

2004 National PCPS / TSCPA Management of an Accounting Practice Survey

Report prepared for: Texas Society of CPAs

THE FOLLOWING REPORT CONTAINS PRIVATE AND CONFIDENTIAL INFORMATION. IT INCLUDES ALL OF YOUR FIRM'S RESPONSES TO THE 2004 PCPS / TSCPA NATIONAL MANAGEMENT OF AN ACCOUNTING PRACTICE SURVEY. PLEASE HANDLE ACCORDINGLY.

SECTION I

SUMMARY GRAPHS

Definitions:

We have assigned you the following peer groups for benchmarking. We have attempted to group of practices of comparable size, so that the performance benchmarks will be more meaningful. For more targeted benchmarks, please consider visiting the online reports.

All TX	All Texas firms responding to the survey
Small TX	All Texas firms with less than \$300,000 in net client fees
Medium TX	All Texas firms with \$300,000-\$999,999 in net client fees
Large TX	All Texas firms with \$1,000,000 or more in net client fees

As defined herein, "Large" refers to firms with more than \$1 million in revenue, "Medium" to firms with \$300,000 to \$1 million in revenue, and "Small" to firms with less than \$300,000 in revenue.

Caveats

- Graphs may be stretched or condensed. Each report has been automatically prepared, so optimal scaling was not always possible. Actual numbers will be provided in the following tables.
- In certain cases, respondents did not provide internally consistent answers, provided "out of range" responses, or entered answers that suggested that the question had been misunderstood. In such cases, we endeavored to revise answers to reflect our best understanding of the respondent's intentions. Thus, you may observe some changes to your response as entered.
- "Net remaining Per Owner" as shown in the report may not always exactly match firm revenues less expenses, due to input and interpretation issues.

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REPORT CARD

Below, you'll find a distilled listing of some of key results of the 2004 PCPS / TSCPA National MAP Survey. Additional detail and background about these results are included in the body of this report.

Key Financial Performance Statistics

Revenues	All TX	Small TX	Medium TX	Large TX
Gross Fees	1,399,633	163,023	565,421	3,217,028
Write-Ups/Downs	-111,560	-2,186	-16,595	-290,189
Other Income	8,201	467	6,293	16,773
Total Income	1,296,274	161,303	555,120	2,943,612
Expenses (% of Net Client Fees)				
Prof'l Salaries	24.0%	8.0%	18.4%	25.7%
Other Salaries	9.3%	10.5%	9.7%	9.2%
Benefits	3.3%	1.0%	2.8%	3.5%
Rent / Occupancy	5.7%	7.0%	7.1%	5.4%
Technology	1.7%	2.4%	2.4%	1.6%
Other Expenses	19.3%	21.7%	21.6%	18.8%
Total Expenses	63.4%	50.7%	62.0%	64.3%
Net Remaining (NR)				
Total	479,471	79,785	215,086	1,062,447
NR / Owner (\$)	182,529	70,143	126,470	223,706
NR / Owner-Hr (\$)	84.56	35.34	57.19	99.08

Proportion of Fees	All TX	Small TX	Medium TX	Large TX
Audit & Attest	13%	6%	13%	21%
Compilations	12%	14%	14%	8%
Consulting	8%	10%	5%	7%
Tax	50%	51%	53%	48%
Write-Up	11%	13%	11%	9%
Other	6%	6%	4%	7%

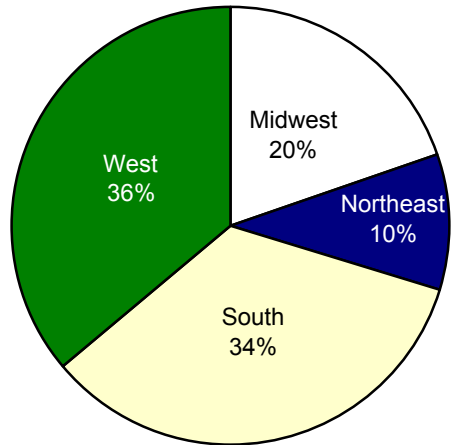
Key Staffing Performance Statistics Per FT Professional

		All TX	Small TX	Medium TX	Large TX
Comp. Hours	Owner	2,159	1,985	2,211	2,258
	Director	2,061	1,656	1,963	2,143
	Manager	2,098	2,053	2,143	2,088
	Sr. Associate	2,081	1,500	2,040	2,102
	Associate	2,011	1,784	2,007	2,023
Chargeable Hours	Owner	1,208	1,190	1,221	1,212
	Director	1,391	1,226	1,318	1,442
	Manager	1,404	956	1,472	1,407
	Sr. Associate	1,503	1,000	1,409	1,535
	Associate	1,365	930	1,161	1,444
Gross Comp.	Owner	148,568	76,051	130,211	228,699
	Director	66,230	36,501	58,035	72,779
	Manager	56,229	39,667	50,172	58,563
	Sr. Associate	46,404	13,000	40,807	48,400
	Associate	38,044	26,599	36,641	39,046
Billing Rate	Owner	152	113	149	186
	Director	115	64	102	125
	Manager	103	68	89	108
	Sr. Associate	85	50	79	87
	Associate	75	70	69	77
Charge-ability %	Owner	56%	60%	55%	54%
	Director	68%	74%	67%	67%
	Manager	67%	47%	69%	67%
	Sr. Associate	72%	67%	69%	73%
	Associate	68%	52%	58%	71%

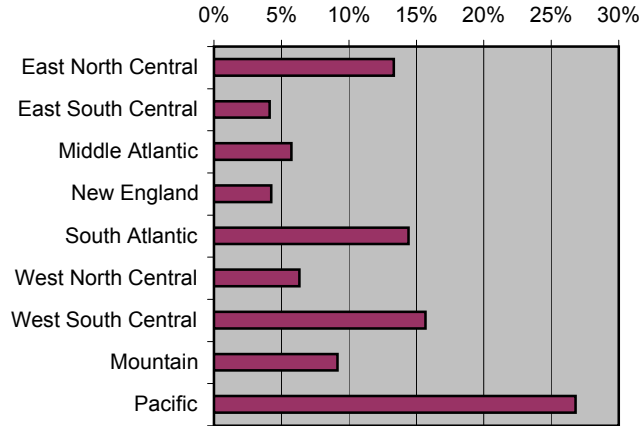
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 SELECTED DEMOGRAPHICS -- NATIONAL

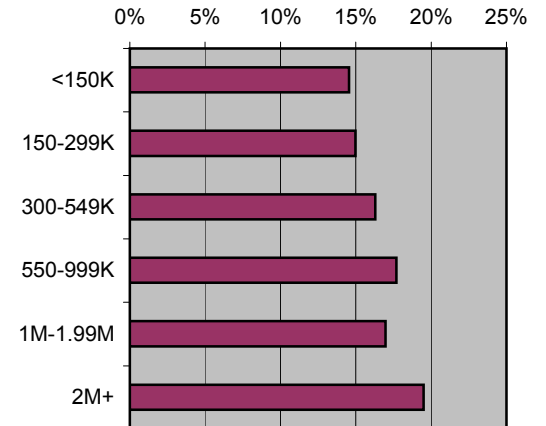
Region:



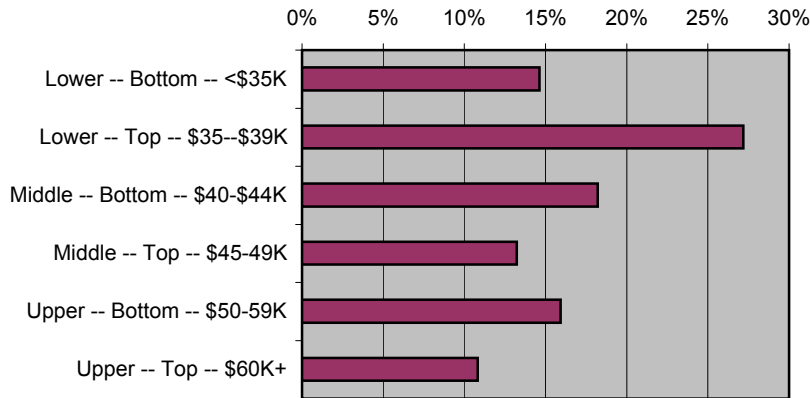
Subregion:



Firm Size (Net Client Fees)



Average Household Income in Firm's Area (By 3-Digit Zip)



What is Average Household Income? (AHI)

AHI is a measure developed by the U.S. Department of the Census that divides all income earned within a given area by the total number of households therein. We have assigned each firm an AHI based on zip codes provided (by taking the first three digits of the zip, to smooth data). We provide AHI data to enable benchmarks against firms with comparable cost of living indicators. For example, a firm in Manhattan may be more comparable to firms in other areas such as San Francisco. A firm in Enid, Oklahoma may compare themselves to other rural communities that have with low costs of living -- providing them with valuable benchmarks even though few firms in their immediate vicinity may have completed the survey.

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SELECTED DEMOGRAPHICS -- NATIONAL (continued)

Firm Type:	
Sole practitioner	31.6%
Single-office firm	57.5%
Unified multi-office	8.3%
Small reg. firm office	2.0%
Reg./nat. firm office	0.6%
Big 4' office	0.0%

Firm Tenure (Yrs)	
<1	0.6%
1 to 5	12.2%
6 to 10	11.8%
11 to 20	29.8%
21+	45.6%

Fiscal Yr End Date	
1/03-8/03	1.0%
9/03-11/03	4.4%
12/03	86.2%
1/04-3/04	1.5%
4/04-9/04	6.9%

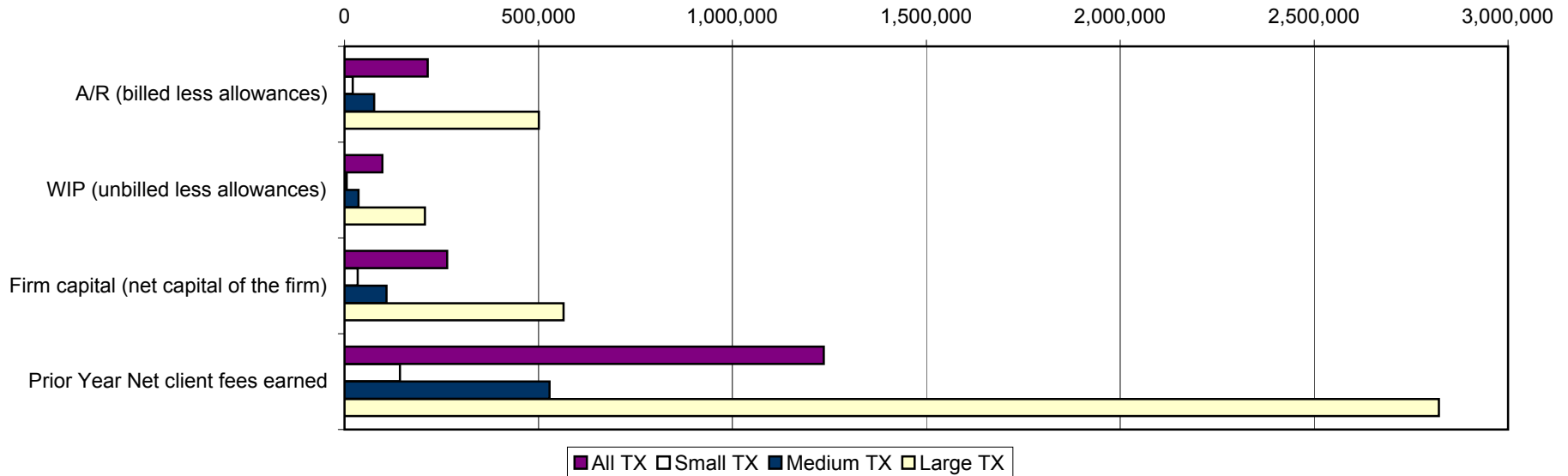
Change in Net Fees	
Increase 50+%	4.3%
Increase 30-49%	3.7%
Increase 20-29%	6.1%
Increase 10-19%	17.8%
Increase 6-9%	16.4%
Increase 1-5%	21.6%
No change	10.4%
Decrease 1-5%	10.9%
Decrease 6-9%	3.9%
Decrease 10+%	3.7%

Reason for Increase (where applicable)

Inc. by merger -- acquisition	11.9%
General business growth	71.7%
Other reason	16.4%

SELECTED FINANCIALS -- Comparable Firms

Introduction to the financial graph section

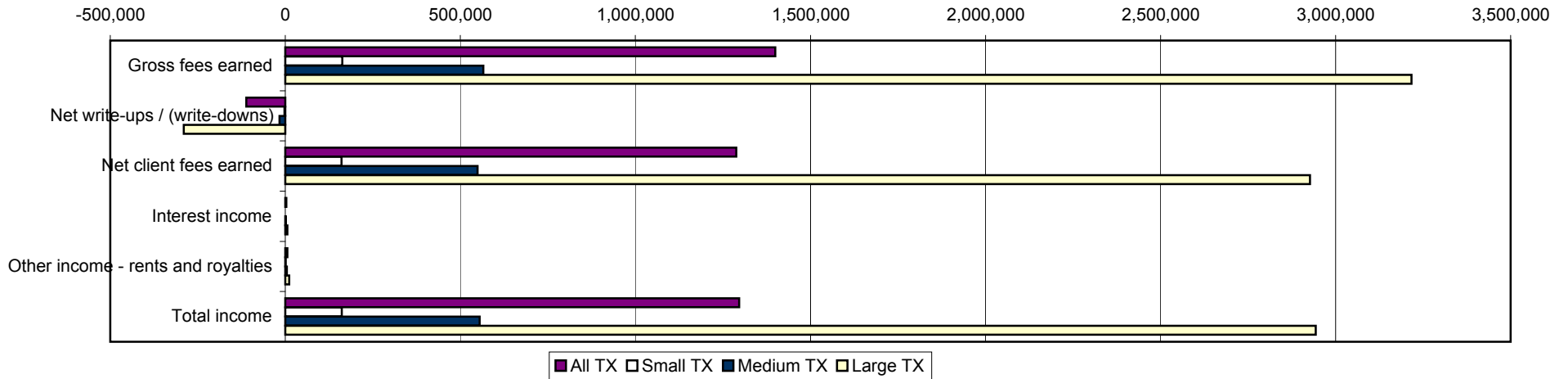


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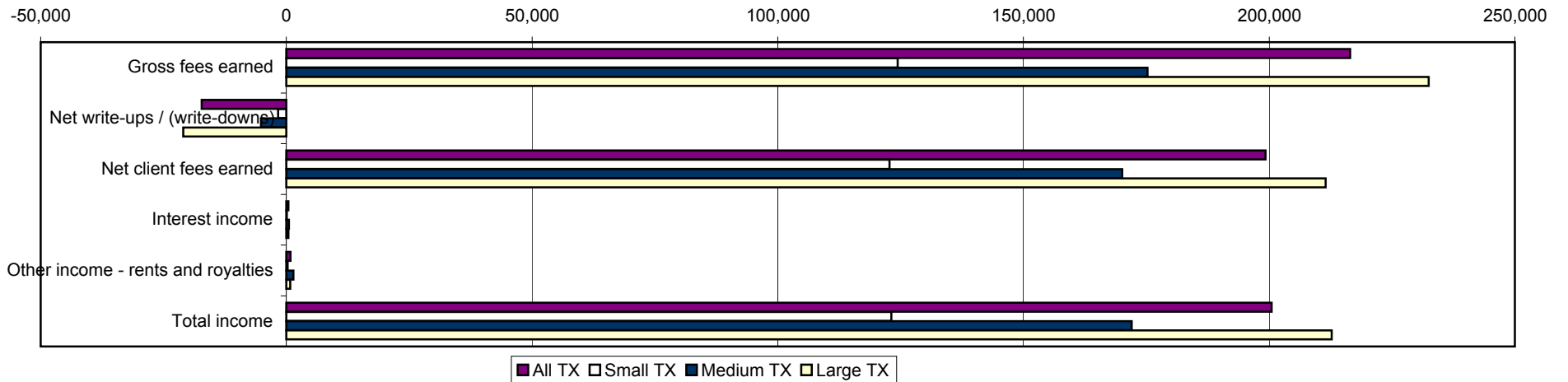
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FINANCIAL STATUS -- INCOME

Unadjusted

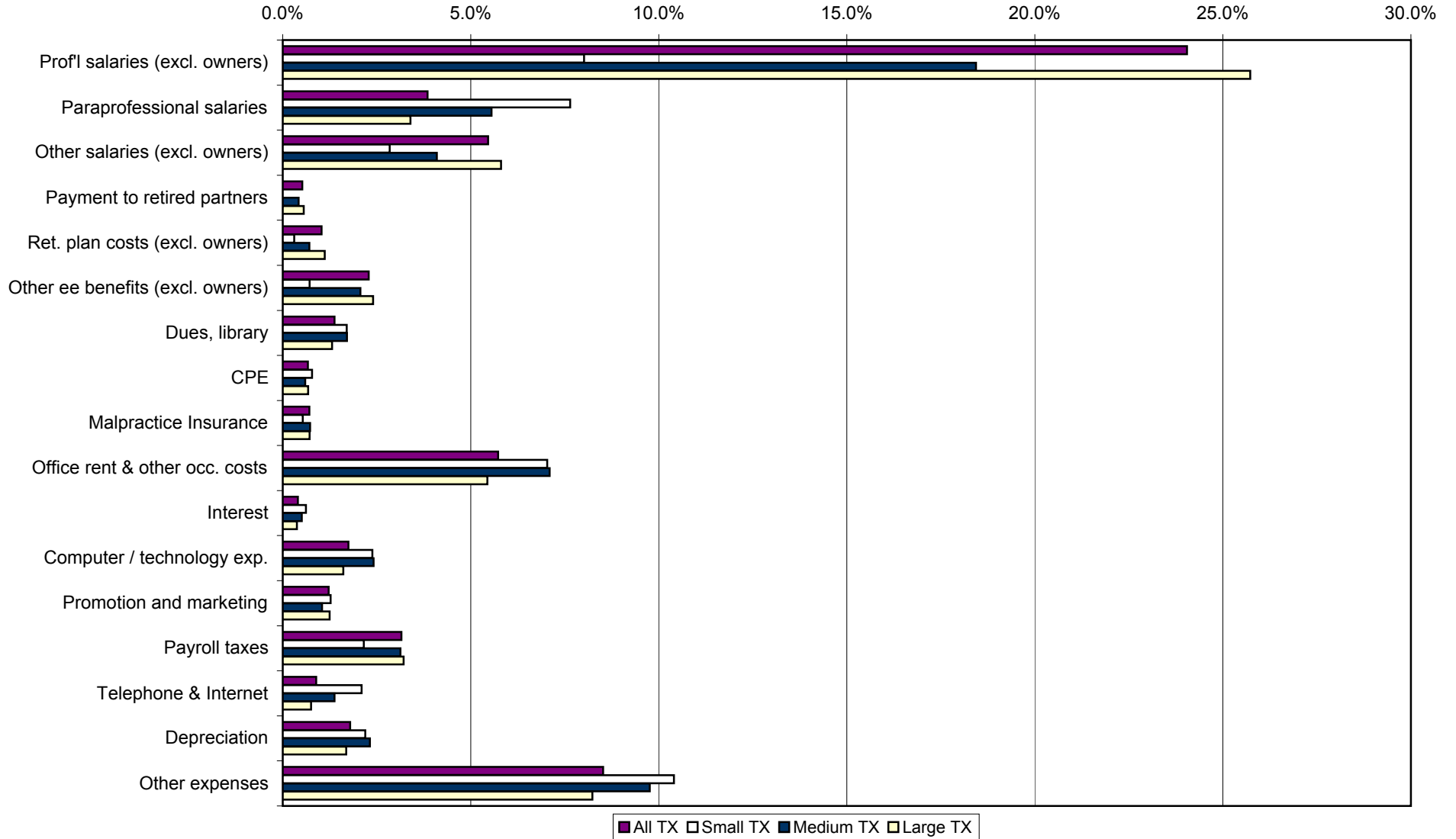


Income Statistics Per Professional



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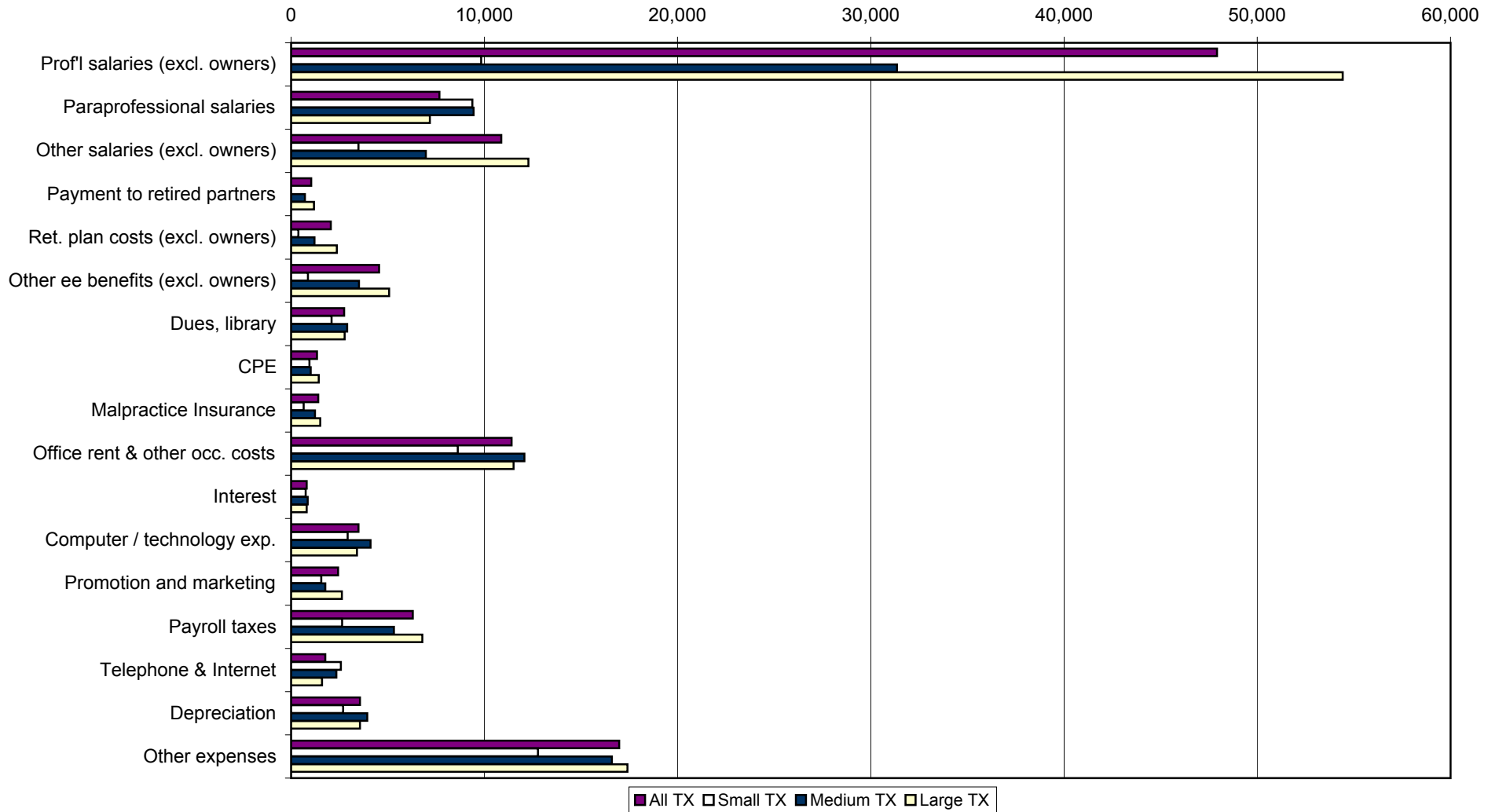
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FINANCIAL STATISTICS -- EXPENSES AS A % OF NET CLIENT FEES



* Note: Expenses are shown instead of raw dollars; they are expected to be more useful in this way as many scale proportionately with client fees

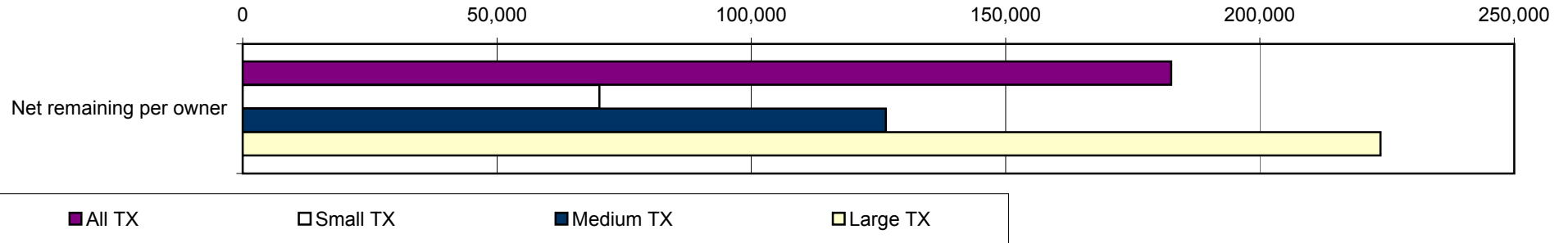
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FINANCIAL STATISTICS -- EXPENSES PER PROFESSIONAL

