income**  
 $(\text{all services})$

<i>Individual</i>	<i>Amount</i>	<i>Total</i>			1963
		1967	1964	1963	
Less than \$ 12,000	11.6%	.2%	—%	—%	4.2%
12,000 — 18,000	20.0	.7	—	—	8.3
18,000 — 25,000	25.4	2.9	—	—	10.6
25,000 — 50,000	35.1	20.5	—	—	26.0
50,000 — 100,000	6.0	36.7	.9	—	26.2
100,000 — 250,000	1.9	35.3	15.7	—	18.1
250,000 — 500,000	—	3.6	64.6	3.9	4.4
Over — 500,000	—	.1	18.8	96.1	2.2
					100%
					100%
					100%

**Per Cent of Gross Income by Type of Professional Services†**  
 (regional basis)

**Exhibit II**

<i>Region</i>	<i>Individual</i>	<i>Small</i>		<i>Medium</i>		<i>Large</i>			
		<i>Auditing</i>	<i>Taxes</i>	<i>Management Services</i>	<i>Other</i>	<i>Auditing</i>	<i>Taxes</i>	<i>Management Services</i>	<i>Other</i>
NEW ENGLAND									
Auditing	38%			48%				* %	
Taxes	31			21				*	
Management Services	10			12				*	
Other	21			10				*	
MIDDLE ATLANTIC									
Auditing	35			50				69	
Taxes	25			20				24	
Management Services	13			10				10	
Other	25			20				13	
SOUTHEAST									
Auditing	21			30				51	
Taxes	30			30				26	
Management Services	10			10				10	
Other	36			23				10	
CENTRAL									
Auditing	22			33				32	
Taxes	25			25				26	
Management Services				13				10	
Other				38				27	
								12	

† The figures in this Exhibit are medians. See page 7 for explanation.

\* Insufficient number of replies for separate classification.

## Exhibit II (continued)

Per Cent of Gross Income by Type of Professional Services†  
(regional basis)

<i>Region</i>	<i>Individual</i>	<i>Small</i>	<i>Medium</i>	<i>Large</i>
<u>NORTHWEST</u>				
Auditing	13%	24%	30%	* %
Taxes	30	32	37	*
Management Services	12	09	08	*
Other	40	23	15	*
<u>SOUTHWEST</u>				
Auditing	22	20	48	*
Taxes	40	33	29	*
Management Services	10	10	07	*
Other	30	30	09	*
<u>FAR WEST</u>				
Auditing	20	20	40	63
Taxes	27	25	29	20
Management Services	10	10	10	12
Other	49	35	16	06
<u>NATIONWIDE</u>				
	<u>1967</u>	<u>1964</u>	<u>1963</u>	<u>1967</u>
	<u>22%</u>	<u>20%</u>	<u>30%</u>	<u>44%</u>
Auditing	30	20	25	25
Taxes	30	03	05	05
Management Services	12	34	35	07
Other	36	23	20	09
				<u>51%</u>
				<u>28</u>
				<u>25</u>
				<u>05</u>
				<u>07</u>
				<u>01</u>
				<u>06</u>
				<u>03</u>
				<u>01</u>
				<u>63%</u>
				<u>20</u>
				<u>20</u>
				<u>12</u>
				<u>06</u>
				<u>07</u>
				<u>08</u>
				<u>01</u>
				<u>60%</u>
				<u>20</u>
				<u>20</u>
				<u>08</u>
				<u>01</u>
				<u>65%</u>
				<u>20</u>
				<u>20</u>
				<u>08</u>
				<u>01</u>

† The figures in this Exhibit are medians. See page 7 for explanation.

\* Insufficient number of replies for separate classification.

**Exhibit III**  
**Total Salary, Operating Expenses and Net Income Percentages†**  
 (nationwide basis)

	<i>Individual</i>			<i>Small</i>			<i>Medium</i>			<i>Large</i>		
	<i>1967</i>	<i>1964</i>	<i>1963</i>	<i>1967</i>	<i>1964</i>	<i>1963</i>	<i>1967</i>	<i>1964</i>	<i>1963</i>	<i>1967</i>	<i>1964</i>	<i>1963</i>
	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>
Gross Income												
Total Staff Salaries and Outside Services	18%	11%	12%	30%	31%	31%	37%	40%	41%	50%	49%	50%
Gross Profit	82%	89%	88%	70%	69%	69%	63%	60%	59%	50%	51%	50%
Operating Expenses	24%	27%	24%	20%	20%	21%	18%	18%	18%	20%	19%	18%
Net Income	58%	62%	64%	50%	49%	48%	45%	42%	41%	30%	32%	32%

† The figures in this Exhibit are medians. See page 7 for explanation.