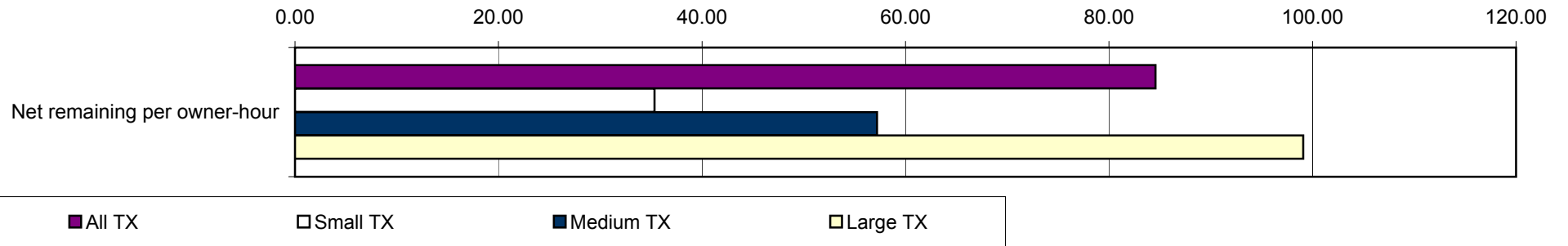


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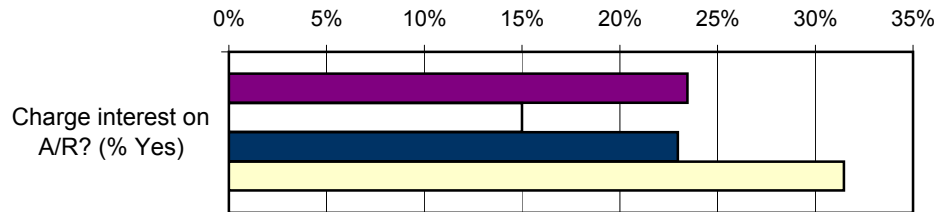
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FINANCIAL STATISTICS -- NET REMAINING PER OWNER



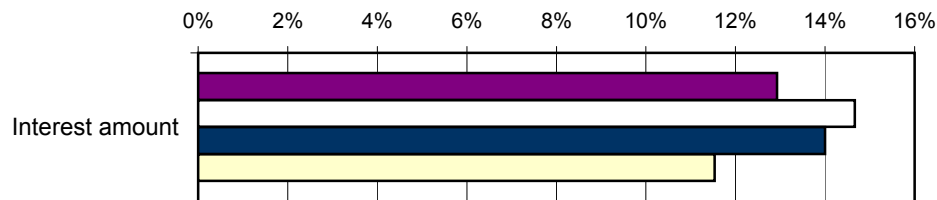
FINANCIAL STATISTICS -- NET REMAINING PER OWNER-HOUR



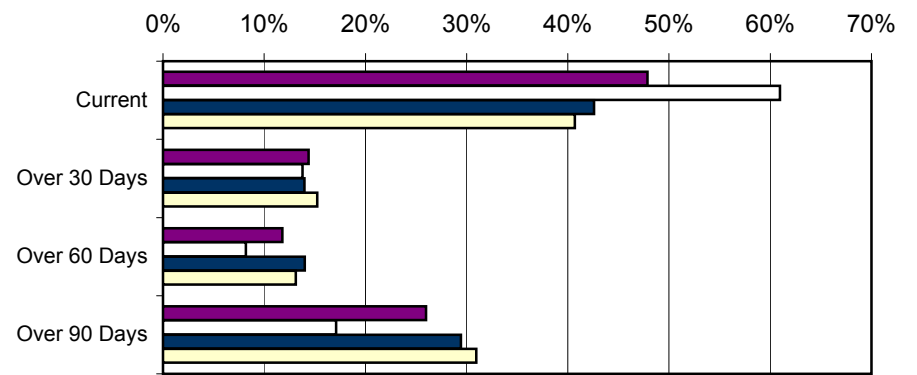
Charge Interest on A/R? (% Yes)



Average Interest Charged



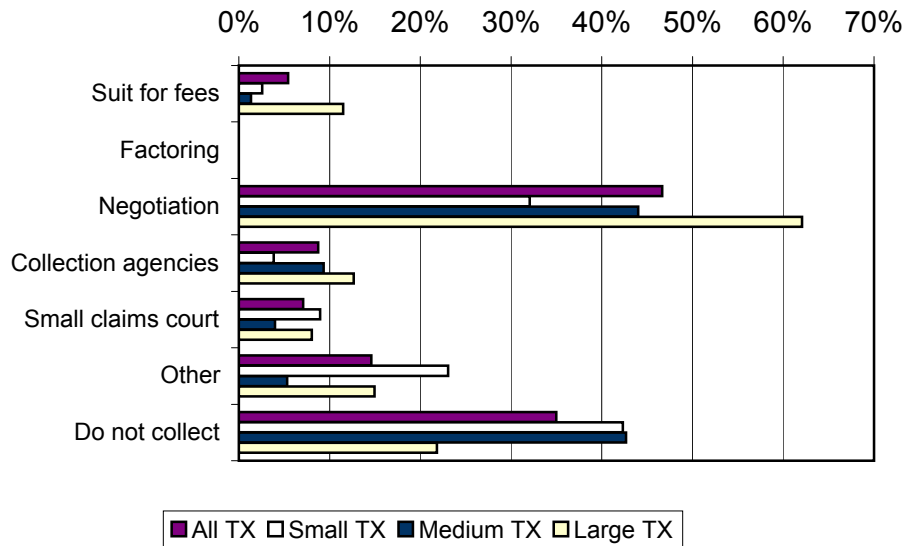
Accounts Receivable Aging



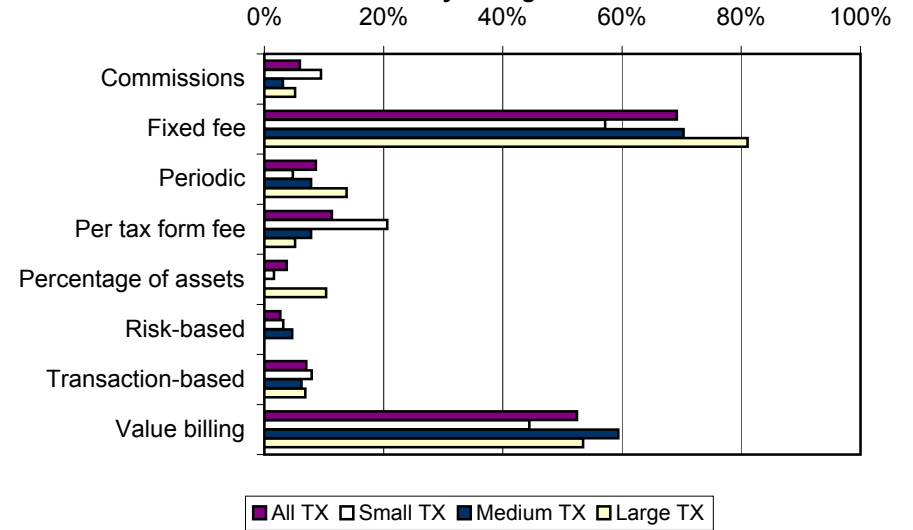
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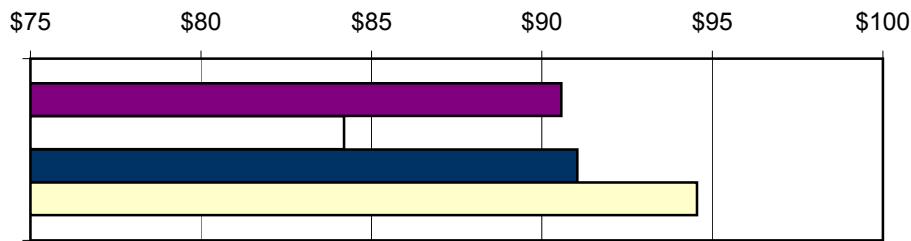
How handle collection of delinquent fees?



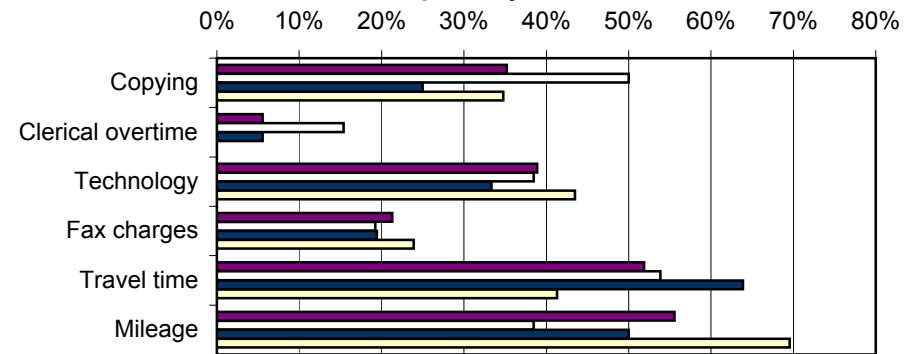
Non-Hourly Billing Methods Used



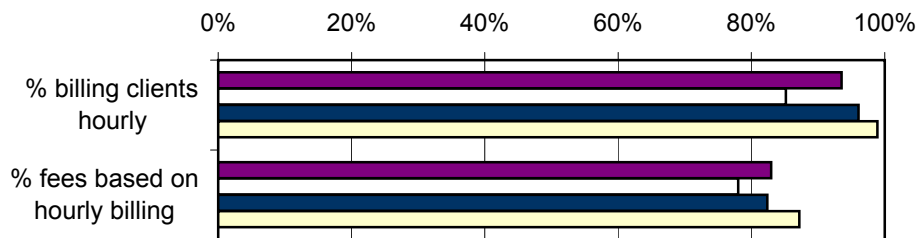
Est. Billing Rate For Prof'l Making \$50K



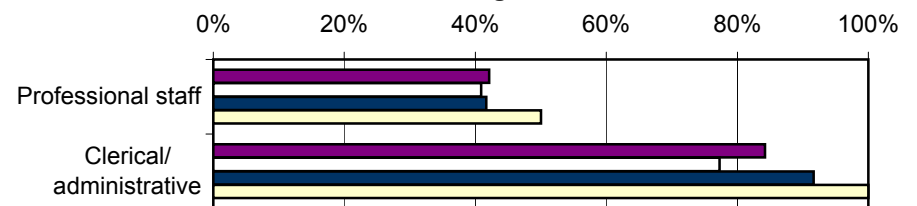
Bill Separately For...



Hourly Billing -- Percent Using And % of Fees for Users

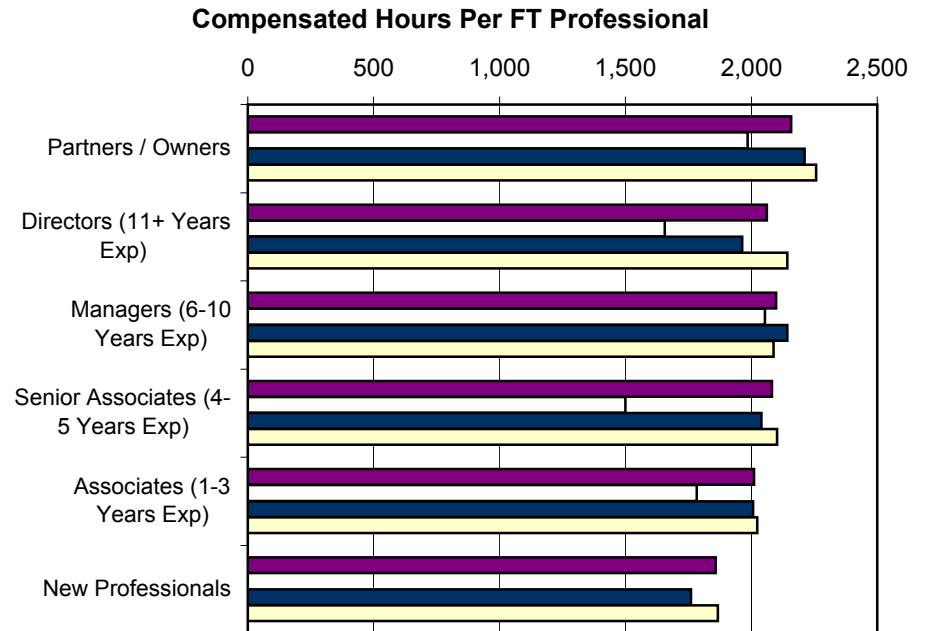
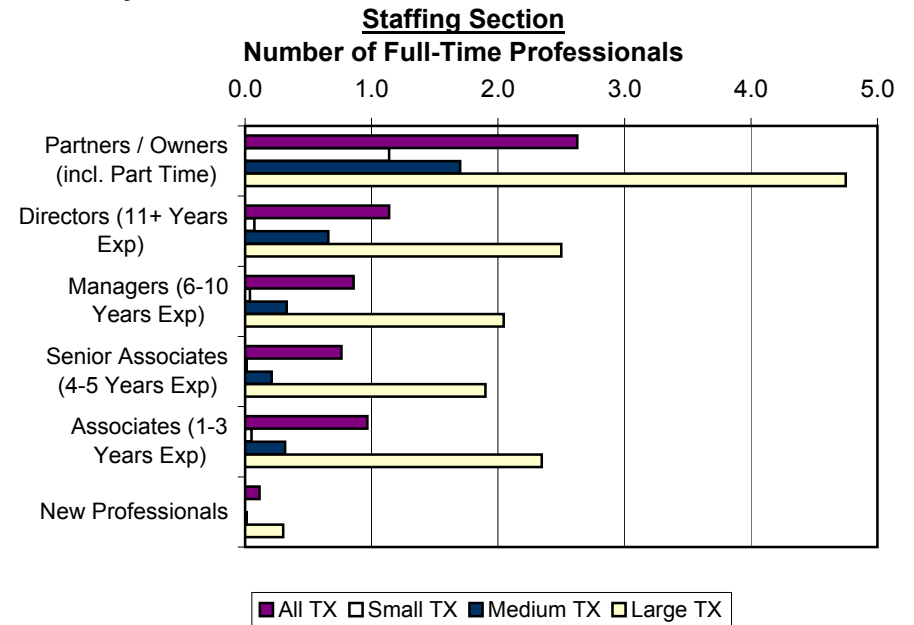
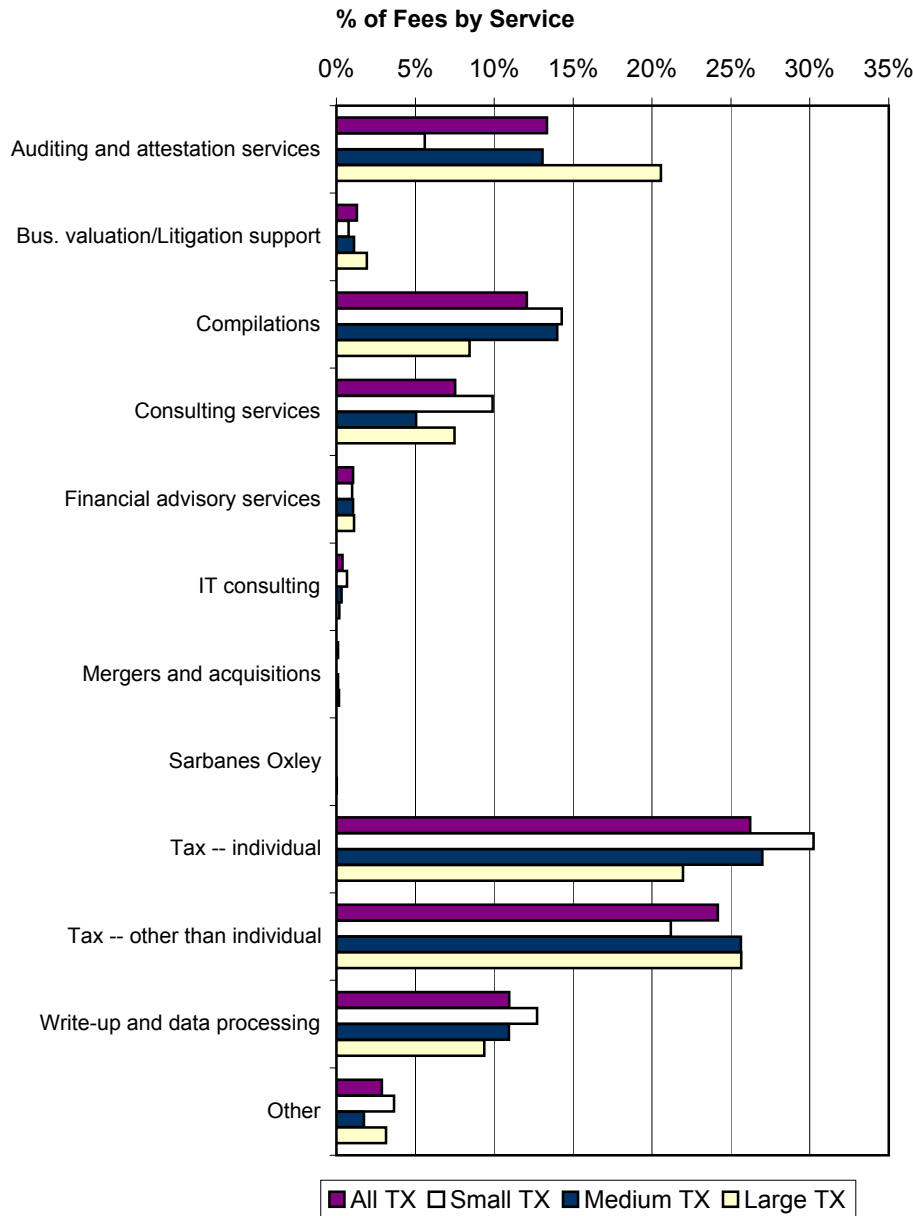


Use Standard Billing Rates for...



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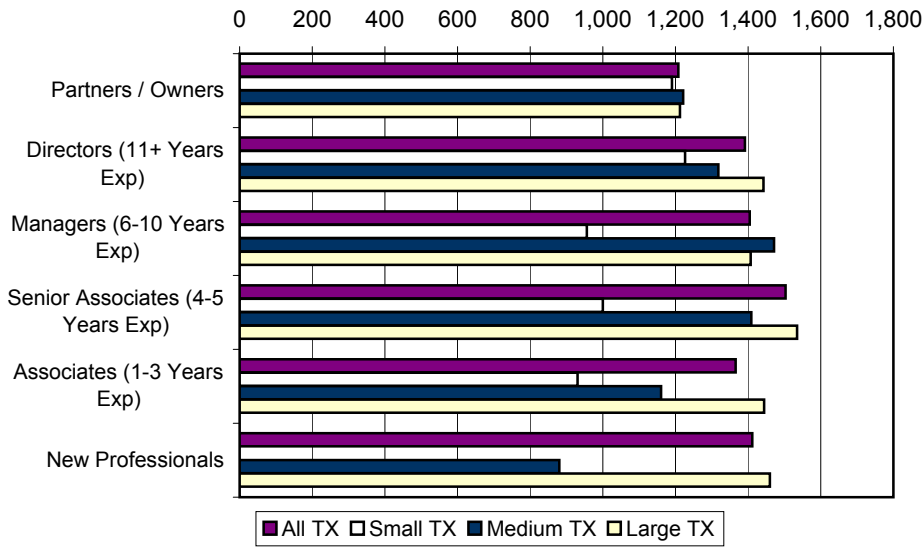
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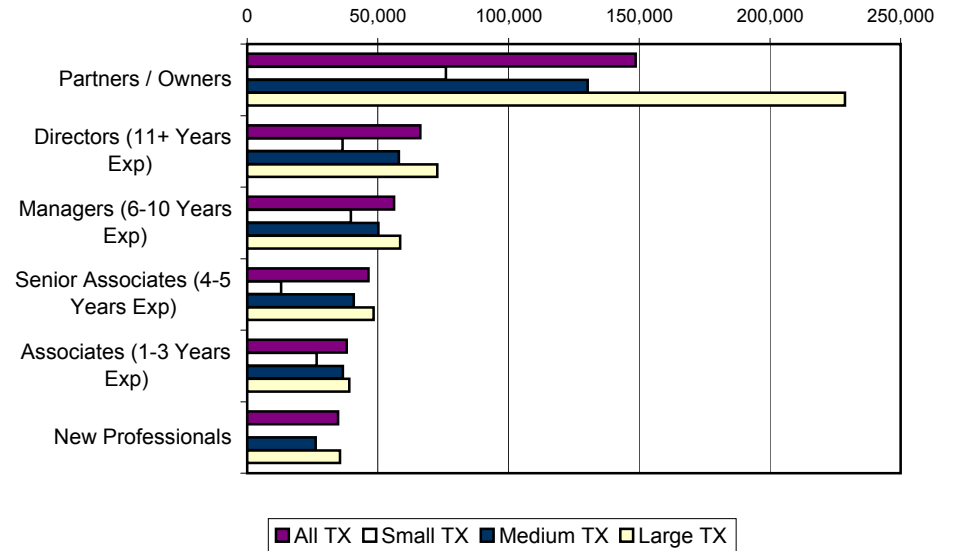
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Staffing Section (continued)

Chargeable Hours Per Full-Time Professional



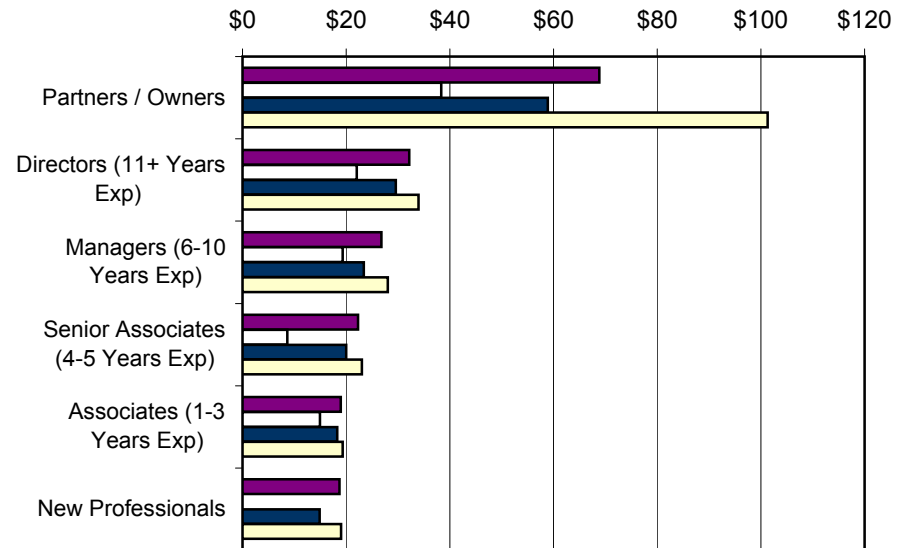
Compensation Per FT Professional



Average Billing Rate



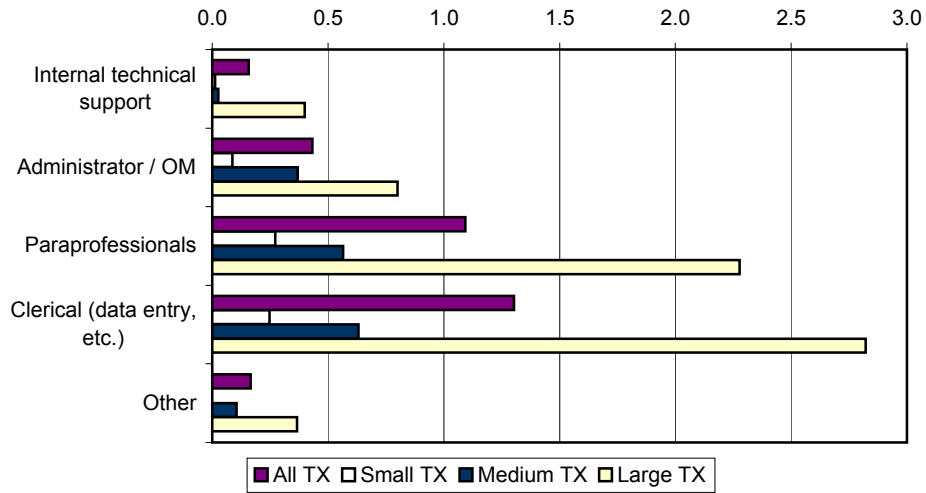
Average Compensation per Compensated Hour



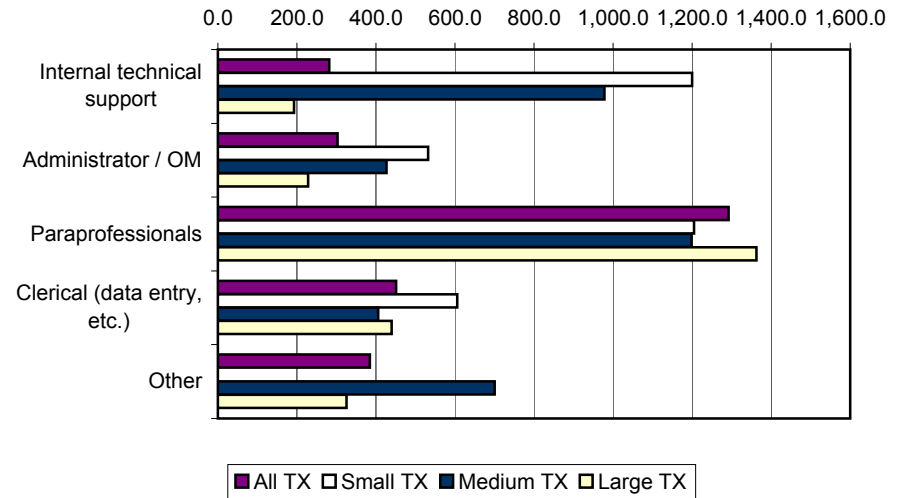
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Staffing Section (continued)

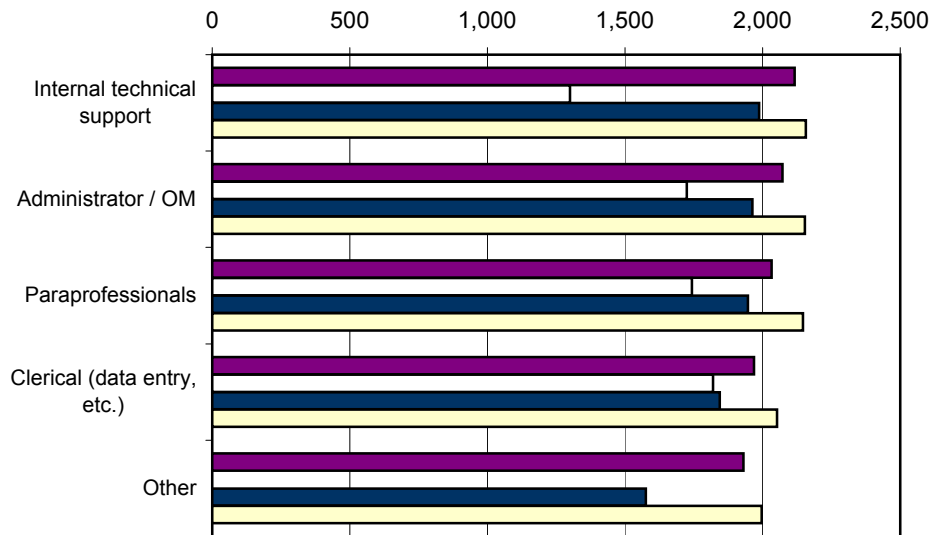
Number of Non-Professional Staff



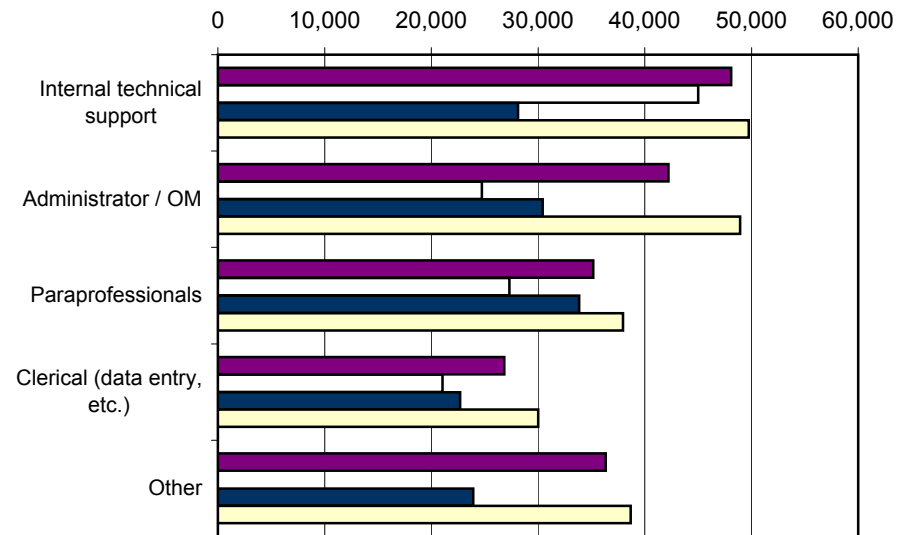
Chargeable Hours Per FT Employee



Compensated Hours Per FT Employee



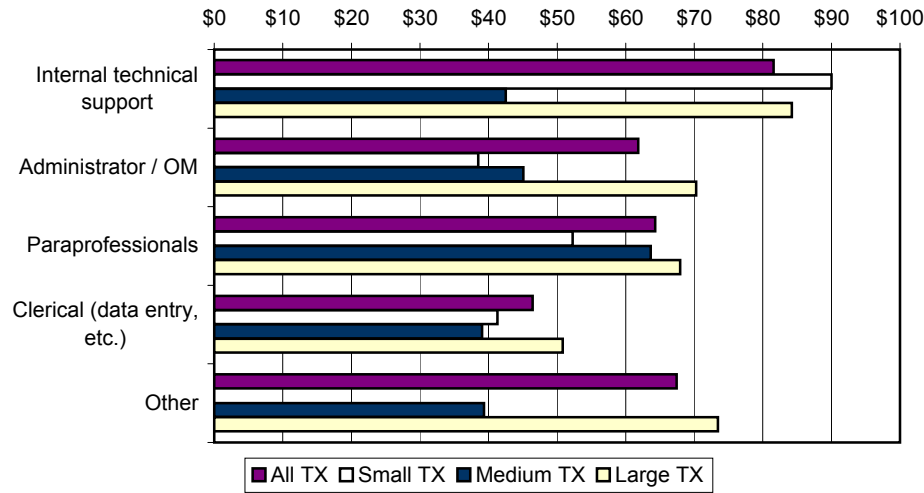
Average Annual Compensation



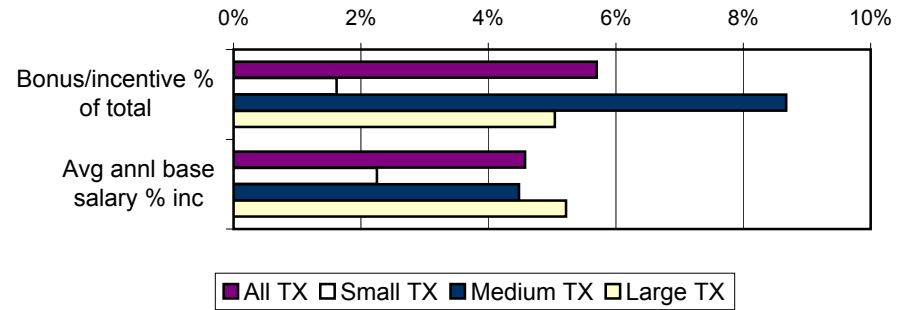
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Staffing Section (continued)

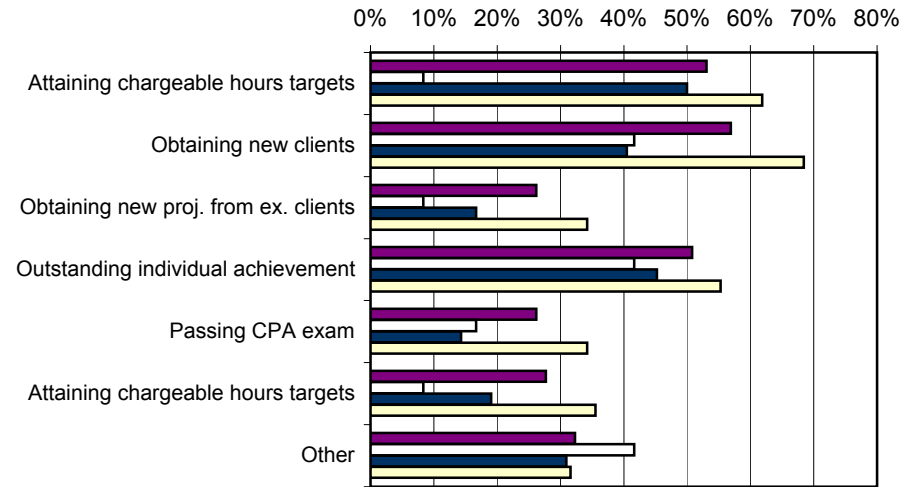
Average Billing Rate



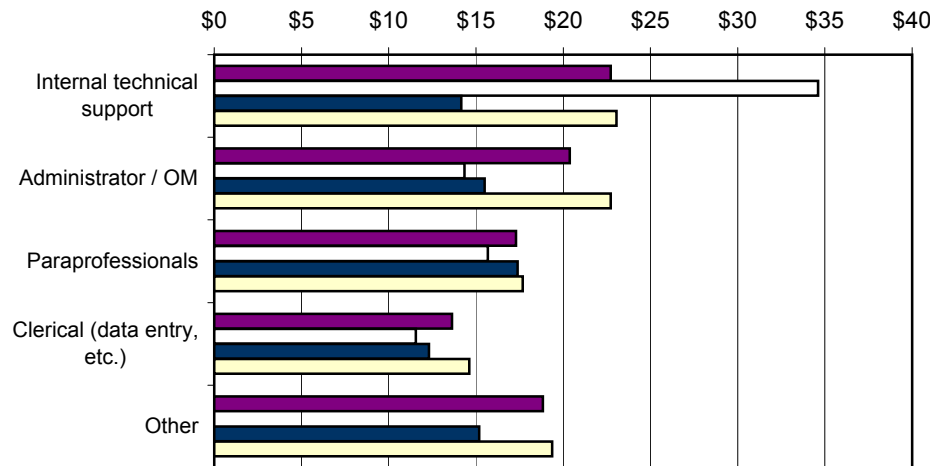
Bonus and Percent Increase for Professionals



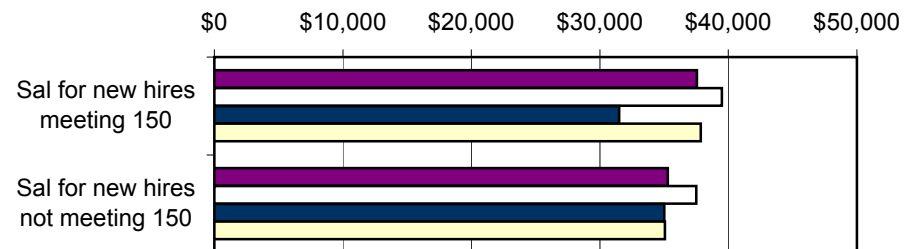
Factors Used in Determining Bonus / Incentive Comp



Compensation Per Compensated Hour



Average Starting Salary for New CPAs

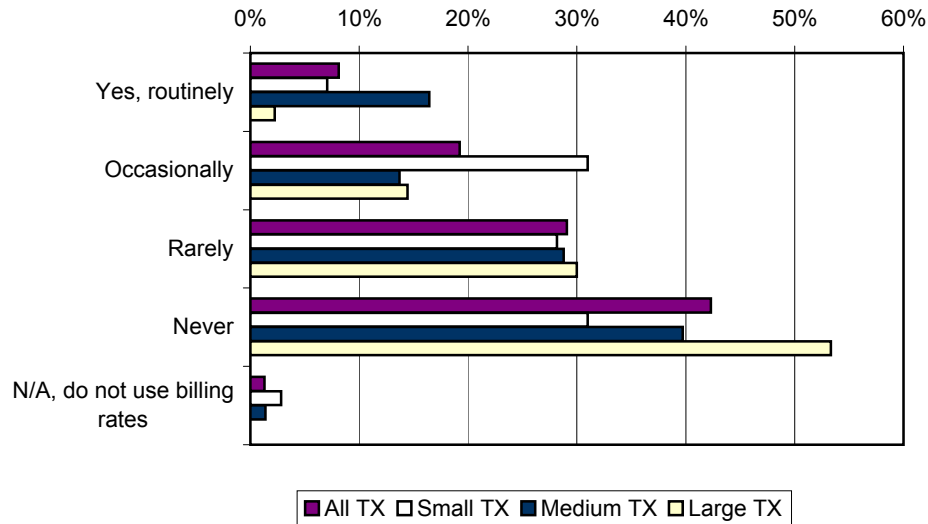


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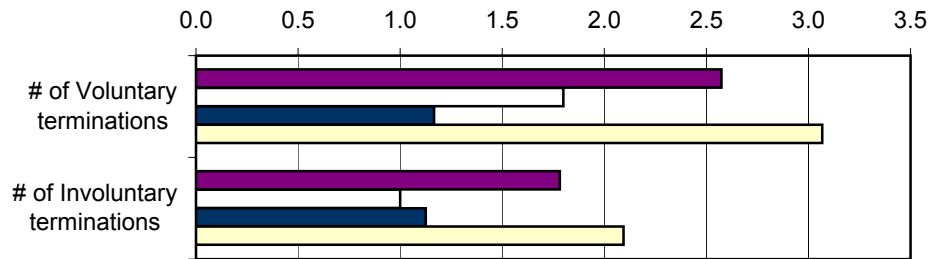
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Staffing Section (continued)

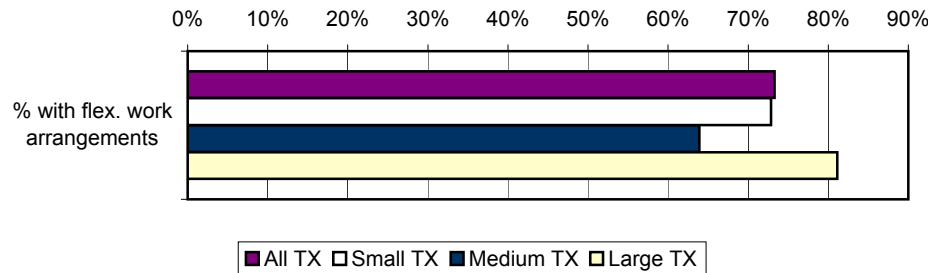
Adjust Billing Rates Seasonally?



Number of Staff Members Terminated



Percent of Firms With Flexible Work Arrangements

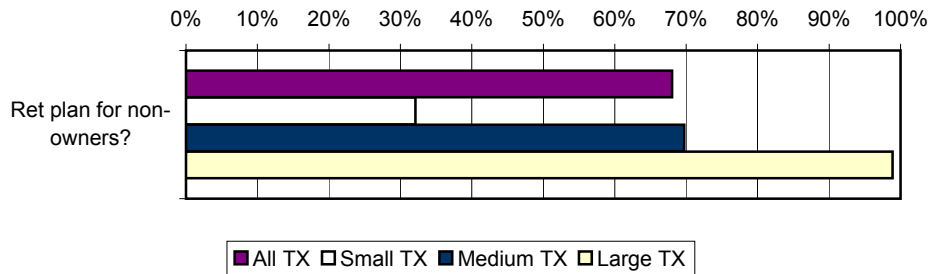


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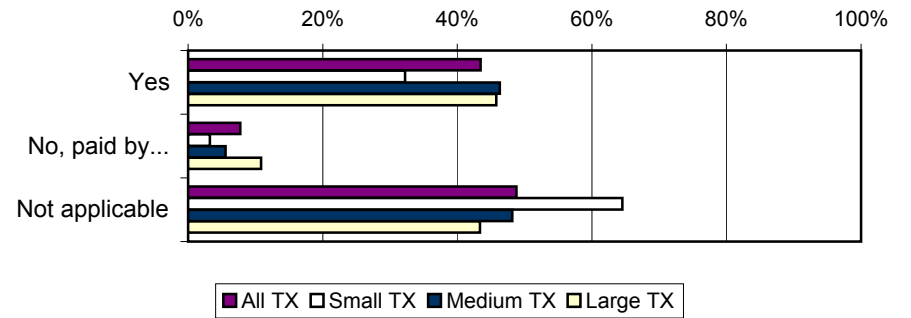
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Benefits

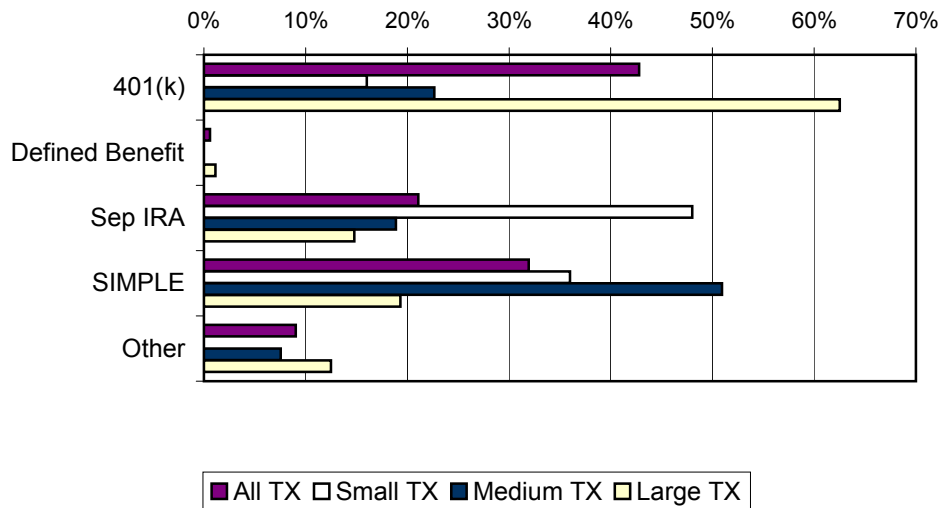
Retirement Plan for Non-Owners?



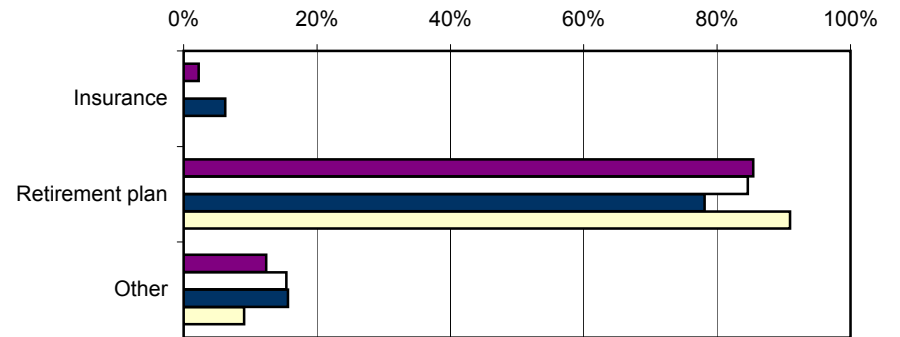
Is Retirement Plan for Non-Owners Funded?



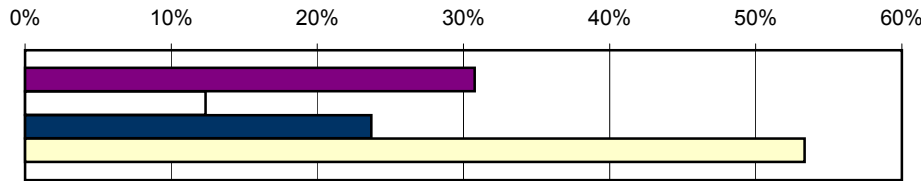
Retirement Plan Type



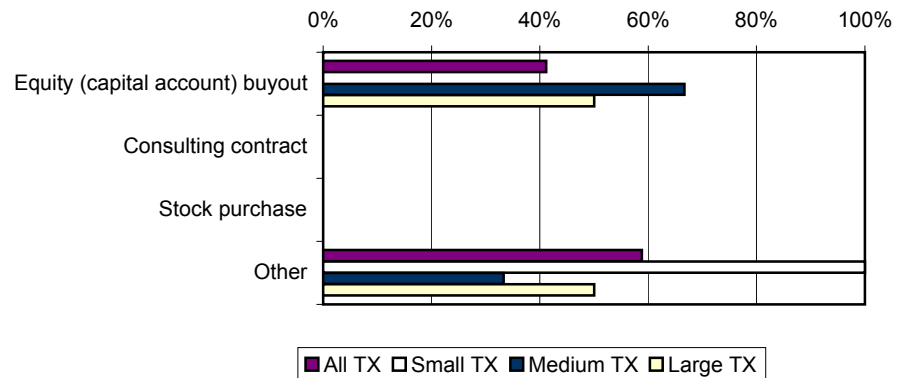
Retirement Plan Funded By



Provide for Partner Retirement? (% Yes)



Retirement Plan Paid By...



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Benefits

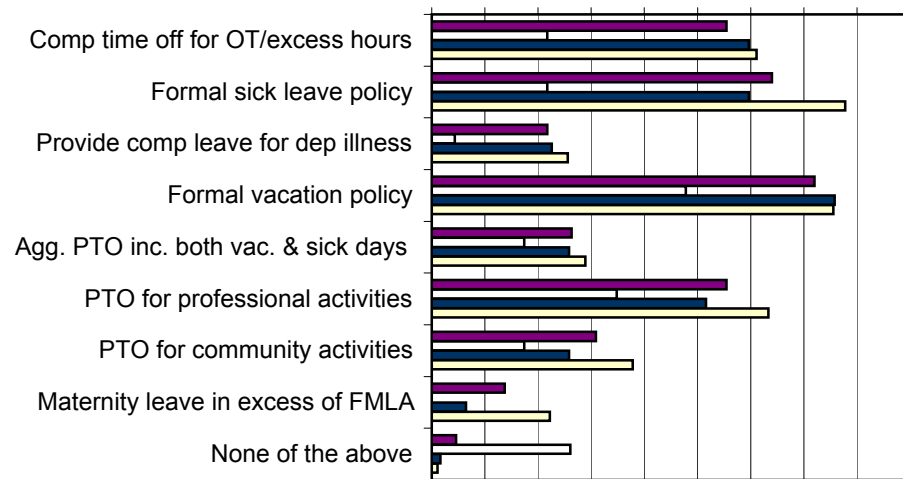
Have Employee Handbook? (% Yes)