**Exhibit IV**  
**Staff Salaries and Outside Services**  
**As a Percentage of Gross Income†**  
 (regional basis)

<i>Region</i>	<i>Individual</i>			<i>Medium</i>			<i>Large</i>			
	<i>Small</i>	<i>Medium</i>	<i>Large</i>		<i>Small</i>	<i>Medium</i>		<i>Small</i>	<i>Medium</i>	<i>Large</i>
NEW ENGLAND										
Professional Staff	—%	21%	*	*	*	*	*	*	*	*
Other Staff	—	08	*	*	*	*	*	*	*	*
Outside Services	—	—	—	—	—	—	—	—	—	—
MIDDLE ATLANTIC										
Professional Staff	—	23	30	42						
Other Staff	—	07	06	06						
Outside Services	—	—	01	—						
SOUTHEAST										
Professional Staff	—	22	25	33						
Other Staff	10	08	07	06						
Outside Services	—	—	—	—						
CENTRAL										
Professional Staff	—	—	23	30						
Other Staff	15	08	06	06						
Outside Services	—	—	—	—						

<u>Region</u>	<u>Individual</u>	<u>Small</u>	<u>Medium</u>	<u>Large</u>						
NORTHEAST				*%						
Professional Staff	-%	22%	30%	*						
Other Staff	14	10	06	*						
Outside Services	-	-	-	*						
SOUTHWEST				*						
Professional Staff	-	19	20	*						
Other Staff	12	07	07	*						
Outside Services	-	-	-	*						
FAR WEST										
Professional Staff	-	21	31	43						
Other Staff	14	09	07	07						
Other	-	-	-	01						
NATIONWIDE	1967 -%	1964 -%	1963 22%	1963 21%	1967 30%	1964 32%	1963 31%	1967 42%	1964 41%	1963 41%
Professional Staff	14	04	10	08	08	08	07	06	08	06
Other Staff	-	-	02	-	-	-	01	-	01	-
Outside Services	-	-	-	-	-	-	-	-	-	-

<sup>†</sup> The figures in this Exhibit are medians. See page 7 for explanation.

\* Insufficient number of replies for separate classification.

**Exhibit V**  
**Operating Expenses as a Percentage of Gross Income<sup>†</sup>**  
 (nationwide basis)

<i>Operating Expenses</i>	<i>Individual</i>	<i>Small</i>	<i>Medium</i>	<i>Large</i>
	—%	—%	.3%	.5%
Contributions	1.0	1.2	1.1	.9
Equipment Expense				
Firm Relations	1.1	1.0	.7	1.3
Insurance	.9	.5	.4	.5
Occupancy and Maintenance	5.0	4.8	4.2	4.0
Other Operating Expense	1.7	1.0	1.0	2.7
Postage and Express	.6	.5	.3	.2
Professional Development	.7	.5	.5	.9
Professional Membership Expense				
Provision for Doubtful Accounts	—	—	—	—
Publications	1.4	.9	.6	.4
Stationery, Printing and Supplies	2.1	2.0	1.7	1.1
Taxes—Other	.4	.2	.3	.3
Taxes—Payroll	1.0	1.3	1.6	1.7
Telephone and Telegraph	1.7	1.3	1.0	0.8
Travel and Subsistence	4.0	2.7	1.7	1.1
Welfare and Group Benefits	—	—	1.0	1.1

<sup>†</sup> The figures in this Exhibit are medians. See page 7 for explanation.

## Exhibit VI

### **Net Income Before Partners' Salaries, Drawings, and Federal Income Tax<sup>†</sup>**

(regional basis)

Region	<i>Individual</i>		<i>Small</i>		<i>Medium</i>		<i>Large</i>	
	\$14,000	\$31,000	\$190,000	\$199,000	Over \$199,000	Over 199,000	Over 199,000	Over 199,000
New England	15,000	37,000	177,000	199,000	Over 199,000	Over 199,000	Over 199,000	Over 199,000
Middle Atlantic	12,000	40,000	141,000	199,000	Over 199,000	Over 199,000	Over 199,000	Over 199,000
Southeast	16,000	37,000	154,000	199,000	Over 199,000	Over 199,000	Over 199,000	Over 199,000
Central	13,000	38,000	140,500	199,000	Over 199,000	Over 199,000	Over 199,000	Over 199,000
Northwest	12,000	34,000	135,000	199,000	Over 199,000	Over 199,000	Over 199,000	Over 199,000
Southwest	12,000	36,000	143,000	199,000	Over 199,000	Over 199,000	Over 199,000	Over 199,000
Far West								
Nationwide	1967	1964	1963	1967	1963	1967	1963	1967
	1967	1964	1963	1967	1963	1967	1963	1967
	13,000	11,000	11,000	37,000	30,000	29,000	143,000	123,000
							122,000	199,000
							199,000	199,000
							199,000	199,000
<i>Median Number</i>								
Partners					1	2	5	8
Professional Staff					—	3	14	54
Other					—	—	5	17

† The figures in this Exhibit are medians. See page 7 for explanation.