0% 20% 40% 60% 80% 100%



PTO Policies in Place

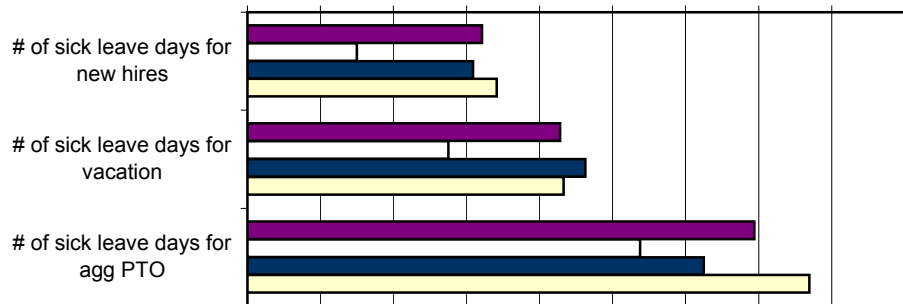
0% 10% 20% 30% 40% 50% 60% 70% 80% 90%



■ All TX □ Small TX ■ Medium TX □ Large TX

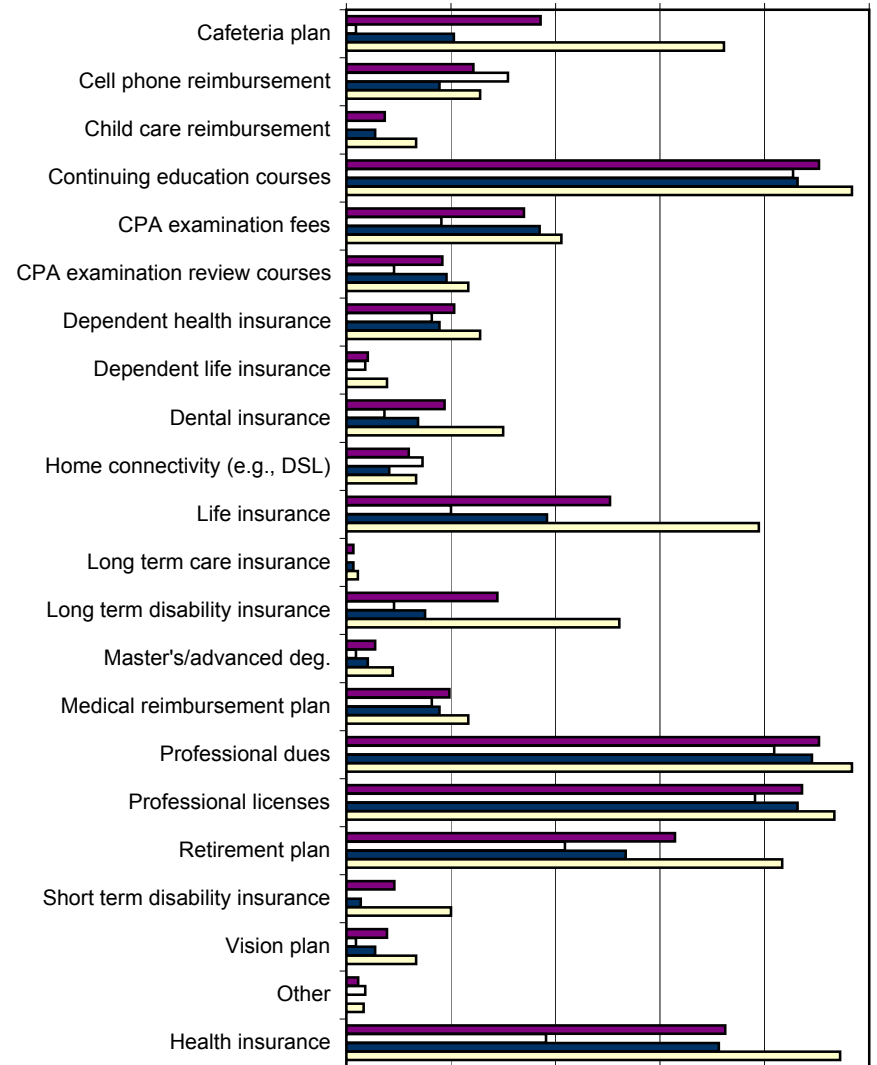
Paid Time Off Days

0 2 4 6 8 10 12 14 16 18



Benefits Provided / Paid For By Firm

0% 20% 40% 60% 80% 100%

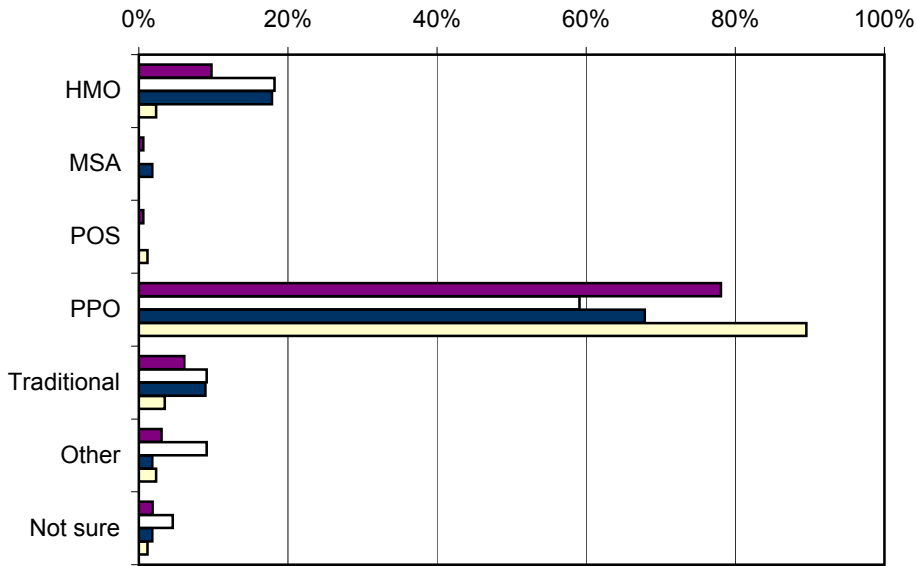


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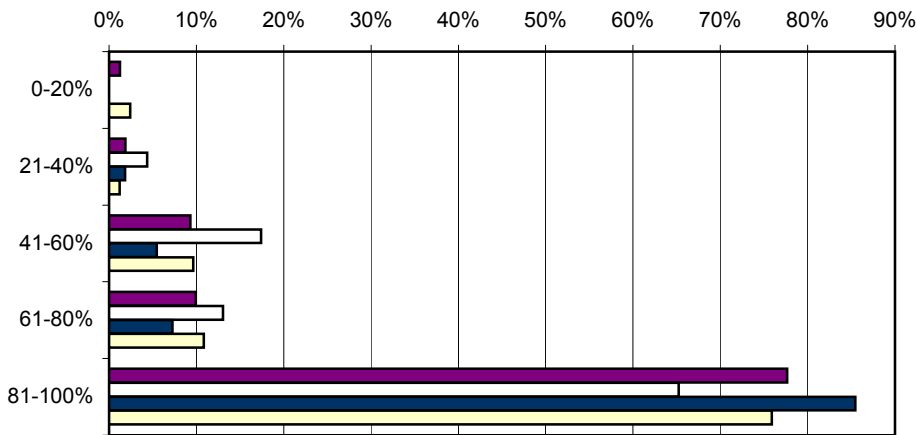
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Health Insurance Type

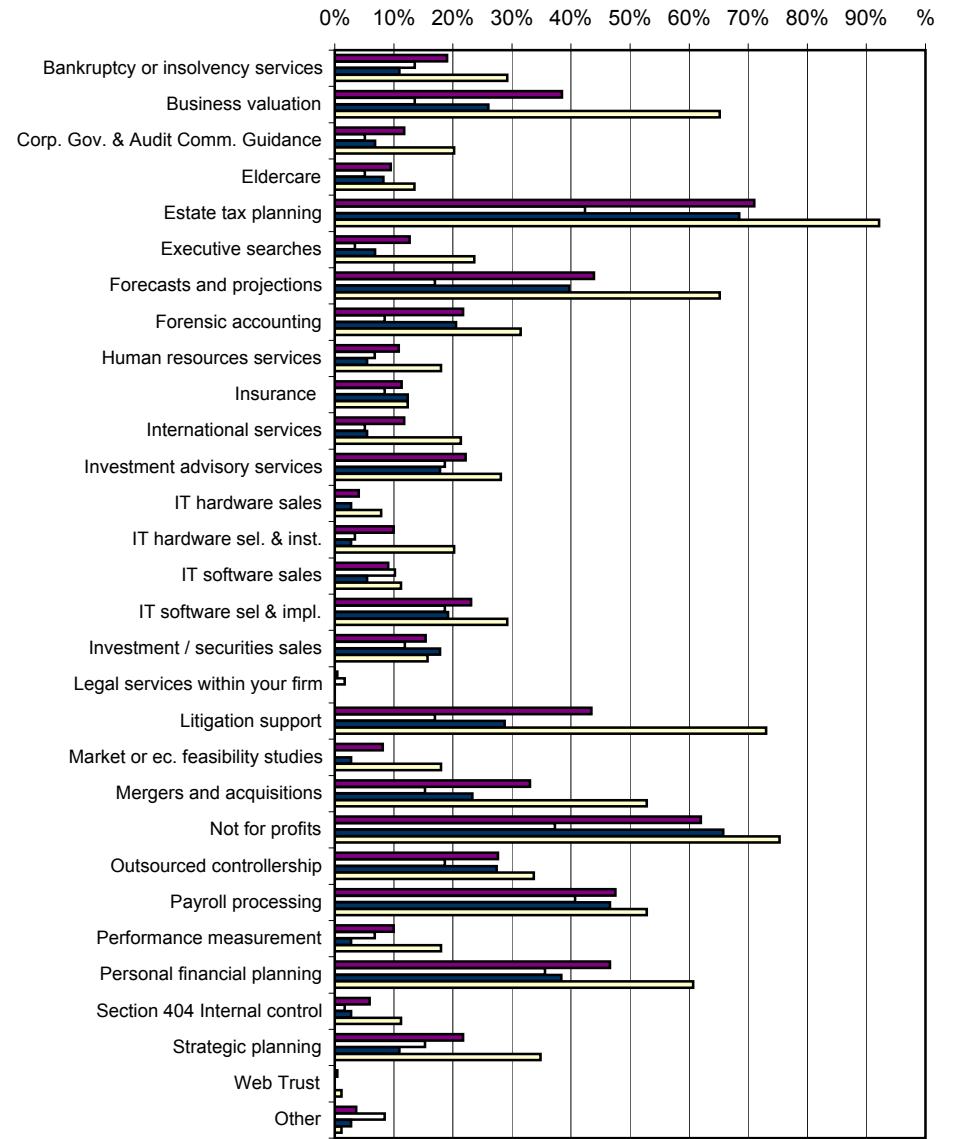


PTO Policies in Place



■ All TX □ Small TX ■ Medium TX □ Large TX

Services Provided

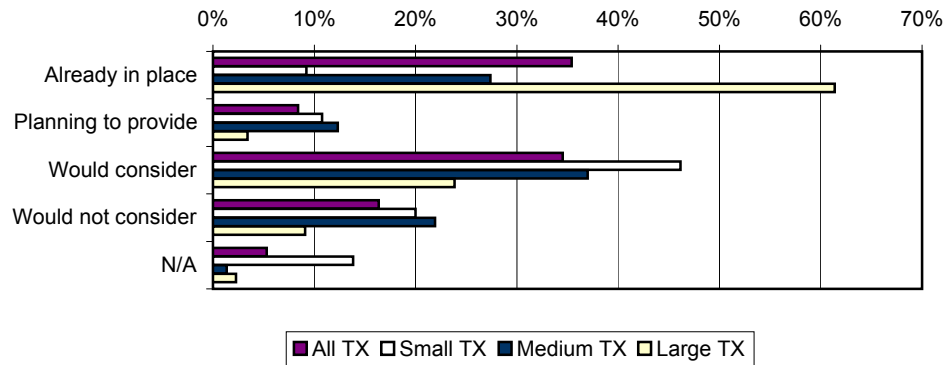


■ All TX □ Small TX ■ Medium TX □ Large TX

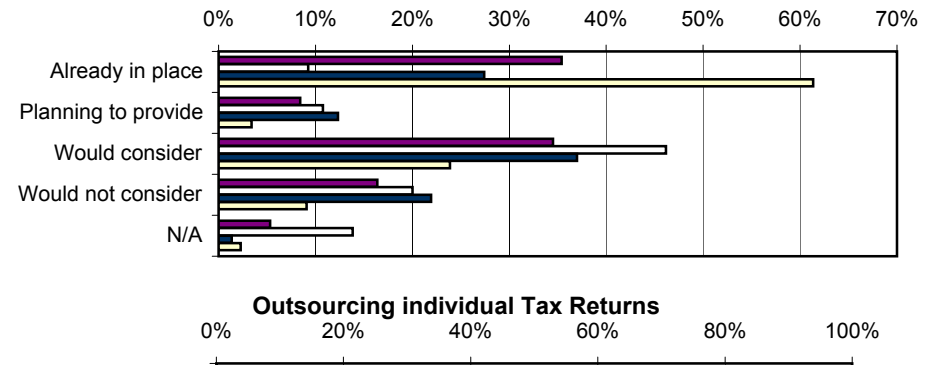
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 Status of Key Trends Within the Profession

Hiring non-CPA professionals

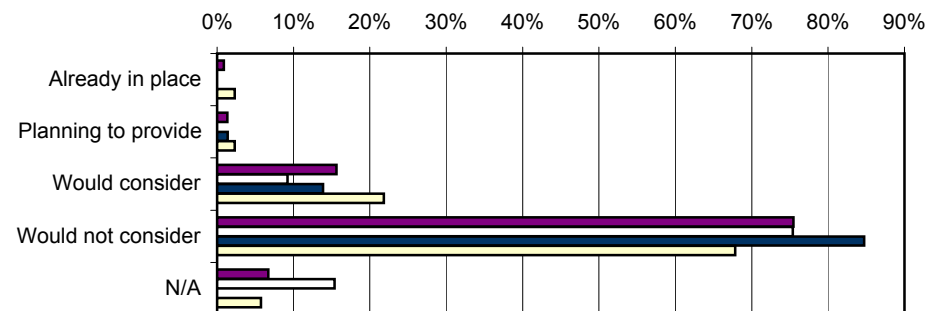


Merging with a non-CPA firm (if permitted by state law)

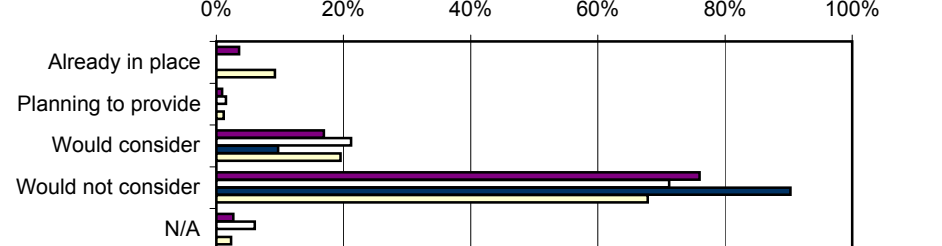


■ All TX □ Small TX ■ Medium TX □ Large TX

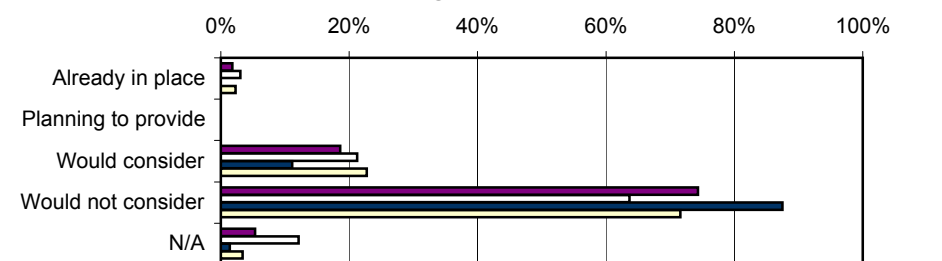
Making non-CPAs owners in the firm



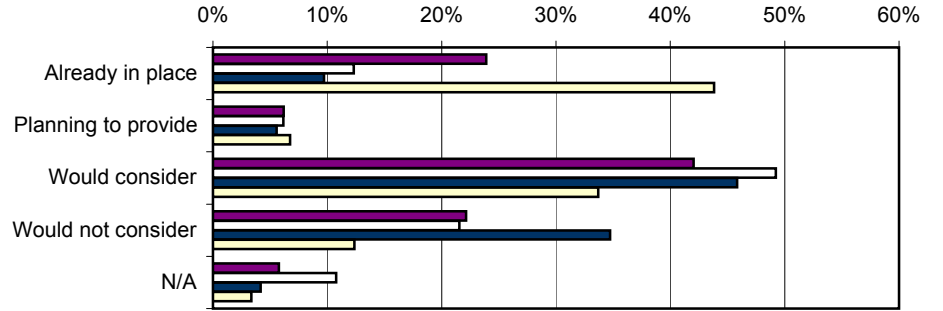
Outsourcing individual Tax Returns



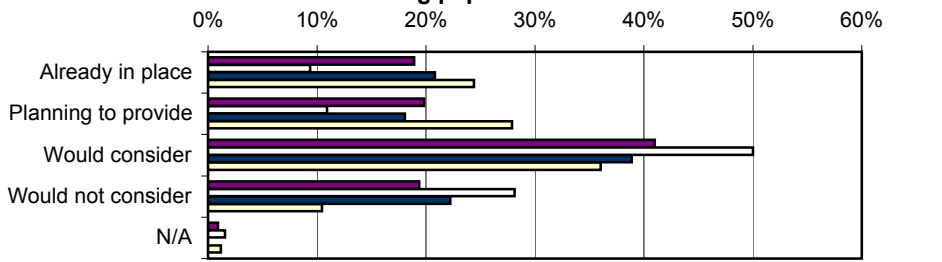
Outsourcing write up work



Hiring interns for professional staffing



Going paperless

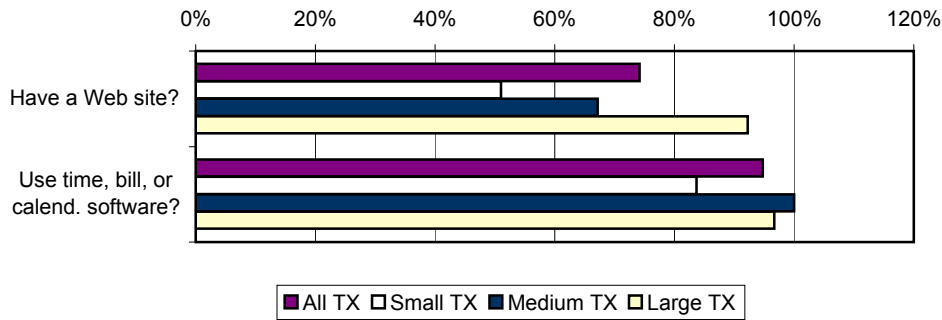


2004 National PCPS / TSCPA Management of an Accounting Practice Survey

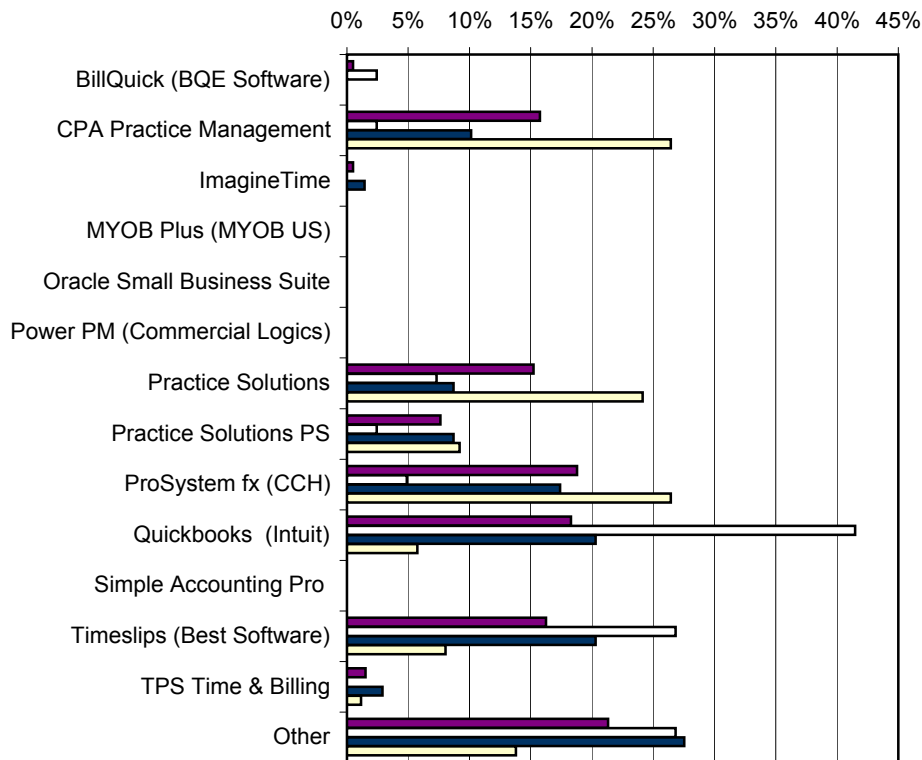
Report prepared for: Texas Society of CPAs

Practice Management Issues and FY 2004 Projections

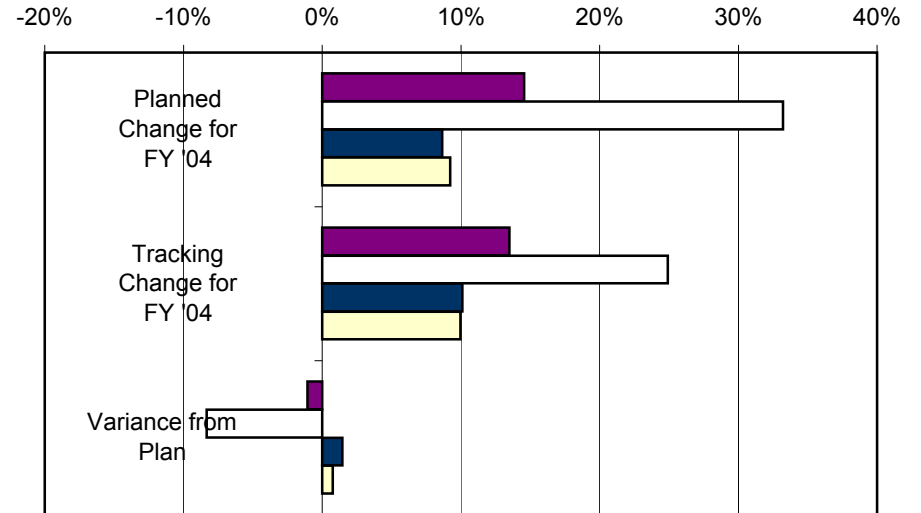
Does your firm... (check all that apply)



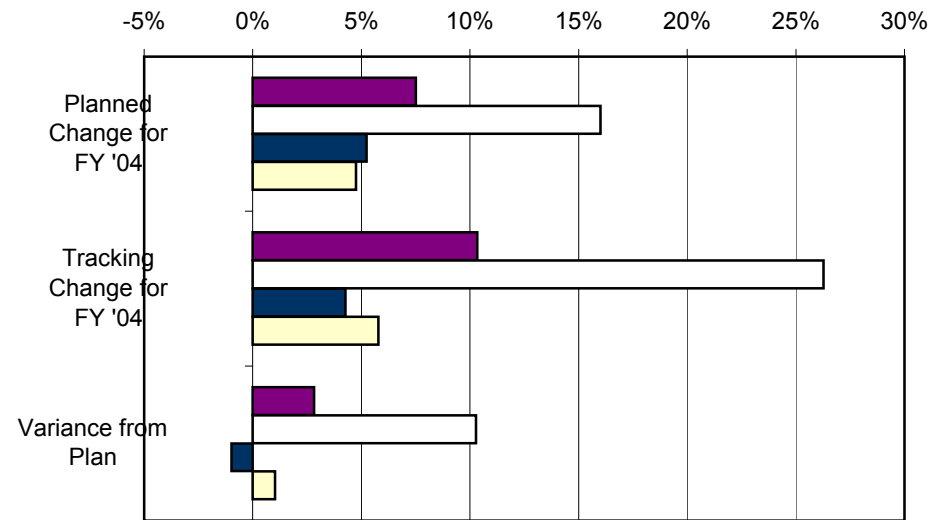
Software Packages Used



Revenues -- Projected and Tracking



Expenses -- Projected and Tracking

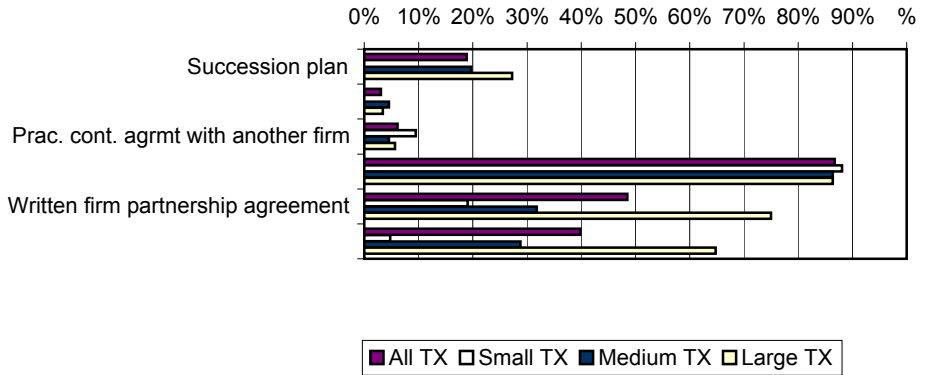


2004 National PCPS / TSCPA Management of an Accounting Practice Survey

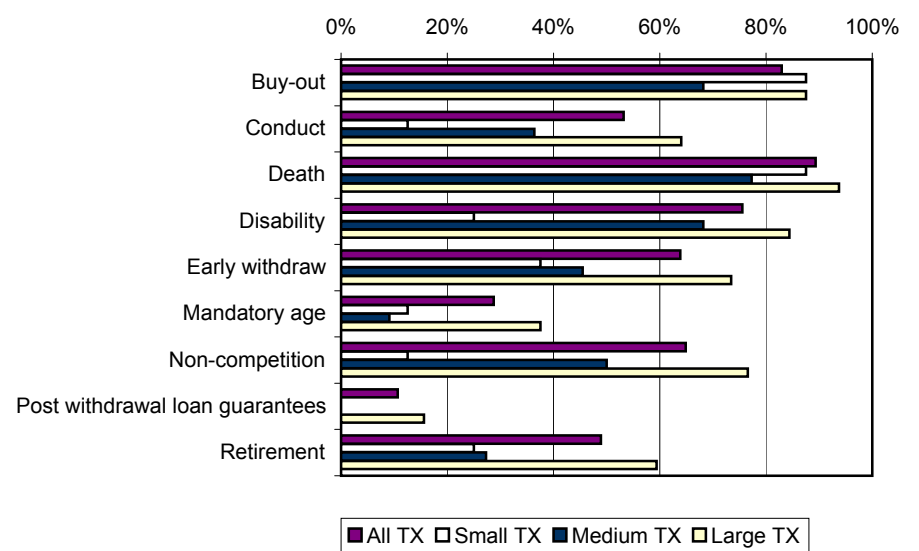
Report prepared for: Texas Society of CPAs

Marketing and Partner Agreements

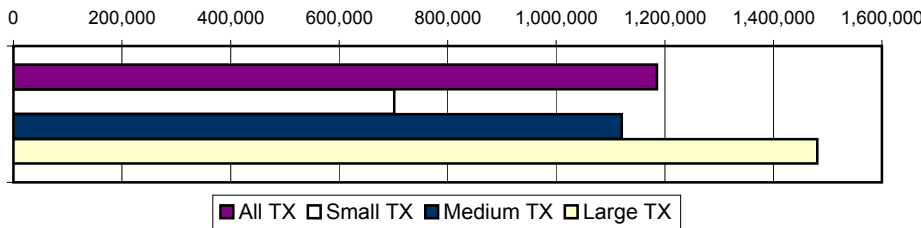
Does your firm... (check all that apply)



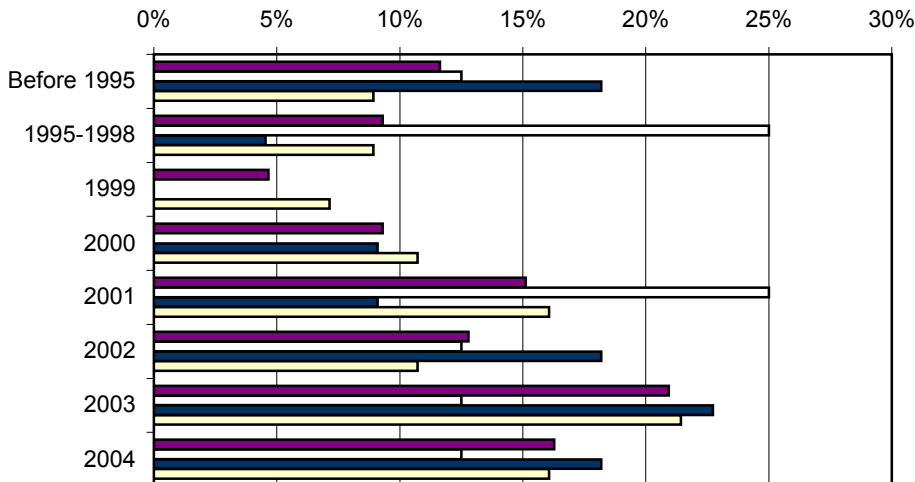
Provisions of Partner Agreement



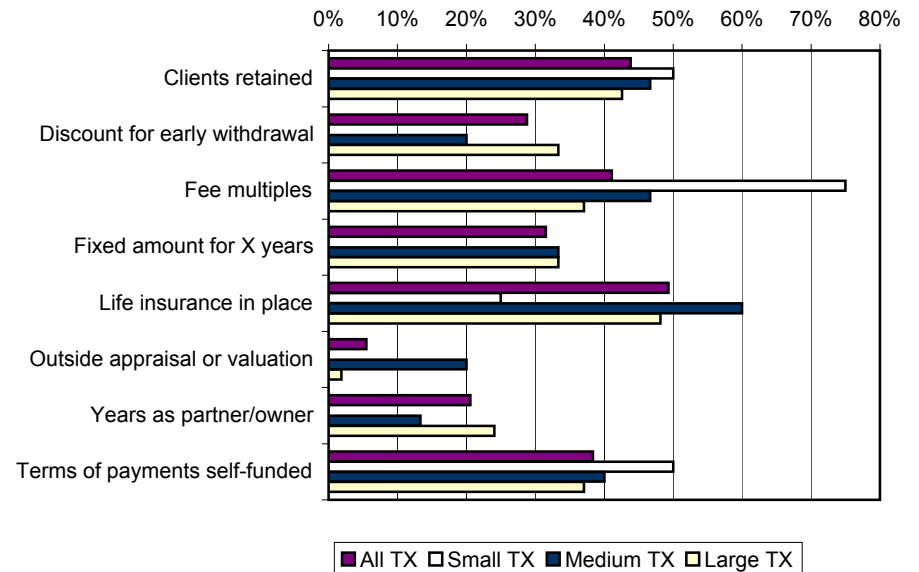
Malpractice Insurance Coverage Limit



Last Partner Agreement Update Date



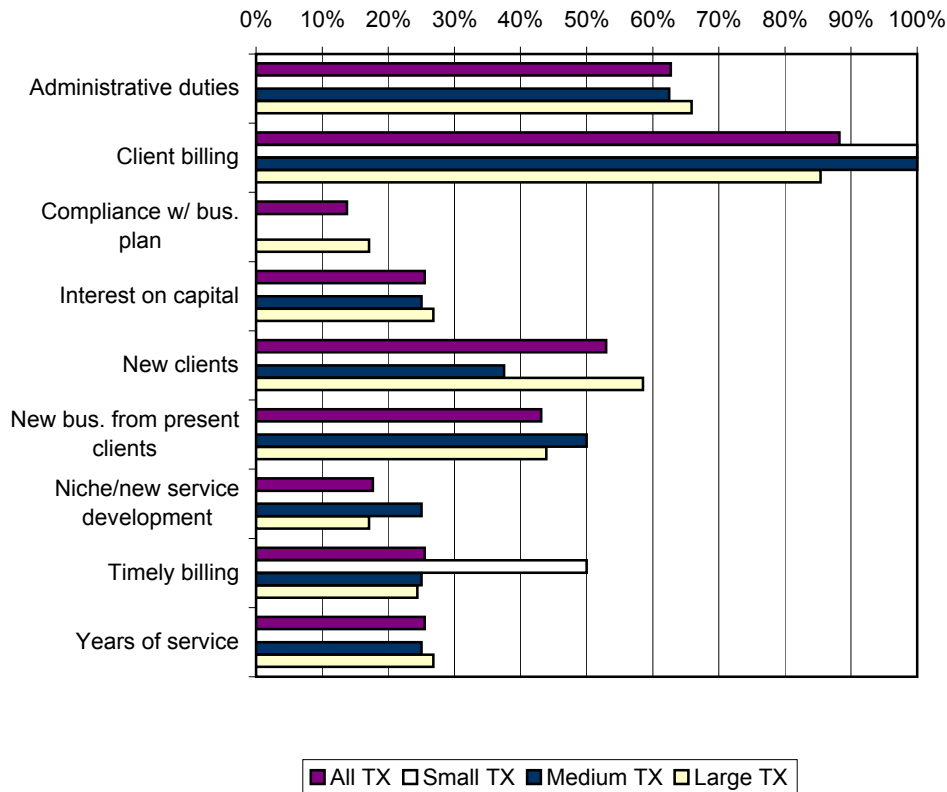
Components of Buy-Out / Valuation



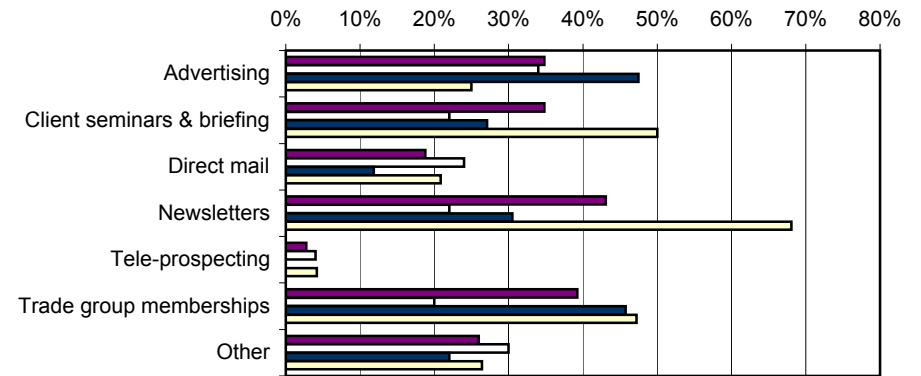
2004 National PCPS / TSCPA Management of an Accounting Practice Survey

Report prepared for: Texas Society of CPAs
Marketing and Partner Agreements

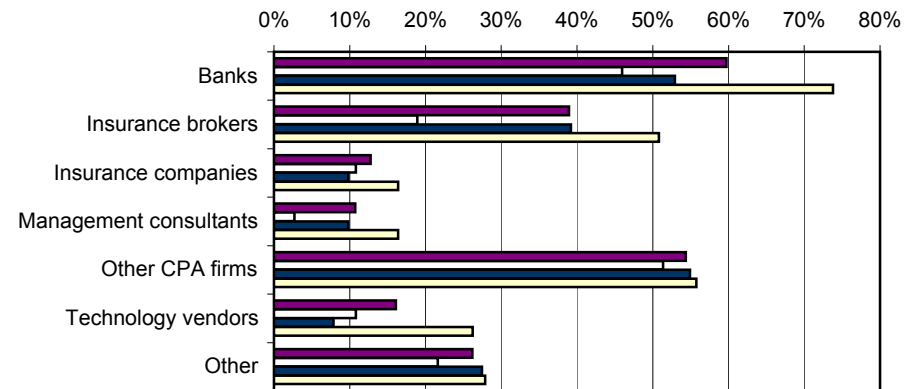
Partner Compensation Provisions



Marketing Methods Used and Found Effective



Working Alliances



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Report prepared for: Texas Society of CPAs

APPENDIX II

CUSTOMIZED TABLES

Report prepared for: Texas Society of CPAs

Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65

West South Central Subregion: AR, LA, OK, TX

Region (as defined by U.S. Census)

Midwest	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Northeast	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
South	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
West	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Census Division

East North Central	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
East South Central	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Middle Atlantic	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
New England	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
South Atlantic	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
West North Central	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
West South Central	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mountain	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Pacific	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Average Household Income (see graphs or summary for definition)

Lower -- Bottom -- <\$35K	18.2%	12.3%	19.7%	22.2%	20.0%	28.1%	31.1%	32.2%	31.7%	33.8%
Lower -- Top -- \$35--\$39K	61.5%	64.2%	57.9%	62.2%	60.0%	60.9%	52.5%	55.9%	57.1%	55.4%
Middle -- Bottom -- \$40-\$44K	4.5%	3.7%	7.9%	2.2%	1.7%	3.1%	4.9%	5.1%	1.6%	1.5%
Middle -- Top -- \$45-49K	8.5%	7.4%	9.2%	8.9%	8.3%	1.6%	6.6%	5.1%	7.9%	4.6%
Upper -- Bottom -- \$50-59K	7.3%	12.3%	5.3%	4.4%	10.0%	6.3%	4.9%	1.7%	1.6%	4.6%
Upper -- Top -- \$60K+	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Firm Size

<150K	15.0%	45.7%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
150-299K	17.8%	54.3%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
300-549K	17.8%	0.0%	57.9%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
550-999K	13.0%	0.0%	42.1%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
1M-1.99M	17.4%	0.0%	0.0%	47.8%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
2M+	19.0%	0.0%	0.0%	52.2%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%

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Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65

Which of the following categories best describes your practice unit?

Sole practitioner	29.1%	71.6%	18.4%	0.0%	86.7%	60.9%	31.1%	5.1%	0.0%	0.0%
Single-office firm	64.8%	28.4%	78.9%	85.6%	13.3%	39.1%	63.9%	88.1%	90.5%	72.3%
Unified multi-office firm	4.5%	0.0%	2.6%	10.0%	0.0%	0.0%	4.9%	3.4%	7.9%	23.1%
Office of small regional firm*	0.8%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	3.4%	0.0%	3.1%
Office of regional/national firm*	0.8%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	1.6%	1.5%
Office of a 'Big 4' firm*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Approximately how did firm size (measured in gross fees) change in Fiscal 2003 versus 2002?

Increase 50+%	5.7%	12.3%	2.6%	2.2%	13.3%	6.3%	3.3%	1.7%	1.6%	1.5%
Increase 30-49%	3.2%	3.7%	3.9%	2.2%	5.0%	4.7%	6.6%	1.7%	3.2%	1.5%
Increase 20-29%	6.1%	7.4%	5.3%	5.6%	10.0%	7.8%	6.6%	6.8%	3.2%	6.2%
Increase 10-19%	19.0%	13.6%	23.7%	20.0%	16.7%	18.8%	23.0%	15.3%	17.5%	21.5%
Increase 6-9%	14.6%	12.3%	15.8%	15.6%	8.3%	9.4%	9.8%	18.6%	15.9%	21.5%
Increase 1-5%	19.4%	14.8%	10.5%	31.1%	10.0%	20.3%	16.4%	16.9%	31.7%	27.7%
No change	9.7%	14.8%	5.3%	8.9%	18.3%	12.5%	4.9%	6.8%	11.1%	6.2%
Decrease 1-5%	10.5%	9.9%	17.1%	5.6%	8.3%	10.9%	18.0%	13.6%	6.3%	4.6%
Decrease 6-9%	3.6%	0.0%	7.9%	3.3%	0.0%	1.6%	4.9%	10.2%	6.3%	3.1%
Decrease 10+%	6.9%	7.4%	7.9%	5.6%	5.0%	6.3%	6.6%	3.4%	3.2%	6.2%

Which of the following best characterizes your firm's increase? (if >20%)

Inc. by merger -- acquisition	10.5%	10.5%	11.1%	10.0%	5.9%	8.3%	10.0%	0.0%	20.0%	14.3%
Inc. by merger -- non-acquisition	10.5%	10.5%	11.1%	10.0%	0.0%	16.7%	10.0%	16.7%	0.0%	14.3%
General business growth	63.2%	63.2%	55.6%	70.0%	70.6%	75.0%	70.0%	66.7%	80.0%	57.1%
Other reason	15.8%	15.8%	22.2%	10.0%	23.5%	0.0%	10.0%	16.7%	0.0%	14.3%

Which of the following best characterizes your firm's decrease? (if >20%)

Decreased by demerger or sale	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Decreased via downsizing	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%
Major client / staff loss	33.3%	33.3%	0.0%	0.0%	66.7%	0.0%	0.0%	33.3%	0.0%	0.0%
Other reason	66.7%	66.7%	0.0%	0.0%	33.3%	100.0%	0.0%	33.3%	0.0%	0.0%

How long has your firm been in business?

Less than one year	0.4%	0.0%	1.3%	0.0%	1.7%	0.0%	1.6%	0.0%	0.0%	0.0%
1 to 5 years	15.0%	32.1%	10.5%	3.3%	41.7%	15.6%	9.8%	8.5%	3.2%	1.5%
6 to 10 years	11.3%	16.0%	13.2%	5.6%	15.0%	23.4%	14.8%	10.2%	11.1%	0.0%
11 to 20 years	29.1%	32.1%	28.9%	26.7%	25.0%	29.7%	32.8%	27.1%	22.2%	29.2%
21 or more years	44.1%	19.8%	46.1%	64.4%	16.7%	31.3%	41.0%	54.2%	63.5%	69.2%

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Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
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Number of firms	247	81	76	90	60	64	61	59	63	65

Last Fiscal Year End Date

January-August -- 2003	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	1.5%
September-November -- 2003	2.0%	1.2%	2.6%	2.2%	0.0%	1.6%	3.3%	3.4%	0.0%	3.1%
December -- 2003	90.7%	93.8%	90.8%	87.8%	98.3%	93.8%	88.5%	89.8%	84.1%	83.1%
January-March -- 2004	1.2%	2.5%	1.3%	0.0%	1.7%	1.6%	0.0%	1.7%	1.6%	1.5%
April-June -- 2004	5.7%	2.5%	5.3%	8.9%	0.0%	3.1%	8.2%	5.1%	11.1%	9.2%
July or later -- 2004	0.4%	0.0%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%

Is your firm a member of any one of the following groups? (check all that apply)

PCPS	49.6%	27.2%	50.0%	69.7%	21.7%	31.3%	49.2%	44.1%	56.5%	73.8%
AICPA (individual membership)	88.6%	76.5%	92.1%	96.6%	68.3%	78.1%	91.8%	93.2%	93.5%	96.9%
AICPA Major Firms Group	1.2%	0.0%	0.0%	3.4%	0.0%	0.0%	0.0%	0.0%	1.6%	6.2%
AICPA MAP Large Firm Ntwk Group	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%
AICPA MAP Med. Firm Ntwk Group	0.4%	0.0%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%
AICPA MAP Small Firm Ntwk Group	3.7%	3.7%	1.3%	5.6%	6.7%	0.0%	1.6%	5.1%	3.2%	6.2%
CPA Association or Network	14.2%	9.9%	10.5%	21.3%	10.0%	9.4%	9.8%	10.2%	14.5%	29.2%
State Society	91.9%	92.6%	93.4%	89.9%	91.7%	95.3%	93.4%	94.9%	87.1%	92.3%
None of the above	0.4%	1.2%	0.0%	0.0%	0.0%	3.1%	0.0%	0.0%	0.0%	0.0%

Which of the following describes your primary office location?

Owned by the firm	8.5%	5.0%	11.8%	8.9%	3.4%	9.4%	14.8%	20.3%	7.9%	10.8%
Home office	5.3%	16.3%	0.0%	0.0%	20.3%	7.8%	0.0%	0.0%	0.0%	0.0%
Leased/rented office	82.1%	68.8%	88.2%	88.9%	64.4%	75.0%	82.0%	79.7%	92.1%	86.2%
Subleased / shared	3.7%	10.0%	0.0%	1.1%	11.9%	7.8%	1.6%	0.0%	0.0%	1.5%
Other	0.4%	0.0%	0.0%	1.1%	0.0%	0.0%	1.6%	0.0%	0.0%	1.5%
Area of primary office (ft²)	4,215	1,077	2,697	8,320	733	1,438	2,460	3,467	5,003	11,623
Cost per square foot	17.50	10.49	14.44	19.15	8.18	10.54	11.89	14.14	16.12	19.72

Which of the following kinds of office accommodations are provided to staff?

Private offices	84.7%	64.9%	90.8%	96.6%	60.3%	77.0%	88.5%	98.3%	95.2%	95.3%
Cubicles / workstations	27.7%	6.5%	19.7%	52.8%	8.6%	13.1%	16.4%	28.8%	36.5%	70.3%
Shared offices	21.5%	23.4%	15.8%	24.7%	17.2%	18.0%	13.1%	18.6%	15.9%	37.5%
'Hotel' offices	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	3.3%	10.4%	0.0%	0.0%	15.5%	1.6%	0.0%	0.0%	0.0%	0.0%

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		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65
FINANCIAL INFORMATION --- GROSS										
A/R (billed less allowances)	214,545	21,390	76,181	501,041	16,149	34,781	61,471	127,082	206,206	802,343
WIP (unbilled less allowances)	97,454	5,436	36,229	207,655	2,769	7,854	30,564	48,606	114,961	338,778
Firm capital (net capital of the firm)	264,859	34,311	107,988	564,596	21,559	50,298	105,401	123,447	310,659	899,488
Prior Year Net client fees earned	1,235,899	143,194	528,927	2,821,333	73,027	208,718	391,037	735,913	1,272,816	4,470,017
Income										
Gross fees earned	1,399,633	163,023	565,421	3,217,028	84,947	232,910	422,578	799,215	1,442,890	5,070,169
Net write-ups / (write-downs)	-111,560	-2,186	-16,595	-290,189	-664	-4,859	-6,242	-46,667	-99,295	-461,672
Net client fees earned	1,288,073	160,837	548,827	2,926,839	84,283	228,051	416,336	752,549	1,343,595	4,608,497
Interest income	2,683	124	1,753	5,770	52	196	5,477	1,390	1,561	8,617
Other income - rents and royalties	5,518	342	4,540	11,003	456	477	1,353	5,800	6,124	13,253
Total income	1,296,274	161,303	555,120	2,943,612	84,791	228,724	423,166	759,691	1,351,280	4,630,368
Expenses										
Prof'l salaries (excl. owners)	309,730	12,889	101,178	752,998	2,413	26,440	67,836	152,785	283,166	1,185,708
Paraprofessional salaries	49,637	12,291	30,474	99,431	4,923	17,074	31,230	36,474	61,652	167,082
Other salaries (excl. owners)	70,349	4,577	22,496	169,954	2,786	10,861	17,514	28,501	66,149	291,204
Payment to retired partners	6,689	0	2,325	16,394	0	92	2,129	5,777	5,248	30,547
Ret. plan costs (excl. owners)	13,276	496	3,885	32,709	143	1,326	1,425	6,968	13,890	53,865
Other ee benefits (excl. owners)	29,474	1,147	11,322	70,297	371	2,557	7,960	15,157	28,466	106,962
Dues, library	17,739	2,739	9,376	38,302	1,668	3,557	6,788	12,142	20,803	55,387
CPE	8,634	1,252	3,263	19,812	1,002	1,849	2,594	4,419	9,434	32,445
Malpractice Insurance	9,097	853	3,990	20,829	539	1,205	2,803	5,860	10,499	33,949
Office rent & other occ. costs	73,759	11,306	38,953	159,359	5,993	15,154	29,261	49,005	80,671	229,189
Interest	5,217	991	2,775	11,083	837	1,372	2,777	4,299	4,944	20,077
Computer / technology exp.	22,539	3,832	13,270	47,203	2,527	5,539	10,038	17,061	25,574	75,326
Promotion and marketing	15,714	2,045	5,727	36,450	1,171	2,806	4,600	6,782	12,637	56,763
Payroll taxes	40,678	3,467	17,166	94,022	1,328	5,731	12,400	24,261	39,426	146,741
Telephone & Internet	11,461	3,370	7,540	22,055	2,417	4,139	6,454	9,485	12,902	32,798
Depreciation	23,044	3,528	12,719	49,327	3,129	5,573	9,617	17,335	22,482	76,028
Other expenses	109,766	16,736	53,575	240,942	11,427	23,826	48,104	72,504	118,998	365,663
<i>Total expenses</i>	816,803	81,518	340,034	1,881,165	42,674	129,102	263,531	468,812	816,938	2,959,733
Net remaining for owners	479,471	79,785	215,086	1,062,447	42,117	99,623	159,636	290,878	534,341	1,670,635
Net remaining per owner	182,529	70,143	126,470	223,706	39,640	84,859	113,455	139,964	164,346	248,300
Net remaining per owner-hour	84.56	35.34	57.19	99.08	21.97	39.66	52.07	61.00	73.79	107.72
Bad debt written off in Fiscal '03	\$25,558	\$1,718	\$6,708	\$59,458	\$722	\$1,999	\$4,669	\$11,534	\$15,192	\$91,850

Report prepared for: Texas Society of CPAs

Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65
FINANCIAL INFORMATION --- PROPORTION OF NET CLIENT FEES										
A/R (billed less allowances)	16.7%	13.3%	13.9%	17.1%	19.2%	15.3%	14.8%	16.9%	15.3%	17.4%
WIP (unbilled less allowances)	7.6%	3.4%	6.6%	7.1%	3.3%	3.4%	7.3%	6.5%	8.6%	7.4%
Firm capital (net capital of the firm)	20.6%	21.3%	19.7%	19.3%	25.6%	22.1%	25.3%	16.4%	23.1%	19.5%
Prior Year Net client fees earned	95.9%	89.0%	96.4%	96.4%	86.6%	91.5%	93.9%	97.8%	94.7%	97.0%
Income										
Gross fees earned	108.7%	101.4%	103.0%	109.9%	100.8%	102.1%	101.5%	106.2%	107.4%	110.0%
Net write-ups / (write-downs)	-8.7%	-1.4%	-3.0%	-9.9%	-0.8%	-2.1%	-1.5%	-6.2%	-7.4%	-10.0%
Net client fees earned	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Interest income	0.2%	0.1%	0.3%	0.2%	0.1%	0.1%	1.3%	0.2%	0.1%	0.2%
Other income - rents and royalties	0.4%	0.2%	0.8%	0.4%	0.5%	0.2%	0.3%	0.8%	0.5%	0.3%
Total income	100.6%	100.3%	101.1%	100.6%	100.6%	100.3%	101.6%	100.9%	100.6%	100.5%
Expenses										
Prof'l salaries (excl. owners)	24.0%	8.0%	18.4%	25.7%	2.9%	11.6%	16.3%	20.3%	21.1%	25.7%
Paraprofessional salaries	3.9%	7.6%	5.6%	3.4%	5.8%	7.5%	7.5%	4.8%	4.6%	3.6%
Other salaries (excl. owners)	5.5%	2.8%	4.1%	5.8%	3.3%	4.8%	4.2%	3.8%	4.9%	6.3%
Payment to retired partners	0.5%	0.0%	0.4%	0.6%	0.0%	0.0%	0.5%	0.8%	0.4%	0.7%
Ret. plan costs (excl. owners)	1.0%	0.3%	0.7%	1.1%	0.2%	0.6%	0.3%	0.9%	1.0%	1.2%
Other ee benefits (excl. owners)	2.3%	0.7%	2.1%	2.4%	0.4%	1.1%	1.9%	2.0%	2.1%	2.3%
Dues, library	1.4%	1.7%	1.7%	1.3%	2.0%	1.6%	1.6%	1.6%	1.5%	1.2%
CPE	0.7%	0.8%	0.6%	0.7%	1.2%	0.8%	0.6%	0.6%	0.7%	0.7%
Malpractice Insurance	0.7%	0.5%	0.7%	0.7%	0.6%	0.5%	0.7%	0.8%	0.8%	0.7%
Office rent & other occ. costs	5.7%	7.0%	7.1%	5.4%	7.1%	6.6%	7.0%	6.5%	6.0%	5.0%
Interest	0.4%	0.6%	0.5%	0.4%	1.0%	0.6%	0.7%	0.6%	0.4%	0.4%
Computer / technology exp.	1.7%	2.4%	2.4%	1.6%	3.0%	2.4%	2.4%	2.3%	1.9%	1.6%
Promotion and marketing	1.2%	1.3%	1.0%	1.2%	1.4%	1.2%	1.1%	0.9%	0.9%	1.2%
Payroll taxes	3.2%	2.2%	3.1%	3.2%	1.6%	2.5%	3.0%	3.2%	2.9%	3.2%
Telephone & Internet	0.9%	2.1%	1.4%	0.8%	2.9%	1.8%	1.6%	1.3%	1.0%	0.7%
Depreciation	1.8%	2.2%	2.3%	1.7%	3.7%	2.4%	2.3%	2.3%	1.7%	1.6%
Other expenses	8.5%	10.4%	9.8%	8.2%	13.6%	10.4%	11.6%	9.6%	8.9%	7.9%
<i>Total expenses</i>	63.4%	50.7%	62.0%	64.3%	50.6%	56.6%	63.3%	62.3%	60.8%	64.2%
Net remaining for owners	37.2%	49.6%	39.2%	36.3%	50.0%	43.7%	38.3%	38.7%	39.8%	36.3%
Bad debt written off in Fiscal '03	2.0%	1.1%	1.2%	2.0%	0.9%	0.9%	1.1%	1.5%	1.1%	2.0%