Insufficient number of replies for separate classification.

Net Income by Number of Partners  
Before Partners' Salaries, Drawings, and Federal Income Tax  
(small firms)

<u>Region</u>	<u>Low</u>	<u>High</u>	<u>Median</u>
NEW ENGLAND			
Number of Partners			
1	\$ 6,000	\$ 60,000	\$22,000
2	3,000	86,000	38,000
3	39,000	70,000	45,000
4	80,000	104,000	88,500
5	*	*	*
Over 5	*	*	*
MIDDLE ATLANTIC			
Number of Partners			
1	\$ 5,000	\$ 56,000	\$ 20,000
2	3,000	101,000	37,000
3	32,000	137,000	62,000
4	64,000	159,000	100,000
5	72,000	117,000	89,000
Over 5	104,000	208,000	127,000

<i>Region</i>	<i>Low</i>	<i>High</i>	<i>Median</i>
<b>SOUTHEAST</b>			
<i>Number of Partners</i>			
1	\$ 7,000	\$ 62,000	\$ 19,000
2	9,000	80,000	36,000
3	32,000	94,000	59,000
4	30,000	239,000	71,500
5	76,000	110,000	86,000
Over 5	95,000	213,000	184,000
<b>CENTRAL</b>			
<i>Number of Partners</i>			
1	\$ 5,000	\$ 69,000	\$ 20,000
2	4,000	113,000	39,000
3	16,000	170,000	64,000
4	40,000	179,000	89,000
5	127,000	149,000	131,500
Over 5	162,000	172,000	167,000
<b>NORTHWEST</b>			
<i>Number of Partners</i>			
1	\$ 7,000	\$ 31,000	\$ 20,500
2	13,000	119,000	35,000
3	25,000	110,000	60,000
4	50,000	128,000	69,000
5	74,000	214,000	85,000
Over 5	*	*	*

\* Insufficient number of replies for separate classification.

**Net Income by Number of Partners  
Before Partners' Salaries, Drawings, and Federal Income Tax**  
(small firms)

<i>Region</i>	<i>Number of Partners</i>	<i>Low</i>	<i>High</i>	<i>Median</i>
<b>SOUTHWEST</b>				
	1	\$ 8,000	\$ 38,000	\$ 19,000
	2	10,000	73,000	36,000
	3	29,000	148,000	54,000
	4	66,000	140,000	70,000
	5	46,000	133,000	94,000
	Over 5	128,000	156,000	137,000
<b>FAR WEST</b>				
	1	\$ 5,000	\$ 67,000	\$ 20,000
	2	11,000	200,000	36,000
	3	30,000	121,000	68,000
	4	49,000	132,000	75,000
	5	66,000	155,000	101,000
	Over 5	100,000	177,000	122,000

Exhibit VII (continued)

Net Income by Number of Partners  
Before Partners' Salaries, Drawings, and Federal Income Tax  
(medium firms)

Region	Low		High		<i>Median</i>
	<i>Low</i>	<i>High</i>	<i>Low</i>	<i>High</i>	
<b>NEW ENGLAND</b>					
Number of Partners					
1	*	*	*	*	*
2	*	*	*	*	*
3	*	*	*	*	*
4	\$115,000	\$255,000	\$115,000	\$255,000	\$190,000
5	*	*	*	*	*
6	*	*	*	*	*
7	*	*	*	*	*
8	*	*	*	*	*
Over 8	*	*	*	*	*
<b>MIDDLE ATLANTIC</b>					
Number of Partners					
1	*	*	*	*	*
2	*	*	*	*	*
3	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000	\$108,000
4	*	*	*	*	*
5	91,000	173,000	91,000	173,000	171,000
6	120,000	289,000	120,000	289,000	177,000
7	72,000	237,000	72,000	237,000	219,000
8	161,000	318,000	161,000	318,000	210,000
Over 8	*	*	*	*	*

\* Insufficient number of replies for separate classification.

Net Income by Number of Partners  
Before Partners' Salaries, Drawings, and Federal Income Tax  
(medium firms)

<u>Region</u>	<u>Low</u>		<u>High</u>		<u>Median</u>
	<i>Number of Partners</i>				
<b>SOUTHEAST</b>					
1	*	*	*	*	*
2	*	*	*	*	*
3	*	*	*	*	*
4	\$ 60,000	85,000	164,000	197,000	\$145,000
5			*		109,000
6			*		*
7	*	*	*	*	*
8	175,000	216,000	267,000	188,000	176,000
Over 8					235,500
<b>CENTRAL</b>					
1	*	*	*	*	*
2	*	*	*	*	*
3	*	*	*	*	*
4	*	*	*	*	*
5	\$120,000	82,000	122,000	262,000	\$149,500
6				239,000	150,000
7				314,000	162,000
8				344,000	311,000
Over 8				*	*

Exhibit VIII (continued)

<u>Region</u>	<u>Low</u>	<u>High</u>	<u>Median</u>
NORTHWEST			
Number of Partners			
1	*		
2	*		
3	*		
4	*		
5	*		
6	*		
7	*		
8	*		
Over 8	*		
SOUTHWEST			
Number of Partners			
1	*		
2	*		
3	*		
4	*		
5	\$135,000	\$212,000	\$176,000
6	108,000	162,000	145,000
7	*	*	*
8	*	*	*
Over 8	*	*	*

\* Insufficient number of replies for separate classification.

Net Income by Number of Partners  
Before Partners' Salaries, Drawings, and Federal Income Tax  
(medium firms)

Region	Number of Partners	<i>Median</i>	
		<i>Low</i>	<i>High</i>
FAR WEST	1	*	*
	2	*	*
	3	\$ 74,000	\$133,000
	4	34,000	229,000
	5	74,000	215,000
	6	*	*
	7	*	*
	8	*	*
	Over 8	*	*

\* Insufficient number of replies for separate classification.

**Exhibit IX**

**Net Income Before Partners' Salaries,  
Drawings, and Federal Income Tax<sup>†</sup>**  
(by region and size of metropolitan area)

Region	Size of Metropolitan Area	Individual		Small	Medium	Large
		\$15,000	\$14,000	\$115,000	\$	\$
NEW ENGLAND	Under- 25,000	9,000	24,000	*	*	*
	25,000- 50,000	10,500	26,500	*	*	*
	50,000-100,000	11,000	33,000	255,000	*	*
	100,000-500,000	17,000	45,500	190,000	Over 199,000	Over 199,000
	Over-500,000					
				*	*	*
MIDDLE ATLANTIC	Under- 25,000	13,000	31,000	*	*	*
	25,000- 50,000	17,000	23,000	*	*	*
	50,000-100,000	15,500	40,500	*	*	*
	100,000-500,000	14,000	32,000	174,000	*	*
	Over-500,000	14,500	42,000	187,000	Over 199,000	Over 199,000
SOUTHEAST	Under- 25,000	12,000	29,500	141,000	*	*
	25,000- 50,000	8,000	48,000	114,500	*	*
	50,000-100,000	11,500	34,000	164,000	*	*
	100,000-500,000	12,500	45,000	175,500	Over 199,000	Over 199,000
	Over-500,000	11,000	40,000	130,000	Over 199,000	Over 199,000

<sup>†</sup> The figures in this Exhibit are medians. See page 7 for explanation.

\* Insufficient number of replies for separate classification.

**Net Income Before Partners' Salaries,  
Drawings, and Federal Income Tax†  
(by region and size of metropolitan area)**

<i>Region</i>	<i>Size of Metropolitan Area</i>	<i>Individual</i>		<i>Medium</i> \$ 97,000	<i>Large</i> \$ *
		<i>Under</i> \$14,000	<i>\$34,500</i>		
CENTRAL	Under— 25,000	19,000	31,000	210,000	*
	25,000— 50,000	16,000	62,000	152,000	*
	50,000—100,000	19,500	37,000	154,000	*
	100,000—500,000	15,000	39,000	154,000	Over 199,000
	Over—500,000				
NORTHWEST	Under— 25,000	13,000	34,000	50,000	*
	25,000— 50,000	11,000	33,500	116,000	*
	50,000—100,000	15,000	50,000	80,000	*
	100,000—500,000	12,000	39,500	181,000	Over 199,000
	Over—500,000	13,000	39,000	96,000	Over 199,000