Report prepared for: Texas Society of CPAs

Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65

FINANCIAL INFORMATION --- PER PROFESSIONAL

A/R (billed less allowances)	33,186	16,325	23,607	36,207	14,516	24,425	24,861	27,204	26,795	38,114
WIP (unbilled less allowances)	15,074	4,149	11,227	15,006	2,489	5,516	12,361	10,405	14,938	16,093
Firm capital (net capital of the firm)	40,969	26,185	33,464	40,800	19,378	35,323	42,628	26,426	40,368	42,728
Prior Year Net client fees earned	191,171	109,283	163,906	203,880	65,643	146,574	158,147	157,534	165,392	212,338

Income

Gross fees earned	216,498	124,416	175,215	232,475	76,356	163,563	170,903	171,085	187,491	240,847
Net write-ups / (write-downs)	-17,256	-1,669	-5,142	-20,970	-596	-3,412	-2,524	-9,990	-12,903	-21,931
Net client fees earned	199,242	122,748	170,073	211,504	75,760	160,151	168,379	161,095	174,589	218,917
Interest income	415	95	543	417	47	137	2,215	298	203	409
Other income - rents and royalties	854	261	1,407	795	410	335	547	1,242	796	630
Total income	200,510	123,104	172,023	212,717	76,217	160,623	171,141	162,624	175,587	219,956

Expenses

Profl salaries (excl. owners)	47,910	9,837	31,353	54,414	2,169	18,568	27,435	32,706	36,795	56,325
Paraprofessional salaries	7,678	9,380	9,443	7,185	4,426	11,990	12,631	7,808	8,011	7,937
Other salaries (excl. owners)	10,882	3,493	6,971	12,282	2,504	7,628	7,083	6,101	8,595	13,833
Payment to retired partners	1,035	0	720	1,185	0	64	861	1,237	682	1,451
Ret. plan costs (excl. owners)	2,054	379	1,204	2,364	128	931	576	1,492	1,805	2,559
Other ee benefits (excl. owners)	4,559	875	3,509	5,080	334	1,796	3,219	3,245	3,699	5,081
Dues, library	2,744	2,090	2,905	2,768	1,499	2,498	2,745	2,599	2,703	2,631
CPE	1,335	955	1,011	1,432	901	1,299	1,049	946	1,226	1,541
Malpractice Insurance	1,407	651	1,237	1,505	484	846	1,134	1,254	1,364	1,613
Office rent & other occ. costs	11,409	8,629	12,071	11,516	5,387	10,642	11,834	10,490	10,483	10,887
Interest	807	756	860	801	753	963	1,123	920	642	954
Computer / technology exp.	3,486	2,925	4,112	3,411	2,272	3,890	4,060	3,652	3,323	3,578
Promotion and marketing	2,431	1,561	1,775	2,634	1,053	1,971	1,860	1,452	1,642	2,696
Payroll taxes	6,292	2,646	5,320	6,794	1,194	4,025	5,015	5,193	5,123	6,971
Telephone & Internet	1,773	2,572	2,336	1,594	2,173	2,906	2,610	2,030	1,677	1,558
Depreciation	3,564	2,692	3,941	3,565	2,812	3,914	3,890	3,711	2,921	3,612
Other expenses	16,979	12,773	16,602	17,411	10,272	16,732	19,455	15,521	15,463	17,370
<i>Total expenses</i>	126,345	62,213	105,371	135,940	38,359	90,663	106,580	100,357	106,154	140,596

Net remaining for owners	74,166	60,890	66,652	76,776	37,858	69,961	64,562	62,267	69,433	79,360
Bad debt written off in Fiscal '03	3,953	1,311	2,079	4,297	649	1,404	1,888	2,469	1,974	4,363

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Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65
Charge interest on A/R? (% Yes)	23.5%	15.0%	23.0%	31.5%	17.2%	25.4%	27.9%	41.8%	38.1%	34.4%
Interest amount	12.9%	14.7%	14.0%	11.5%	15.5%	14.2%	15.3%	13.9%	13.9%	10.8%

How do you handle the collection of delinquent fees? (check all that apply)

Suit for fees	5.4%	2.6%	1.3%	11.5%	3.4%	6.5%	5.0%	6.9%	6.6%	14.1%
Factoring	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Negotiation	46.7%	32.1%	44.0%	62.1%	34.5%	29.0%	56.7%	41.4%	57.4%	54.7%
Collection agencies	8.8%	3.8%	9.3%	12.6%	1.7%	4.8%	8.3%	13.8%	8.2%	15.6%
Small claims court	7.1%	9.0%	4.0%	8.0%	6.9%	9.7%	6.7%	6.9%	9.8%	9.4%
Other	14.6%	23.1%	5.3%	14.9%	17.2%	19.4%	5.0%	12.1%	14.8%	28.1%
Do not collect	35.0%	42.3%	42.7%	21.8%	39.7%	46.8%	31.7%	34.5%	23.0%	21.9%

Accounts Receivable

Current	47.9%	61.0%	42.6%	40.7%	67.9%	55.7%	47.3%	40.3%	41.3%	41.5%
Over 30 Days	14.4%	13.8%	14.0%	15.2%	8.9%	15.3%	13.9%	15.5%	16.4%	15.9%
Over 60 Days	11.8%	8.2%	14.0%	13.1%	7.2%	8.0%	12.1%	14.1%	12.5%	12.4%
Over 90 Days	<u>26.0%</u>	<u>17.1%</u>	<u>29.4%</u>	<u>30.9%</u>	<u>16.0%</u>	<u>21.0%</u>	<u>26.8%</u>	<u>30.1%</u>	<u>29.9%</u>	<u>30.2%</u>
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

% of Fees by Service

Auditing and attestation services	13.3%	5.6%	13.1%	20.6%	5.3%	8.0%	10.8%	15.6%	18.1%	23.4%
Bus. valuation/Litigation support	1.3%	0.8%	1.1%	1.9%	0.8%	0.9%	0.9%	2.7%	1.8%	3.1%
Compilations	12.1%	14.3%	14.0%	8.4%	13.9%	11.0%	13.9%	10.0%	9.7%	6.7%
Consulting services	7.5%	9.9%	5.1%	7.5%	10.1%	8.8%	6.0%	6.9%	6.7%	8.9%
Financial advisory services	1.1%	1.0%	1.1%	1.1%	0.7%	0.9%	0.7%	1.8%	0.9%	1.1%
IT consulting	0.4%	0.7%	0.3%	0.2%	1.1%	0.2%	0.3%	0.3%	0.5%	0.5%
Mergers and acquisitions	0.1%	0.0%	0.1%	0.2%	0.0%	0.1%	0.0%	0.2%	0.1%	0.3%
Sarbanes Oxley	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Tax -- individual	26.2%	30.2%	27.0%	22.0%	31.4%	30.4%	25.3%	23.1%	21.3%	20.1%
Tax -- other than individual	24.2%	21.2%	25.6%	25.6%	20.8%	20.9%	24.5%	22.8%	25.8%	23.6%
Write-up and data processing	11.0%	12.7%	10.9%	9.4%	14.3%	15.2%	14.2%	14.9%	11.8%	9.1%
Other	<u>2.9%</u>	<u>3.7%</u>	<u>1.8%</u>	<u>3.1%</u>	<u>1.6%</u>	<u>3.7%</u>	<u>1.7%</u>	<u>1.6%</u>	<u>3.2%</u>	<u>3.2%</u>
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

% billing clients hourly	93.5%	85.2%	96.1%	98.9%	81.7%	84.4%	93.4%	96.6%	98.4%	100.0%
% fees based on hourly billing	83.0%	78.0%	82.4%	87.2%	74.2%	76.9%	80.6%	84.2%	88.7%	84.8%

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Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+

Number of firms	247	81	76	90	60	64	61	59	63	65
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Which of the following non-hourly billing methods did your firm use?

Commissions	5.9%	9.5%	3.1%	5.2%	4.2%	7.7%	2.0%	6.5%	2.4%	6.4%
Fixed fee	69.2%	57.1%	70.3%	81.0%	66.7%	61.5%	64.0%	80.4%	83.3%	80.9%
Periodic	8.6%	4.8%	7.8%	13.8%	10.4%	7.7%	4.0%	15.2%	11.9%	10.6%
Per tax form fee	11.4%	20.6%	7.8%	5.2%	27.1%	17.3%	8.0%	8.7%	7.1%	0.0%
Percentage of assets	3.8%	1.6%	0.0%	10.3%	0.0%	1.9%	0.0%	0.0%	7.1%	6.4%
Risk-based	2.7%	3.2%	4.7%	0.0%	4.2%	1.9%	0.0%	6.5%	0.0%	0.0%
Transaction-based	7.0%	7.9%	6.3%	6.9%	6.3%	15.4%	4.0%	4.3%	4.8%	10.6%
Value billing	52.4%	44.4%	59.4%	53.4%	29.2%	44.2%	66.0%	47.8%	57.1%	61.7%

Please click below if your firm does not use standard billing rates for:

Professional staff	42.1%	40.9%	41.7%	50.0%	23.5%	73.3%	50.0%	60.0%	14.3%	50.0%
Clerical/ administrative	84.2%	77.3%	91.7%	100.0%	76.5%	80.0%	91.7%	100.0%	100.0%	100.0%

Do you typically bill separately for the following services?

Copying	35.2%	50.0%	25.0%	34.8%	41.7%	52.4%	27.6%	32.3%	33.3%	45.7%
Clerical overtime	5.6%	15.4%	5.6%	0.0%	12.5%	9.5%	3.4%	9.7%	0.0%	5.7%
Technology	38.9%	38.5%	33.3%	43.5%	45.8%	28.6%	20.7%	38.7%	30.3%	45.7%
Fax charges	21.3%	19.2%	19.4%	23.9%	41.7%	14.3%	24.1%	19.4%	27.3%	34.3%
Travel time	51.9%	53.8%	63.9%	41.3%	54.2%	61.9%	62.1%	48.4%	60.6%	37.1%
Mileage	55.6%	38.5%	50.0%	69.6%	41.7%	42.9%	51.7%	51.6%	78.8%	68.6%

Est. billing rate for prof'l with an annual salary of \$50,000 per year:

\$90.57	\$84.20	\$91.04	\$94.55	\$85.47	\$87.86	\$89.96	\$88.89	\$86.50	\$97.00
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What is your compensation year basis?

Fiscal 2003	13.8%	7.4%	17.1%	16.7%	6.7%	7.8%	14.8%	25.4%	17.5%	24.6%
Calendar 2003	83.8%	88.9%	81.6%	81.1%	91.7%	89.1%	85.2%	72.9%	76.2%	75.4%
Other	2.4%	3.7%	1.3%	2.2%	1.7%	3.1%	0.0%	1.7%	6.3%	0.0%

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		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65
Professional Staff -- Full Time										
Number of Staff										
Partners / Owners (incl. Part Time)	2.627	1.137	1.701	4.749	1.063	1.174	1.407	2.078	3.251	6.728
Directors (11+ Years Exp)	1.138	0.074	0.658	2.500	0.033	0.094	0.459	0.814	1.524	3.138
Managers (6-10 Years Exp)	0.858	0.037	0.329	2.044	0.000	0.047	0.197	0.593	1.095	3.462
Senior Associates (4-5 Years Exp)	0.761	0.012	0.211	1.900	0.017	0.031	0.115	0.525	0.857	3.246
Associates (1-3 Years Exp)	0.968	0.049	0.316	2.344	0.000	0.078	0.262	0.661	0.937	4.000
New Professionals	0.113	0.000	0.013	0.300	0.000	0.000	0.033	0.000	0.032	0.477
Total Professionals	6.465	1.310	3.227	13.838	1.113	1.424	2.473	4.671	7.696	21.051
% Who Are CPAs										
Partners / Owners	94.9%	90.1%	95.9%	95.7%	83.1%	95.8%	94.4%	93.0%	101.1%	94.4%
Directors (11+ Years Exp)	82.9%	66.7%	70.0%	86.2%	50.0%	66.7%	57.1%	79.2%	78.1%	91.7%
Managers (6-10 Years Exp)	79.2%	33.3%	68.0%	81.5%	N/A	33.3%	75.0%	68.6%	84.1%	84.9%
Senior Associates (4-5 Years Exp)	62.2%	0.0%	37.5%	64.9%	0.0%	50.0%	14.3%	45.2%	61.1%	64.5%
Associates (1-3 Years Exp)	38.9%	25.0%	37.5%	39.3%	N/A	20.0%	43.8%	30.8%	33.9%	35.0%
New Professionals	10.7%	N/A	0.0%	11.1%	N/A	N/A	0.0%	N/A	0.0%	9.7%
% Who Are Males										
Partners / Owners	75.7%	55.4%	76.6%	79.8%	47.1%	69.2%	68.7%	77.5%	82.0%	78.2%
Directors (11+ Years Exp)	44.1%	16.7%	42.0%	45.3%	0.0%	16.7%	28.6%	41.7%	46.9%	46.1%
Managers (6-10 Years Exp)	43.4%	0.0%	56.0%	42.4%	N/A	0.0%	41.7%	42.9%	34.8%	48.9%
Senior Associates (4-5 Years Exp)	43.1%	0.0%	31.3%	44.4%	0.0%	0.0%	14.3%	35.5%	48.1%	42.2%
Associates (1-3 Years Exp)	30.5%	25.0%	25.0%	31.3%	N/A	20.0%	37.5%	17.9%	37.3%	27.7%
New Professionals	39.3%	N/A	0.0%	40.7%	N/A	N/A	0.0%	N/A	0.0%	41.9%
Average Compensated Hours Per FT Professional										
Partners / Owners	2,159	1,985	2,211	2,258	1,804	2,140	2,179	2,295	2,227	2,305
Directors (11+ Years Exp)	2,061	1,656	1,963	2,143	1,544	1,835	2,010	1,991	2,135	2,179
Managers (6-10 Years Exp)	2,098	2,053	2,143	2,088		2,053	2,064	2,175	2,085	2,134
Senior Associates (4-5 Years Exp)	2,081	1,500	2,040	2,102	1,500	1,990	1,683	2,068	2,152	2,080
Associates (1-3 Years Exp)	2,011	1,784	2,007	2,023		1,858	1,776	2,017	1,937	2,061
New Professionals	1,858		1,760	1,867			1,920		1,906	1,868
Average Chargeable Hours Per FT Professional										
Partners / Owners	1,208	1,190	1,221	1,212	1,072	1,333	1,133	1,360	1,236	1,218
Directors (11+ Years Exp)	1,391	1,226	1,318	1,442	690	1,298	1,233	1,406	1,495	1,429
Managers (6-10 Years Exp)	1,404	956	1,472	1,407		956	1,405	1,601	1,489	1,410
Senior Associates (4-5 Years Exp)	1,503	1,000	1,409	1,535	1,000	1,250	1,339	1,518	1,597	1,515
Associates (1-3 Years Exp)	1,365	930	1,161	1,444		1,023	1,089	1,422	1,388	1,491
New Professionals	1,412		880	1,460			1,340		1,634	1,403

Report prepared for: Texas Society of CPAs

Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65

Full-Time Professional Staff -- Continued

Realization

Partners / Owners	56.0%	60.0%	55.2%	53.7%	59.4%	62.3%	52.0%	59.3%	55.5%	52.8%
Directors (11+ Years Exp)	67.5%	74.1%	67.2%	67.3%	44.7%	70.7%	61.3%	70.6%	70.0%	65.6%
Managers (6-10 Years Exp)	66.9%	46.6%	68.7%	67.4%	N/A	46.6%	68.1%	73.6%	71.4%	66.1%
Senior Associates (4-5 Years Exp)	72.2%	66.7%	69.1%	73.0%	66.7%	62.8%	79.6%	73.4%	74.2%	72.8%
Associates (1-3 Years Exp)	67.9%	52.1%	57.8%	71.4%	N/A	55.0%	61.3%	70.5%	71.7%	72.3%
New Professionals	76.0%	N/A	50.0%	78.2%	N/A	N/A	69.8%	N/A	85.7%	75.1%

Average Billing Rate

Partners / Owners	151.98	112.91	148.85	186.05	101.06	118.66	144.86	142.10	157.58	193.87
Directors (11+ Years Exp)	114.79	63.60	102.06	125.35	56.50	63.60	94.90	101.64	102.46	137.18
Managers (6-10 Years Exp)	103.26	68.33	89.29	108.29		68.33	85.70	82.75	89.22	116.70
Senior Associates (4-5 Years Exp)	85.28	50.00	78.93	87.49	50.00	67.50	58.20	72.26	73.30	92.07
Associates (1-3 Years Exp)	75.30	70.00	68.94	77.33		66.25	63.86	59.07	69.98	76.97
New Professionals	71.75		60.00	72.82			52.50		62.50	68.83

Average Compensation

Partners / Owners	148,568	76,051	130,211	228,699	44,609	90,847	117,589	164,212	181,932	262,111
Directors (11+ Years Exp)	66,230	36,501	58,035	72,779	25,000	39,553	48,789	63,752	60,286	81,140
Managers (6-10 Years Exp)	56,229	39,667	50,172	58,563		39,667	49,093	47,573	51,351	62,729
Senior Associates (4-5 Years Exp)	46,404	13,000	40,807	48,400	13,000	32,850	29,350	39,632	43,761	48,967
Associates (1-3 Years Exp)	38,044	26,599	36,641	39,046		27,449	30,284	32,700	34,621	40,425
New Professionals	34,741		26,189	35,518			25,095		31,539	33,766

Compensation Per Compensated Hour

Partners / Owners	\$68.82	\$38.31	\$58.89	\$101.29	\$24.73	\$42.46	\$53.97	\$71.57	\$81.69	\$113.71
Directors (11+ Years Exp)	\$32.14	\$22.05	\$29.56	\$33.96	\$16.19	\$21.56	\$24.28	\$32.02	\$28.24	\$37.24
Managers (6-10 Years Exp)	\$26.80	\$19.32	\$23.41	\$28.05	N/A	\$19.32	\$23.79	\$21.87	\$24.63	\$29.40
Senior Associates (4-5 Years Exp)	\$22.29	\$8.67	\$20.00	\$23.02	\$8.67	\$16.51	\$17.44	\$19.16	\$20.33	\$23.54
Associates (1-3 Years Exp)	\$18.92	\$14.91	\$18.26	\$19.30	N/A	\$14.78	\$17.05	\$16.21	\$17.87	\$19.61
New Professionals	\$18.70	N/A	\$14.88	\$19.03	N/A	N/A	\$13.07	N/A	\$16.55	\$18.08

Report prepared for: Texas Society of CPAs

Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+

Number of firms	247	81	76	90	60	64	61	59	63	65
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Professional Staff -- Part Time

Number of Full Time Equivalents

Directors (11+ Years Exp)	0.24	0.03	0.13	0.51	0.00	0.05	0.05	0.14	0.29	0.62
Managers (6-10 Years Exp)	0.12	0.00	0.06	0.28	0.00	0.00	0.05	0.06	0.10	0.48
Senior Associates (4-5 Years Exp)	0.14	0.00	0.02	0.38	0.01	0.02	0.03	0.03	0.07	0.72
Associates (1-3 Years Exp)	0.21	0.00	0.03	0.55	0.00	0.00	0.01	0.06	0.10	0.86
New Professionals	0.05	0.00	0.00	0.13	0.00	0.02	0.00	0.00	0.06	0.25

Total PT Compensated Hours For FT Professionals

Directors (11+ Years Exp)	490	69	263	1,062	0	113	109	294	610	1,298
Managers (6-10 Years Exp)	252	0	120	590	0	6	110	122	198	996
Senior Associates (4-5 Years Exp)	299	7	36	784	17	31	67	57	146	1,497
Associates (1-3 Years Exp)	437	0	68	1,141	0	0	19	120	199	1,785
New Professionals	96	0	0	264	0	33	0	0	116	513

Total Chargeable Hours for PT Professionals

Directors (11+ Years Exp)	350	80	204	717	0	125	86	226	453	901
Managers (6-10 Years Exp)	184	0	100	421	0	6	89	97	174	687
Senior Associates (4-5 Years Exp)	212	7	34	547	17	28	59	55	113	1,071
Associates (1-3 Years Exp)	277	0	35	731	0	0	14	71	118	1,171
New Professionals	67	0	0	185	0	0	0	0	83	352

Realization

Directors (11+ Years Exp)	71.4%	115.8%	77.5%	67.5%		110.9%	79.0%	77.1%	74.2%	69.4%
Managers (6-10 Years Exp)	73.2%		83.7%	71.4%		100.0%	81.0%	79.2%	87.5%	68.9%
Senior Associates (4-5 Years Exp)	70.8%	90.0%	93.8%	69.7%	100.0%	88.0%	87.3%	96.1%	77.5%	71.5%
Associates (1-3 Years Exp)	63.4%		51.1%	64.0%			77.1%	59.5%	59.0%	65.6%
New Professionals	70.2%			70.2%		0.0%			71.2%	68.7%

Average Billing Rate

Directors (11+ Years Exp)	127.62	83.00	97.18	141.78		82	90	98	112	148
Managers (6-10 Years Exp)	109.82		94.38	114.58		50	86	94	98	116
Senior Associates (4-5 Years Exp)	95.64	90.00	91.67	96.38	18.00	75	70	97	69	100
Associates (1-3 Years Exp)	74.75		57.50	77.47			60	53	66	76
New Professionals	59.36			59.36					59	59

Report prepared for: Texas Society of CPAs

Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65

Professional Staff -- Part Time

Total Compensation

Directors (11+ Years Exp)	19,870	2,632	8,090	45,332	0	4,316	3,377	8,336	21,467	55,439
Managers (6-10 Years Exp)	7,520	0	2,960	18,140	0	250	2,575	2,581	5,580	29,804
Senior Associates (4-5 Years Exp)	7,815	180	647	20,739	167	606	1,186	1,263	2,667	37,612
Associates (1-3 Years Exp)	3,823	0	941	9,697	0	0	236	1,803	1,871	17,882
New Professionals	1,782	0	0	4,890	0	0	0	0	1,594	8,108

Compensation Per Compensated Hour

Directors (11+ Years Exp)	\$40.52	\$38.07	\$30.79	\$42.69		\$38.36	\$30.97	\$28.38	\$35.17	\$42.71
Managers (6-10 Years Exp)	\$29.85		\$24.72	\$30.73		\$40.00	\$23.37	\$21.15	\$28.12	\$29.93
Senior Associates (4-5 Years Exp)	\$26.12	\$24.33	\$18.06	\$26.45	\$10.00	\$19.40	\$17.60	\$22.11	\$18.24	\$25.12
Associates (1-3 Years Exp)	\$8.75		\$13.77	\$8.50			\$12.55	\$15.06	\$9.39	\$10.02
New Professionals	\$18.53			\$18.53		\$0.00			\$13.73	\$15.82

Total Full Time Equivalent Staff

Partner / Owner	2.627	1.137	1.701	4.749	1.063	1.174	1.407	2.078	3.251	6.728
Directors (11+ Years Exp)	1.373	0.107	0.784	3.011	0.033	0.148	0.511	0.955	1.817	3.763
Managers (6-10 Years Exp)	0.979	0.037	0.387	2.328	0.000	0.050	0.250	0.652	1.191	3.940
Senior Associates (4-5 Years Exp)	0.905	0.016	0.228	2.277	0.025	0.046	0.147	0.553	0.927	3.966
Associates (1-3 Years Exp)	1.178	0.049	0.349	2.893	0.000	0.078	0.271	0.719	1.032	4.858
New Professionals	0.160	0.000	0.013	0.427	0.000	0.016	0.033	0.000	0.088	0.723
Total	7.222	1.347	3.461	15.685	1.121	1.512	2.619	4.956	8.307	23.979

Report prepared for: Texas Society of CPAs

Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65
Full Time Non-Professional Staff										
Number of Staff										
Internal technical support	0.158	0.012	0.026	0.400	0.000	0.031	0.016	0.102	0.143	0.708
Administrator / OM	0.433	0.086	0.368	0.800	0.067	0.156	0.262	0.475	0.540	1.215
Paraprofessionals	1.093	0.272	0.566	2.278	0.183	0.422	0.607	0.814	1.429	3.523
Clerical (data entry, etc.)	1.304	0.247	0.632	2.822	0.067	0.516	0.590	0.746	1.317	4.723
Other	0.166	0.000	0.105	0.367	0.000	0.000	0.033	0.169	0.206	0.400
Average Compensated Hours Per FT Employee										
Internal technical support	2,116	1,300	1,987	2,157		947	2,080	2,113	1,937	2,171
Administrator / OM	2,072	1,724	1,962	2,153	1,290	1,923	1,956	1,966	2,114	2,183
Paraprofessionals	2,033	1,743	1,947	2,146	1,194	1,886	1,986	1,935	2,108	2,163
Clerical (data entry, etc.)	1,968	1,820	1,845	2,053	1,590	1,788	1,897	1,827	2,014	2,096
Other	1,930		1,576	1,997			2,241	1,687	2,089	1,964
Average Chargeable Hours Per FT Employee										
Internal technical support	282	1,200	979	193		615	925	531	409	142
Administrator / OM	303	532	427	229	643	359	486	435	408	207
Paraprofessionals	1,292	1,205	1,198	1,363	770	1,250	1,214	1,182	1,342	1,391
Clerical (data entry, etc.)	451	606	406	440	210	696	450	437	462	398
Other	384		700	325			252	496	569	232
Average Billing Rate										
Internal technical support	81.55	90.00	42.50	84.23		107.50	45.00	55.00	69.00	88.88
Administrator / OM	61.81	38.50	45.10	70.28	20.00	38.00	38.27	46.54	55.87	77.40
Paraprofessionals	64.32	52.28	63.67	67.94	33.33	56.00	57.93	57.73	61.90	68.72
Clerical (data entry, etc.)	46.42	41.31	39.06	50.82	57.50	37.17	37.76	41.58	45.96	51.89
Other	67.41		39.33	73.43			42.50	44.00	57.00	79.20
Average Compensation										
Internal technical support	48,093	45,000	28,126	49,748		27,500	30,929	32,200	36,190	52,619
Administrator / OM	42,214	24,724	30,426	48,942	13,344	23,951	24,519	30,954	38,081	53,534
Paraprofessionals	35,161	27,330	33,843	37,955	16,227	29,660	29,962	31,733	35,184	39,163
Clerical (data entry, etc.)	26,823	21,044	22,696	30,007	18,400	19,516	21,948	22,403	26,484	30,837
Other	36,345		23,932	38,673			34,965	20,694	31,575	39,253
Compensation Per Compensated Hour										
Internal technical support	\$22.73	\$34.62	\$14.15	\$23.06	N/A	\$29.05	\$14.87	\$15.24	\$18.69	\$24.24
Administrator / OM	\$20.38	\$14.34	\$15.50	\$22.73	\$10.34	\$12.46	\$12.54	\$15.74	\$18.02	\$24.52
Paraprofessionals	\$17.29	\$15.68	\$17.38	\$17.68	\$13.59	\$15.73	\$15.09	\$16.40	\$16.69	\$18.11
Clerical (data entry, etc.)	\$13.63	\$11.56	\$12.30	\$14.62	\$11.57	\$10.92	\$11.57	\$12.27	\$13.15	\$14.71
Other	\$18.83	N/A	\$15.19	\$19.37	N/A	N/A	\$15.60	\$12.27	\$15.11	\$19.99

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Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65

Part-Time Non-Professional Staff

Number of Full Time Equivalents

Internal technical support	0.008	0.006		0.016	0.000	0.008		0.002		0.060
Administrator / OM	0.023	0.008	0.025	0.035	0.000	0.010	0.033	0.022	0.007	0.053
Paraprofessionals	0.128	0.049	0.093	0.228	0.035	0.054	0.057	0.126	0.138	0.434
Clerical (data entry, etc.)	0.186	0.071	0.064	0.393	0.052	0.116	0.048	0.111	0.204	0.636
Other	0.057	0.003	0.033	0.125	0.005	0.004	0.041	0.040	0.034	0.195

Total Compensated Hours

Internal technical support	16	13	0	33	1	16	0	4	0	124
Administrator / OM	48	16	52	72	1	22	70	45	14	110
Paraprofessionals	266	103	194	475	73	113	120	263	287	904
Clerical (data entry, etc.)	387	147	134	817	107	242	100	232	424	1,323
Other	118	6	69	261	10	8	86	83	72	405

Total Chargeable Hours

Internal technical support	9	6	0	20	0	7	0	0	0	31
Administrator / OM	4	5	5	2	1	6	3	4	1	2
Paraprofessionals	194	76	149	338	47	81	104	170	189	621
Clerical (data entry, etc.)	64	35	38	112	34	70	43	40	81	156
Other	6	0	4	12	7	0	5	0	16	16

Average Billing Rate

Internal technical support	71.25	45.00		80.00		45.00				70.33
Administrator / OM	53.22	23.00	37.50	63.50	10.00	25.50	35.00	45.00	50.33	79.00
Paraprofessionals	55.29	43.50	54.20	61.43	42.14	36.43	50.00	51.20	57.30	60.14
Clerical (data entry, etc.)	43.54	36.11	43.00	45.73	25.50	34.23	38.63	38.80	39.31	45.55
Other	46.82		31.67	52.50	48.00		31.67		36.25	52.50

Average Compensation

Internal technical support	396	180	0	925	5	228	0	134	0	2,449
Administrator / OM	918	111	676	1,848	8	150	948	681	249	3,461
Paraprofessionals	4,726	1,472	3,559	8,639	1,196	1,372	2,079	4,126	4,914	15,302
Clerical (data entry, etc.)	4,795	1,556	1,437	10,546	1,692	2,503	1,068	2,179	4,736	16,668
Other	6,627	160	920	17,266	71	203	1,146	752	705	24,259

Compensation Per Compensated Hour

Internal technical support	\$24.57	\$14.00		\$28.30	\$10.00	\$14.00		\$34.97		\$19.70
Administrator / OM	\$19.15	\$6.75	\$12.90	\$25.51	\$10.00	\$6.86	\$13.61	\$15.14	\$17.33	\$31.56
Paraprofessionals	\$17.73	\$14.31	\$18.33	\$18.20	\$16.43	\$12.14	\$17.39	\$15.71	\$17.11	\$16.93
Clerical (data entry, etc.)	\$12.38	\$10.56	\$10.74	\$12.90	\$15.79	\$10.36	\$10.73	\$9.41	\$11.18	\$12.60
Other	\$55.96	\$26.00	\$13.28	\$66.16	\$7.11	\$26.00	\$13.28	\$9.06	\$9.83	\$59.88

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Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65
For Professionals										
Bonus/incentive % of total	5.7%	1.6%	8.7%	5.0%	3.6%	2.1%	10.4%	5.2%	4.4%	5.9%
Avg annl base salary % inc	4.6%	2.3%	4.5%	5.2%	2.9%	3.5%	6.6%	5.2%	5.1%	5.4%
Which of the following factors were used in determining bonus / incentive payments for professional staff?										
Attaining chargeable hours targets	53.1%	8.3%	50.0%	61.8%	0.0%	30.8%	43.3%	67.6%	58.5%	62.1%
Obtaining new clients	56.9%	41.7%	40.5%	68.4%	40.0%	38.5%	40.0%	43.2%	64.2%	65.5%
Obtaining new proj. from ex. clients	26.2%	8.3%	16.7%	34.2%	0.0%	15.4%	20.0%	18.9%	30.2%	29.3%
Outstanding individual achievement	50.8%	41.7%	45.2%	55.3%	0.0%	53.8%	50.0%	43.2%	50.9%	56.9%
Passing CPA exam	26.2%	16.7%	14.3%	34.2%	0.0%	15.4%	13.3%	29.7%	35.8%	32.8%
Attaining chargeable hours targets	27.7%	8.3%	19.0%	35.5%	0.0%	15.4%	10.0%	27.0%	35.8%	31.0%
Other	32.3%	41.7%	31.0%	31.6%	60.0%	38.5%	30.0%	29.7%	34.0%	39.7%
New Hires										
# New hires meeting 150	0.23	0.02	0.03	0.60	0.00	0.06	0.05	0.08	0.22	1.32
# New hires not meeting 150	0.12	0.02	0.03	0.28	0.02	0.09	0.07	0.03	0.17	0.43
Sal for new hires meeting 150	37,542	39,500	31,500	37,844		32,250	30,500	31,667	37,083	36,923
Sal for new hires not meeting 150	35,286	37,500	35,000	35,059	45,000	24,667	34,500	30,333	30,556	34,315
% with flex. work arrangements	73.3%	72.9%	63.9%	81.1%	75.0%	66.7%	70.7%	59.6%	73.0%	86.2%
Adjust billing rates seasonally?										
Yes, routinely	8.1%	7.0%	16.4%	2.2%	5.8%	6.9%	10.2%	19.3%	3.2%	6.2%
Occasionally	19.2%	31.0%	13.7%	14.4%	25.0%	34.5%	20.3%	12.3%	11.3%	18.5%
Rarely	29.1%	28.2%	28.8%	30.0%	26.9%	22.4%	23.7%	26.3%	22.6%	36.9%
Never	42.3%	31.0%	39.7%	53.3%	36.5%	31.0%	44.1%	42.1%	62.9%	38.5%
N/A, do not use billing rates	1.3%	2.8%	1.4%	0.0%	5.8%	5.2%	1.7%	0.0%	0.0%	0.0%
% losing prof'l staff during 2003	42.2%	14.3%	30.1%	74.2%	7.7%	17.5%	22.0%	45.6%	60.3%	84.1%
# of Voluntary terminations	2.57	1.80	1.17	3.07	1.50	1.60	1.33	1.24	1.41	3.96
# of Involuntary terminations	1.78	1.00	1.13	2.09	1.00	1.00	1.00	1.11	1.12	2.55
Ret plan for non-owners?	68.0%	32.1%	69.7%	98.9%	11.7%	56.3%	63.9%	88.1%	98.4%	100.0%
Retirement Plan Type:										
401(k)	42.8%	16.0%	22.6%	62.5%	14.3%	14.3%	10.3%	32.7%	49.2%	78.5%
Defined Benefit	0.6%	0.0%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	1.6%	3.1%
Sep IRA	21.1%	48.0%	18.9%	14.8%	57.1%	37.1%	15.4%	19.2%	13.1%	12.3%
SIMPLE	31.9%	36.0%	50.9%	19.3%	28.6%	48.6%	64.1%	42.3%	29.5%	7.7%
Other	9.0%	0.0%	7.5%	12.5%	0.0%	0.0%	10.3%	5.8%	11.5%	12.3%
Provide for partner retirement?										
Yes	30.8%	12.3%	23.7%	53.3%	10.0%	14.1%	19.7%	37.3%	56.5%	64.6%
No	49.8%	46.9%	57.9%	45.6%	55.0%	46.9%	52.5%	52.5%	43.5%	33.8%
Not applicable	19.4%	40.7%	18.4%	1.1%	35.0%	39.1%	27.9%	10.2%	0.0%	1.5%

Report prepared for: Texas Society of CPAs

Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65
Is retirement plan for non-owners funded?										
Yes	43.5%	32.3%	46.3%	45.8%	25.0%	41.7%	55.0%	50.0%	50.9%	44.4%
No, paid by...	7.7%	3.2%	5.6%	10.8%	0.0%	5.6%	5.0%	3.8%	15.8%	12.7%
Not applicable	48.8%	64.5%	48.1%	43.4%	75.0%	52.8%	40.0%	46.2%	33.3%	42.9%
Funded by?										
Insurance	2.2%	0.0%	6.3%	0.0%	0.0%	0.0%	3.7%	3.3%	0.0%	0.0%
Retirement plan	85.4%	84.6%	78.1%	90.9%	100.0%	88.2%	85.2%	80.0%	93.9%	83.9%
Other	12.4%	15.4%	15.6%	9.1%	0.0%	11.8%	11.1%	16.7%	6.1%	16.1%
Number of retirees	3.00	0.67	2.13	4.18	1.00	1.00	1.67	1.86	2.00	11.56
Paid by?										
Equity (capital account) buyout	41.2%	0.0%	66.7%	50.0%	0.0%	0.0%	33.3%	50.0%	50.0%	40.0%
Consulting contract	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Stock purchase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	10.0%	0.0%
Other	58.8%	100.0%	33.3%	50.0%	100.0%	100.0%	66.7%	0.0%	40.0%	60.0%
% with employee handbook	72.8%	34.8%	56.7%	93.3%	50.0%	32.0%	52.5%	67.9%	85.7%	95.4%
Which of the following paid time off (PTO) policies are in place at your firm? (check all that apply)										
Comp time off for OT/excess hours	55.4%	21.7%	59.7%	61.1%	12.5%	36.0%	52.4%	69.6%	68.3%	63.1%
Formal sick leave policy	64.0%	21.7%	59.7%	77.8%	12.5%	32.0%	57.1%	66.1%	79.4%	76.9%
Provide comp leave for dep illness	21.7%	4.3%	22.6%	25.6%	0.0%	8.0%	16.7%	23.2%	30.2%	26.2%
Formal vacation policy	72.0%	47.8%	75.8%	75.6%	37.5%	52.0%	71.4%	85.7%	84.1%	67.7%
Agg. PTO inc. both vac. & sick days	26.3%	17.4%	25.8%	28.9%	12.5%	12.0%	21.4%	35.7%	20.6%	33.8%
PTO for professional activities	55.4%	34.8%	51.6%	63.3%	0.0%	36.0%	42.9%	69.6%	60.3%	66.2%
PTO for community activities	30.9%	17.4%	25.8%	37.8%	0.0%	20.0%	19.0%	44.6%	39.7%	41.5%
Maternity leave in excess of FMLA	13.7%	0.0%	6.5%	22.2%	0.0%	0.0%	4.8%	10.7%	15.9%	23.1%
None of the above	4.6%	26.1%	1.6%	1.1%	50.0%	16.0%	4.8%	0.0%	3.2%	0.0%
# of sick leave days for new hires	6.43	3.00	6.18	6.83	3.00	4.75	5.05	6.07	5.12	8.11
# of sick leave days for vacation	8.56	5.50	9.25	8.66	5.00	5.79	7.73	8.29	8.29	8.51
# of sick leave days for agg PTO	13.88	10.75	12.50	15.39		10.60	10.91	14.56	14.25	15.26

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		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65

Does your firm provide/pay for the following benefits for employees?

Cafeteria plan	37.2%	1.8%	20.5%	72.2%	0.0%	2.1%	15.8%	34.5%	54.0%	92.3%
Cell phone reimbursement	24.3%	30.9%	17.8%	25.6%	51.2%	17.0%	22.8%	17.2%	17.5%	29.2%
Child care reimbursement	7.3%	0.0%	5.5%	13.3%	0.0%	2.1%	3.5%	10.3%	4.8%	23.1%
Continuing education courses	90.4%	85.5%	86.3%	96.7%	80.5%	91.5%	89.5%	87.9%	90.5%	95.4%
CPA examination fees	33.9%	18.2%	37.0%	41.1%	14.6%	23.4%	45.6%	39.7%	41.3%	44.6%
CPA examination review courses	18.3%	9.1%	19.2%	23.3%	9.8%	10.6%	24.6%	20.7%	23.8%	24.6%
Dependent health insurance	20.6%	16.4%	17.8%	25.6%	14.6%	14.9%	24.6%	19.0%	17.5%	41.5%
Dependent life insurance	4.1%	3.6%	0.0%	7.8%	7.3%	2.1%	0.0%	6.9%	4.8%	13.8%
Dental insurance	18.8%	7.3%	13.7%	30.0%	9.8%	6.4%	12.3%	20.7%	17.5%	44.6%
Home connectivity (e.g., DSL)	11.9%	14.5%	8.2%	13.3%	24.4%	2.1%	5.3%	10.3%	11.1%	13.8%
Life insurance	50.5%	20.0%	38.4%	78.9%	14.6%	21.3%	33.3%	55.2%	68.3%	87.7%
Long term care insurance	1.4%	0.0%	1.4%	2.2%	0.0%	0.0%	1.8%	1.7%	1.6%	1.5%
Long term disability insurance	28.9%	9.1%	15.1%	52.2%	7.3%	4.3%	10.5%	13.8%	38.1%	58.5%
Master's/advanced deg.	5.5%	1.8%	4.1%	8.9%	2.4%	2.1%	3.5%	8.6%	11.1%	9.2%
Medical reimbursement plan	19.7%	16.4%	17.8%	23.3%	14.6%	14.9%	15.8%	19.0%	15.9%	35.4%
Professional dues	90.4%	81.8%	89.0%	96.7%	82.9%	85.1%	86.0%	96.6%	98.4%	96.9%
Professional licenses	87.2%	78.2%	86.3%	93.3%	80.5%	76.6%	87.7%	87.9%	85.7%	96.9%
Retirement plan	62.8%	41.8%	53.4%	83.3%	26.8%	55.3%	54.4%	75.9%	81.0%	87.7%
Short term disability insurance	9.2%	0.0%	2.7%	20.0%	0.0%	0.0%	5.3%	1.7%	19.0%	20.0%
Vision plan	7.8%	1.8%	5.5%	13.3%	2.4%	4.3%	3.5%	5.2%	4.8%	16.9%
Other	2.3%	3.6%	0.0%	3.3%	4.9%	4.3%	0.0%	1.7%	0.0%	6.2%
Health insurance	72.5%	38.2%	71.2%	94.4%	29.3%	46.8%	71.9%	81.0%	88.9%	96.9%

Health Insurance Type

HMO	9.8%	18.2%	17.9%	2.3%	0.0%	16.7%	18.2%	10.6%	8.8%	0.0%
MSA	0.6%	0.0%	1.8%	0.0%	8.3%	4.2%	2.3%	4.3%	3.5%	0.0%
POS	0.6%	0.0%	0.0%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%
PPO	78.0%	59.1%	67.9%	89.5%	58.3%	62.5%	54.5%	68.1%	77.2%	87.3%
Traditional	6.1%	9.1%	8.9%	3.5%	8.3%	12.5%	22.7%	8.5%	5.3%	6.3%
Other	3.0%	9.1%	1.8%	2.3%	16.7%	4.2%	0.0%	4.3%	1.8%	3.2%
Not sure	1.8%	4.5%	1.8%	1.2%	8.3%	0.0%	2.3%	4.3%	3.5%	0.0%

% of Health Insurance Paid By Firm

0-20%	1.2%	0.0%	0.0%	2.4%	0.0%	0.0%	0.0%	2.1%	3.7%	1.6%
21-40%	1.9%	4.3%	1.8%	1.2%	7.7%	0.0%	4.5%	4.2%	3.7%	1.6%
41-60%	9.3%	17.4%	5.5%	9.6%	23.1%	12.5%	6.8%	2.1%	5.6%	16.1%
61-80%	9.9%	13.0%	7.3%	10.8%	0.0%	20.8%	13.6%	4.2%	5.6%	16.1%
81-100%	77.6%	65.2%	85.5%	75.9%	69.2%	66.7%	75.0%	87.5%	81.5%	64.5%

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		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65
% using engagement letters	84.4%	79.4%	87.7%	85.6%	75.0%	86.3%	83.1%	93.0%	88.9%	90.8%
% w/ disc. control of client funds?	12.6%	7.5%	14.9%	14.6%	11.8%	9.8%	11.9%	22.4%	8.1%	29.2%

Does your firm provide the following services?

Bankruptcy or insolvency services	19.0%	13.6%	11.0%	29.2%	14.0%	14.9%	15.5%	15.3%	25.8%	29.2%
Business valuation	38.5%	13.6%	26.0%	65.2%	16.3%	8.5%	19.0%	42.4%	61.3%	75.4%
Corp. Gov. & Audit Comm. Guidance	11.8%	5.1%	6.8%	20.2%	9.3%	8.5%	6.9%	10.2%	21.0%	20.0%
Eldercare	9.5%	5.1%	8.2%	13.5%	4.7%	6.4%	10.3%	8.5%	14.5%	12.3%
Estate tax planning	71.0%	42.4%	68.5%	92.1%	34.9%	51.1%	65.5%	74.6%	87.1%	95.4%
Executive searches	12.7%	3.4%	6.8%	23.6%	0.0%	6.4%	6.9%	11.9%	17.7%	32.3%
Forecasts and projections	43.9%	16.9%	39.7%	65.2%	30.2%	29.8%	32.8%	52.5%	64.5%	72.3%
Forensic accounting	21.7%	8.5%	20.5%	31.5%	11.6%	8.5%	19.0%	23.7%	27.4%	38.5%
Human resources services	10.9%	6.8%	5.5%	18.0%	7.0%	8.5%	10.3%	10.2%	9.7%	24.6%
Insurance	11.3%	8.5%	12.3%	12.4%	7.0%	8.5%	10.3%	16.9%	8.1%	15.4%
International services	11.8%	5.1%	5.5%	21.3%	2.3%	6.4%	1.7%	5.1%	11.3%	27.7%
Investment advisory services	22.2%	18.6%	17.8%	28.1%	11.6%	21.3%	13.8%	22.0%	25.8%	32.3%
IT hardware sales	4.1%	0.0%	2.7%	7.9%	0.0%	0.0%	0.0%	5.1%	3.2%	13.8%
IT hardware sel. & inst.	10.0%	3.4%	2.7%	20.2%	2.3%	4.3%	3.4%	3.4%	16.1%	26.2%
IT software sales	9.0%	10.2%	5.5%	11.2%	16.3%	4.3%	5.2%	10.2%	12.9%	16.9%
IT software sel & impl.	23.1%	18.6%	19.2%	29.2%	20.9%	14.9%	20.7%	22.0%	32.3%	35.4%
Investment / securities sales	15.4%	11.9%	17.8%	15.7%	2.3%	17.0%	12.1%	20.3%	11.3%	16.9%
Legal services within your firm	0.5%	1.7%	0.0%	0.0%	0.0%	2.1%	0.0%	0.0%	0.0%	3.1%
Litigation support	43.4%	16.9%	28.8%	73.0%	18.6%	25.5%	34.5%	45.8%	71.0%	76.9%
Market or ec. feasibility studies	8.1%	0.0%	2.7%	18.0%	2.3%	0.0%	0.0%	3.4%	14.5%	18.5%
Mergers and acquisitions	33.0%	15.3%	23.3%	52.8%	16.3%	12.8%	24.1%	28.8%	45.2%	66.2%
Not for profits	62.0%	37.3%	65.8%	75.3%	41.9%	38.3%	65.5%	66.1%	62.9%	84.6%
Outsourced controllership	27.6%	18.6%	27.4%	33.7%	20.9%	17.0%	29.3%	25.4%	27.4%	33.8%
Payroll processing	47.5%	40.7%	46.6%	52.8%	58.1%	51.1%	55.2%	64.4%	59.7%	56.9%
Performance measurement	10.0%	6.8%	2.7%	18.0%	4.7%	8.5%	3.4%	5.1%	9.7%	23.1%
Personal financial planning	46.6%	35.6%	38.4%	60.7%	25.6%	40.4%	32.8%	42.4%	58.1%	63.1%
Section 404 Internal control	5.9%	1.7%	2.7%	11.2%	2.3%	0.0%	1.7%	3.4%	6.5%	10.8%
Strategic planning	21.7%	15.3%	11.0%	34.8%	11.6%	17.0%	15.5%	11.9%	24.2%	40.0%
Web Trust	0.5%	0.0%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%
Other	3.6%	8.5%	2.7%	1.1%	9.3%	8.5%	5.2%	3.4%	0.0%	3.1%