**Exhibit IX (continued)**

Region	<i>Size of Metropolitan Area</i>	<i>Individual</i>	<i>Small</i>	<i>Medium</i>	<i>Large</i>
			\$30,000	\$ 65,000	\$
SOUTHWEST	Under— 25,000	\$11,000	\$30,000	*	*
	25,000— 50,000	12,000	37,000	*	*
	50,000—100,000	21,000	21,500	*	*
	100,000—500,000	13,000	36,000	145,000	*
	Over—500,000	12,000	32,000	119,500	Over 199,000
FAR WEST	Under— 25,000	14,000	22,500	*	*
	25,000— 50,000	10,000	30,000	66,500	*
	50,000—100,000	17,000	45,000	122,000	*
	100,000—500,000	13,500	39,000	184,000	*
	Over—500,000	11,000	39,000	150,500	Over 199,000

† The figures in this Exhibit are medians. See page 7 for explanation.

\* Insufficient number of replies for separate classification.

Exhibit X

Usual Billing Rates Per Hour  
(by class of staff)

Billing Rate	Juniors (0-2 years)		Semi-senior (3-4 years)		Seniors (+5 years)	
	No.	%	No.	%	No.	%
Less than \$4						
4-6	26	1.9	—	—	—	—
6-8	326	23.2	27	2.0	7	.5
8-10	554	39.5	248	18.4	38	2.6
10-12	352	25.1	425	31.6	210	14.2
12-14	117	8.3	394	29.3	388	26.3
14-16	21	1.5	164	12.2	297	20.1
16-18	6	.4	69	5.0	336	22.8
18-20	1	.1	10	.7	78	5.3
Over 22	—	—	8	.6	91	6.2
	—	—	2	.2	31	2.0
	<b>1,403</b>	<b>100%</b>	<b>1,347</b>	<b>100%</b>	<b>1,476</b>	<b>100%</b>

**Exhibit XI**  
**Usual Percentage of Employee Annual Base Salary  
 Recovered in Daily Billing Rates**

Percentage	<i>Individual</i>		<i>Small</i>		<i>Medium</i>		<i>Large</i>	
	No.	%	No.	%	No.	%	No.	%
.5	18	6.6	17	1.4	—	—	—	—
.6	13	4.7	40	3.2	—	—	—	—
.7	19	6.9	114	9.2	7	5.6	1	2.0
.8	42	15.3	241	19.5	24	19.0	4	7.8
.9	29	10.6	185	15.0	22	17.5	3	5.9
1.0	63	23.0	309	25.0	36	28.6	21	41.1
1.1	27	9.9	119	9.6	14	11.1	18	35.3
1.2	20	7.3	92	7.4	13	10.3	2	3.9
1.3	10	3.6	49	4.0	4	3.2	1	2.0
1.4	8	2.9	15	1.2	1	.8	—	—
1.5	5	1.8	18	1.5	3	2.4	—	—
Over 1.5	20	7.4	37	3.0	2	1.5	1	2.0
					<u>126</u>	<u>100%</u>	<u>51</u>	<u>100%</u>
					<u>1,236</u>	<u>==</u>		

**Average Billings  
Per Person Per Year**  
(by size of firm)

<i>Amount</i>	<i>Individual</i>		
	<i>Small</i>	<i>Medium</i>	<i>Large</i>
Less than \$10,000	114	143	—
10,000– 12,000	94	240	18
12,000– 13,000	39	176	15
13,000– 14,000	27	140	14
14,000– 15,000	29	158	21
15,000– 16,000	27	135	12
16,000– 17,000	21	68	18
17,000– 18,000	24	82	11
Over 18,000	97	167	18
			<u>127</u>
			<u>1,309</u>
			<u>472</u>
			<u>51</u>

**Exhibit XIII**  
**Hourly Billing Rates For Partners**  
 (by size of firm)

Billing Rate	Individual		Small		Medium		Large		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
\$10-\$15	355	69.6	649	49.5	32	25.2	1	1.8	1,037	51.8
16- 20	109	21.4	408	31.1	46	36.2	3	5.5	566	28.4
21- 25	35	6.9	180	13.7	29	22.8	14	25.5	258	12.9
26- 30	6	1.2	49	3.7	11	8.7	7	12.7	73	3.6
31- 35	1	.1	11	.8	6	4.7	6	10.9	24	1.2
36- 40	2	.4	7	.5	3	2.4	5	9.1	17	.8
41- 45	-	-	1	.2	-	-	4	7.3	5	.2
46- 50	2	.4	5	.5	-	-	15	27.2	22	1.1
	<b>510</b>	<b>100%</b>	<b>1,310</b>	<b>100%</b>	<b>127</b>	<b>100%</b>	<b>55</b>	<b>100%</b>	<b>2,002</b>	<b>100%</b>