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		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65
Hiring non-CPA professionals										
Already in place	35.4%	9.2%	27.4%	61.4%	9.6%	23.4%	26.3%	32.2%	50.0%	73.4%
Planning to provide	8.4%	10.8%	12.3%	3.4%	11.5%	6.4%	8.8%	6.8%	5.0%	1.6%
Would consider	34.5%	46.2%	37.0%	23.9%	46.2%	40.4%	38.6%	40.7%	36.7%	17.2%
Would not consider	16.4%	20.0%	21.9%	9.1%	21.2%	23.4%	24.6%	20.3%	5.0%	7.8%
N/A	5.3%	13.8%	1.4%	2.3%	11.5%	6.4%	1.8%	0.0%	3.3%	0.0%
Making non-CPAs owners in the firm										
Already in place	0.9%	0.0%	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%
Planning to provide	1.3%	0.0%	1.4%	2.3%	0.0%	4.3%	0.0%	1.7%	1.7%	1.6%
Would consider	15.6%	9.2%	13.9%	21.8%	11.5%	8.5%	17.5%	24.1%	13.3%	21.9%
Would not consider	75.4%	75.4%	84.7%	67.8%	69.2%	76.6%	78.9%	74.1%	76.7%	70.3%
N/A	6.7%	15.4%	0.0%	5.7%	19.2%	10.6%	3.5%	0.0%	8.3%	3.1%
Hiring interns for professional staffing										
Already in place	23.9%	12.3%	9.7%	43.8%	3.8%	23.4%	15.8%	17.2%	33.9%	59.4%
Planning to provide	6.2%	6.2%	5.6%	6.7%	7.7%	8.5%	5.3%	5.2%	6.5%	4.7%
Would consider	42.0%	49.2%	45.8%	33.7%	53.8%	46.8%	47.4%	50.0%	43.5%	26.6%
Would not consider	22.1%	21.5%	34.7%	12.4%	25.0%	14.9%	28.1%	25.9%	12.9%	7.8%
N/A	5.8%	10.8%	4.2%	3.4%	9.6%	6.4%	3.5%	1.7%	3.2%	1.6%
Merging with a non-CPA firm (if permitted by state law)										
Already in place	1.3%	0.0%	0.0%	3.5%	0.0%	0.0%	0.0%	0.0%	0.0%	7.9%
Planning to provide	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%	0.0%	0.0%
Would consider	15.2%	10.9%	16.4%	17.4%	15.7%	17.0%	21.1%	23.7%	16.9%	23.8%
Would not consider	75.8%	76.6%	82.2%	69.8%	70.6%	74.5%	75.4%	72.9%	71.2%	61.9%
N/A	7.6%	12.5%	1.4%	9.3%	13.7%	8.5%	3.5%	1.7%	11.9%	6.3%
Outsourcing individual Tax Returns										
Already in place	3.6%	0.0%	0.0%	9.2%	0.0%	2.1%	0.0%	0.0%	0.0%	12.5%
Planning to provide	0.9%	1.5%	0.0%	1.1%	0.0%	2.1%	1.8%	0.0%	0.0%	3.1%
Would consider	16.9%	21.2%	9.7%	19.5%	15.4%	16.7%	14.0%	8.6%	23.7%	20.3%
Would not consider	76.0%	71.2%	90.3%	67.8%	80.8%	75.0%	82.5%	91.4%	72.9%	64.1%
N/A	2.7%	6.1%	0.0%	2.3%	3.8%	4.2%	1.8%	0.0%	3.4%	0.0%
Outsourcing write up work										
Already in place	1.8%	3.0%	0.0%	2.3%	0.0%	6.3%	0.0%	0.0%	0.0%	3.1%
Planning to provide	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Would consider	18.6%	21.2%	11.1%	22.7%	13.5%	20.8%	17.5%	6.9%	22.0%	24.6%
Would not consider	74.3%	63.6%	87.5%	71.6%	78.8%	64.6%	78.9%	93.1%	72.9%	70.8%
N/A	5.3%	12.1%	1.4%	3.4%	7.7%	8.3%	3.5%	0.0%	5.1%	1.5%

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Number of firms	247	81	76	90	60	64	61	59	63	65

Going paperless

Already in place	18.9%	9.4%	20.8%	24.4%	13.5%	6.5%	22.4%	24.1%	17.2%	31.3%
Planning to provide	19.8%	10.9%	18.1%	27.9%	9.6%	17.4%	20.7%	19.0%	29.3%	26.6%
Would consider	41.0%	50.0%	38.9%	36.0%	48.1%	54.3%	36.2%	43.1%	44.8%	31.3%
Would not consider	19.4%	28.1%	22.2%	10.5%	28.8%	19.6%	20.7%	13.8%	6.9%	10.9%
N/A	0.9%	1.6%	0.0%	1.2%	0.0%	2.2%	0.0%	0.0%	1.7%	0.0%

Does your firm... (check all that apply)

Have a Web site?	74.2%	51.0%	67.1%	92.2%	55.3%	45.2%	61.8%	77.2%	77.8%	100.0%
Use time, bill, or calend. software?	94.7%	83.7%	100.0%	96.7%	84.2%	90.5%	100.0%	98.2%	95.2%	96.9%

Which of the following software packages do you use for time, billing, and/or calendaring? (check all that apply)

BillQuick (BQE Software)	0.5%	2.4%	0.0%	0.0%	0.0%	2.6%	0.0%	0.0%	0.0%	0.0%
CPA Practice Management	15.7%	2.4%	10.1%	26.4%	0.0%	5.3%	5.6%	21.4%	20.0%	30.2%
ImagineTime	0.5%	0.0%	1.4%	0.0%	0.0%	0.0%	1.9%	0.0%	0.0%	0.0%
MYOB Plus (MYOB US)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Oracle Small Business Suite	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Power PM (Commercial Logics)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Practice Solutions	15.2%	7.3%	8.7%	24.1%	6.3%	10.5%	9.3%	17.9%	33.3%	15.9%
Practice Solutions PS	7.6%	2.4%	8.7%	9.2%	6.3%	2.6%	16.7%	5.4%	5.0%	7.9%
ProSystem fx (CCH)	18.8%	4.9%	17.4%	26.4%	3.1%	5.3%	9.3%	16.1%	23.3%	31.7%
Quickbooks (Intuit)	18.3%	41.5%	20.3%	5.7%	43.8%	36.8%	13.0%	21.4%	5.0%	6.3%
Simple Accounting Pro	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Timeslips (Best Software)	16.2%	26.8%	20.3%	8.0%	15.6%	36.8%	31.5%	14.3%	8.3%	4.8%
TPS Time & Billing	1.5%	0.0%	2.9%	1.1%	3.1%	2.6%	3.7%	0.0%	1.7%	0.0%
Other	21.3%	26.8%	27.5%	13.8%	34.4%	28.9%	24.1%	30.4%	15.0%	19.0%

Revenues -- Projected and Tracking

Planned Change for FY '04	14.6%	33.2%	8.7%	9.2%	39.5%	21.8%	11.5%	5.9%	9.3%	7.8%
Tracking Change for FY '04	13.5%	24.9%	10.1%	10.0%	27.2%	18.8%	12.3%	6.1%	10.8%	7.4%
Variance from Plan	-1.1%	-8.3%	1.5%	0.8%	-12.3%	-3.0%	0.9%	0.2%	1.5%	-0.4%

Expenses -- Projected and Tracking

Planned Change for FY '04	7.5%	16.0%	5.2%	4.8%	14.1%	15.8%	5.8%	3.1%	5.5%	4.8%
Tracking Change for FY '04	10.3%	26.3%	4.3%	5.8%	29.4%	10.4%	6.0%	2.1%	6.3%	4.8%
Variance from Plan	2.8%	10.3%	-1.0%	1.0%	15.3%	-5.4%	0.3%	-0.9%	0.8%	0.0%

Report prepared for: Texas Society of CPAs

Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+
Number of firms	247	81	76	90	60	64	61	59	63	65
Which of the following do you have in place?										
Succession plan	18.9%	0.0%	19.7%	27.3%	6.7%	8.1%	19.6%	21.8%	17.7%	34.9%
Formal partner in training program	3.1%	0.0%	4.5%	3.4%	0.0%	2.7%	7.8%	3.6%	3.2%	6.3%
Prac. cont. agrmt with another firm	6.1%	9.5%	4.5%	5.7%	6.7%	10.8%	3.9%	1.8%	3.2%	7.9%
Malpractice insurance policy	86.7%	88.1%	86.4%	86.4%	90.0%	86.5%	88.2%	89.1%	82.3%	95.2%
Written firm partnership agreement	48.5%	19.0%	31.8%	75.0%	10.0%	13.5%	27.5%	45.5%	67.7%	85.7%
Partner compensation formula	39.8%	4.8%	28.8%	64.8%	3.3%	2.7%	19.6%	40.0%	50.0%	73.0%
Malpractice Ins. Cov. Limit	1,185,641	701,389	1,121,000	1,480,857	604,000	776,613	1,130,769	1,153,333	1,450,213	2,063,636
When was the partner agreement last updated?										
Before 1995	11.6%	12.5%	18.2%	8.9%	33.3%	0.0%	7.7%	24.0%	13.5%	4.4%
1995-1998	9.3%	25.0%	4.5%	8.9%	0.0%	40.0%	7.7%	4.0%	16.2%	6.7%
1999	4.7%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	4.0%	5.4%	4.4%
2000	9.3%	0.0%	9.1%	10.7%	0.0%	0.0%	0.0%	12.0%	5.4%	8.9%
2001	15.1%	25.0%	9.1%	16.1%	33.3%	20.0%	15.4%	16.0%	16.2%	13.3%
2002	12.8%	12.5%	18.2%	10.7%	0.0%	20.0%	23.1%	8.0%	5.4%	15.6%
2003	20.9%	12.5%	22.7%	21.4%	0.0%	20.0%	30.8%	16.0%	13.5%	28.9%
2004	16.3%	12.5%	18.2%	16.1%	33.3%	0.0%	15.4%	16.0%	24.3%	17.8%
Which of the following does the partner agreement provide for?										
Buy-out	83.0%	87.5%	68.2%	87.5%	100.0%	80.0%	66.7%	70.8%	92.7%	84.9%
Conduct	53.2%	12.5%	36.4%	64.1%	33.3%	0.0%	26.7%	45.8%	58.5%	62.3%
Death	89.4%	87.5%	77.3%	93.8%	66.7%	100.0%	86.7%	83.3%	90.2%	98.1%
Disability	75.5%	25.0%	68.2%	84.4%	33.3%	20.0%	53.3%	75.0%	90.2%	83.0%
Early withdraw	63.8%	37.5%	45.5%	73.4%	33.3%	40.0%	40.0%	54.2%	70.7%	79.2%
Mandatory age	28.7%	12.5%	9.1%	37.5%	33.3%	0.0%	6.7%	4.2%	29.3%	45.3%
Non-competition	64.9%	12.5%	50.0%	76.6%	33.3%	0.0%	53.3%	45.8%	65.9%	75.5%
Post withdrawal loan guarantees	10.6%	0.0%	0.0%	15.6%	0.0%	0.0%	0.0%	0.0%	7.3%	15.1%
Retirement	48.9%	25.0%	27.3%	59.4%	0.0%	40.0%	26.7%	37.5%	53.7%	69.8%
If applicable, which of the following components are included in your buy-out valuation provision?										
Clients retained	43.8%	50.0%	46.7%	42.6%	0.0%	66.7%	63.6%	41.2%	51.3%	39.5%
Discount for early withdrawal	28.8%	0.0%	20.0%	33.3%	0.0%	0.0%	9.1%	17.6%	33.3%	39.5%
Fee multiples	41.1%	75.0%	46.7%	37.0%	100.0%	66.7%	45.5%	41.2%	48.7%	23.7%
Fixed amount for X years	31.5%	0.0%	33.3%	33.3%	0.0%	0.0%	36.4%	29.4%	20.5%	39.5%
Life insurance in place	49.3%	25.0%	60.0%	48.1%	100.0%	0.0%	81.8%	35.3%	48.7%	42.1%
Outside appraisal or valuation	5.5%	0.0%	20.0%	1.9%	0.0%	0.0%	18.2%	11.8%	0.0%	2.6%
Years as partner/owner	20.5%	0.0%	13.3%	24.1%	0.0%	0.0%	27.3%	11.8%	25.6%	21.1%
Terms of payments self-funded	38.4%	50.0%	40.0%	37.0%	100.0%	33.3%	36.4%	41.2%	43.6%	44.7%

Report prepared for: Texas Society of CPAs

Detailed descriptions of codes on page 1	All TX	All Texas Firms			All Firms in the West South Central Subregion By Revenues					
		Small	Medium	Large	<150K	150-299K	300-549K	550-999K	1-1.99M	2.0M+

Number of firms	247	81	76	90	60	64	61	59	63	65
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Which of the following are included in your partner compensation formula?

Administrative duties	62.7%	0.0%	62.5%	65.9%	0.0%	0.0%	60.0%	60.0%	75.0%	66.7%
Client billing	88.2%	100.0%	100.0%	85.4%	100.0%	100.0%	100.0%	100.0%	83.3%	84.8%
Compliance w/ bus. plan	13.7%	0.0%	0.0%	17.1%	0.0%	0.0%	0.0%	0.0%	8.3%	15.2%
Interest on capital	25.5%	0.0%	25.0%	26.8%	0.0%	0.0%	20.0%	10.0%	33.3%	42.4%
New clients	52.9%	0.0%	37.5%	58.5%	0.0%	0.0%	40.0%	20.0%	41.7%	57.6%
New bus. from present clients	43.1%	0.0%	50.0%	43.9%	0.0%	0.0%	20.0%	30.0%	25.0%	42.4%
Niche/new service development	17.6%	0.0%	25.0%	17.1%	0.0%	0.0%	40.0%	10.0%	16.7%	18.2%
Timely billing	25.5%	50.0%	25.0%	24.4%	0.0%	100.0%	40.0%	10.0%	8.3%	33.3%
Years of service	25.5%	0.0%	25.0%	26.8%	0.0%	0.0%	40.0%	10.0%	16.7%	27.3%

Which of the following marketing methods have you used and found to be effective?

Advertising	34.8%	34.0%	47.5%	25.0%	35.0%	39.5%	53.3%	34.7%	23.4%	30.4%
Client seminars & briefing	34.8%	22.0%	27.1%	50.0%	20.0%	18.4%	22.2%	32.7%	36.2%	55.4%
Direct mail	18.8%	24.0%	11.9%	20.8%	17.5%	21.1%	24.4%	12.2%	21.3%	21.4%
Newsletters	43.1%	22.0%	30.5%	68.1%	27.5%	26.3%	28.9%	32.7%	57.4%	69.6%
Tele-prospecting	2.8%	4.0%	0.0%	4.2%	2.5%	5.3%	0.0%	2.0%	2.1%	5.4%
Trade group memberships	39.2%	20.0%	45.8%	47.2%	27.5%	18.4%	28.9%	51.0%	36.2%	57.1%
Other	26.0%	30.0%	22.0%	26.4%	35.0%	28.9%	31.1%	16.3%	25.5%	28.6%

Does your firm have working alliances with...

Banks	59.7%	45.9%	52.9%	73.8%	35.3%	70.0%	55.3%	58.1%	71.1%	77.3%
Insurance brokers	38.9%	18.9%	39.2%	50.8%	14.7%	33.3%	34.2%	34.9%	46.7%	56.8%
Insurance companies	12.8%	10.8%	9.8%	16.4%	8.8%	13.3%	10.5%	18.6%	13.3%	27.3%
Management consultants	10.7%	2.7%	9.8%	16.4%	2.9%	3.3%	13.2%	9.3%	13.3%	22.7%
Other CPA firms	54.4%	51.4%	54.9%	55.7%	61.8%	56.7%	50.0%	58.1%	55.6%	61.4%
Technology vendors	16.1%	10.8%	7.8%	26.2%	23.5%	13.3%	13.2%	9.3%	33.3%	29.5%
Other	26.2%	21.6%	27.5%	27.9%	26.5%	26.7%	26.3%	27.9%	28.9%	20.5%

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Region (as defined by U.S. Census)

Midwest	19.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Northeast	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
South	34.2%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			100.0%
West	35.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Other	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%

Census Division

East North Central	13.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
East South Central	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Middle Atlantic	5.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
New England	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
South Atlantic	14.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
West North Central	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
West South Central	15.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			100.0%
Mountain	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Pacific	26.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Other	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%

Average Household Income (see graphs or summary for definition)

Lower -- Bottom -- <\$35K	14.6%	0.0%	10.0%	6.3%	0.0%	0.0%	0.0%			0.0%
Lower -- Top -- \$35-\$39K	27.2%	71.4%	65.0%	68.8%	68.4%	94.1%	95.2%			95.2%
Middle -- Bottom -- \$40-\$44K	18.2%	0.0%	5.0%	6.3%	5.3%	0.0%	0.0%			0.0%
Middle -- Top -- \$45-49K	13.2%	4.8%	5.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Upper -- Bottom -- \$50-59K	15.9%	23.8%	15.0%	18.8%	26.3%	5.9%	4.8%			4.8%
Upper -- Top -- \$60K+	10.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%

Firm Size

<150K	14.6%	33.3%	0.0%	0.0%	52.6%	0.0%	0.0%			0.0%
150-299K	15.0%	66.7%	0.0%	0.0%	47.4%	0.0%	0.0%			0.0%
300-549K	16.3%	0.0%	60.0%	0.0%	0.0%	41.2%	0.0%			0.0%
550-999K	17.7%	0.0%	40.0%	0.0%	0.0%	58.8%	0.0%			0.0%
1M-1.99M	17.0%	0.0%	0.0%	25.0%	0.0%	0.0%	42.9%			42.9%
2M+	19.5%	0.0%	0.0%	75.0%	0.0%	0.0%	57.1%			57.1%

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Which of the following categories best describes your practice unit?

Sole practitioner	31.6%	76.2%	10.0%	0.0%	84.2%	23.5%	0.0%			0.0%
Single-office firm	57.5%	23.8%	80.0%	87.5%	15.8%	76.5%	85.7%			85.7%
Unified multi-office firm	8.3%	0.0%	10.0%	0.0%	0.0%	0.0%	9.5%			9.5%
Office of small regional firm*	2.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%			0.0%
Office of regional/national firm*	0.6%	0.0%	0.0%	6.3%	0.0%	0.0%	4.8%			4.8%
Office of a 'Big 4' firm*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%

Approximately how did firm size (measured in gross fees) change in Fiscal 2003 versus 2002?

Increase 50+%	4.3%	19.0%	0.0%	6.3%	10.5%	5.9%	0.0%			0.0%
Increase 30-49%	3.7%	4.8%	5.0%	0.0%	0.0%	5.9%	9.5%			9.5%
Increase 20-29%	6.1%	0.0%	5.0%	0.0%	10.5%	0.0%	14.3%			14.3%
Increase 10-19%	17.8%	14.3%	25.0%	37.5%	10.5%	11.8%	19.0%			19.0%
Increase 6-9%	16.4%	9.5%	20.0%	18.8%	10.5%	23.5%	14.3%			14.3%
Increase 1-5%	21.6%	4.8%	0.0%	25.0%	26.3%	5.9%	14.3%			14.3%
No change	10.4%	14.3%	5.0%	0.0%	21.1%	5.9%	14.3%			14.3%
Decrease 1-5%	10.9%	19.0%	25.0%	0.0%	0.0%	11.8%	0.0%			0.0%
Decrease 6-9%	3.9%	0.0%	0.0%	6.3%	0.0%	23.5%	0.0%			0.0%
Decrease 10+%	3.7%	9.5%	15.0%	6.3%	10.5%	5.9%	14.3%			14.3%

Which of the following best characterizes your firm's increase? (if >20%)

Inc. by merger -- acquisition	11.9%	20.0%	0.0%	0.0%	25.0%	0.0%	0.0%			0.0%
Inc. by merger -- non-acquisition	3.3%	20.0%	50.0%	100.0%	0.0%	0.0%	0.0%			0.0%
General business growth	71.7%	40.0%	50.0%	0.0%	25.0%	50.0%	80.0%			80.0%
Other reason	13.1%	20.0%	0.0%	0.0%	50.0%	50.0%	20.0%			20.0%

Which of the following best characterizes your firm's decrease? (if >20%)

Decreased by demerger or sale	15.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Decreased via downsizing	15.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Major client / staff loss	42.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Other reason	27.3%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%

How long has your firm been in business?

Less than one year	0.6%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%			0.0%
1 to 5 years	12.2%	28.6%	5.0%	0.0%	26.3%	5.9%	4.8%			4.8%
6 to 10 years	11.8%	19.0%	15.0%	0.0%	15.8%	23.5%	4.8%			4.8%
11 to 20 years	29.8%	33.3%	40.0%	31.3%	36.8%	29.4%	28.6%			28.6%
21 or more years	45.6%	19.0%	35.0%	68.8%	21.1%	41.2%	61.9%			61.9%

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Last Fiscal Year End Date

January-August -- 2003	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
September-November -- 2003	4.4%	0.0%	0.0%	0.0%	0.0%	0.0%	9.5%			9.5%
December -- 2003	86.2%	90.5%	95.0%	93.8%	100.0%	94.1%	81.0%			81.0%
January-March -- 2004	1.5%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
April-June -- 2004	6.4%	4.8%	5.0%	6.3%	0.0%	5.9%	4.8%			4.8%
July or later -- 2004	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%			4.8%

Is your firm a member of any one of the following groups? (check all that apply)

PCPS	53.3%	38.1%	40.0%	75.0%	36.8%	47.1%	81.0%			81.0%
AICPA (individual membership)	88.1%	76.2%	90.0%	100.0%	84.2%	94.1%	85.7%			85.7%
AICPA Major Firms Group	1.2%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%			0.0%
AICPA MAP Large Firm Ntwk Group	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
AICPA MAP Med. Firm Ntwk Group	1.4%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%			0.0%
AICPA MAP Small Firm Ntwk Group	5.1%	9.5%	5.0%	6.3%	5.3%	0.0%	4.8%			4.8%
CPA Association or Network	14.1%	9.5%	10.0%	18.8%	10.5%	17.6%	28.6%			28.6%
State Society	92.9%	90.5%	85.0%	93.8%	94.7%	94.1%	81.0%			81.0%
None of the above	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%

Which of the following describes your primary office location?

Owned by the firm	13.3%	4.8%	15.0%	6.3%	5.3%	0.0%	0.0%			0.0%
Home office	7.4%	14.3%	0.0%	0.0%	5.3%	0.0%	0.0%			0.0%
Leased/rented office	76.0%	66.7%	85.0%	93.8%	84.2%	100.0%	100.0%			100.0%
Subleased / shared	3.0%	14.3%	0.0%	0.0%	5.3%	0.0%	0.0%			0.0%
Other	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Area of primary office (ft²)	4,156	998	2,625	11,241	1,164	2,686	8,203			8,203
Cost per square foot	21.44	11.95	15.23	19.59	10.78	16.36	19.02			19.02

Which of the following kinds of office accommodations are provided to staff?

Private offices	80.7%	57.9%	85.0%	100.0%	68.4%	82.4%	100.0%			100.0%
Cubicles / workstations	42.5%	10.5%	15.0%	93.3%	0.0%	23.5%	42.9%			42.9%
Shared offices	21.6%	31.6%	20.0%	26.7%	36.8%	17.6%	33.3%			33.3%
'Hotel' offices	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Other	3.5%	5.3%	0.0%	0.0%	5.3%	0.0%	0.0%			0.0%

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21
FINANCIAL INFORMATION --- GROSS										
A/R (billed less allowances)	310,836	23,449	60,926	607,836	23,350	71,437	493,962			493,962
WIP (unbilled less allowances)	122,183	5,989	29,380	277,624	3,895	34,035	261,790			261,790
Firm capital (net capital of the firm)	333,132	29,250	78,765	737,974	34,265	70,766	698,577			698,577
Prior Year Net client fees earned	1,433,789	153,178	517,057	4,065,895	141,767	573,511	2,941,368			2,941,368
Income										
Gross fees earned	1,614,798	173,748	553,131	4,436,398	160,651	603,297	3,559,786			3,559,786
Net write-ups / (write-downs)	-139,459	-1,993	-1,333	-317,405	-741	-18,530	-372,708			-372,708
Net client fees earned	1,469,767	171,755	551,798	4,118,993	159,910	584,767	3,187,078			3,187,078
Interest income	3,052	166	195	7,441	19	665	2,964			2,964
Other income - rents and royalties	9,545	494	7,513	13,804	219	6,837	4,882			4,882
Total income	1,489,138	172,416	559,505	4,140,237	160,147	592,269	3,194,925			3,194,925
Expenses										
Prof'l salaries (excl. owners)	355,667	10,069	112,756	1,186,328	13,935	97,838	813,277			813,277
Paraprofessional salaries	50,835	17,985	26,548	123,559	14,545	37,655	81,611			81,611
Other salaries (excl. owners)	84,642	3,583	17,773	283,288	5,153	16,139	181,807			181,807
Payment to retired partners	12,343	0	5,042	24,894	0	0	14,137			14,137
Ret. plan costs (excl. owners)	15,187	835	8,239	38,858	752	2,571	37,078			37,078
Other ee benefits (excl. owners)	39,845	1,881	11,049	100,050	1,359	14,193	67,895			67,895
Dues, library	17,351	2,326	7,605	60,448	1,700	10,760	35,638			35,638
CPE	11,646	1,058	2,659	26,233	1,241	3,336	15,627			15,627
Malpractice Insurance	11,988	901	3,287	36,163	501	5,500	18,388			18,388
Office rent & other occ. costs	89,096	11,933	39,986	220,185	12,553	43,925	156,031			156,031
Interest	7,264	890	2,903	12,497	1,045	2,493	5,374			5,374
Computer / technology exp.	28,716	4,189	12,007	68,724	4,181	13,014	47,131			47,131
Promotion and marketing	21,306	1,386	4,350	49,628	2,670	7,425	38,533			38,533
Payroll taxes	45,120	3,304	17,482	137,869	3,371	15,040	107,395			107,395
Telephone & Internet	12,554	3,375	8,353	25,446	4,255	8,473	21,357			21,357
Depreciation	25,129	2,557	12,781	62,434	3,356	12,776	36,404			36,404
Other expenses	121,181	16,187	51,893	341,427	16,631	65,502	315,220			315,220
<i>Total expenses</i>	949,784	82,459	344,713	2,798,031	87,247	356,642	1,992,903			1,992,903
Net remaining for owners	539,353	89,957	214,793	1,342,207	72,900	235,627	1,202,022			1,202,022
Net remaining per owner	196,291	82,134	129,423	244,038	69,255	142,753	284,862			284,862
Net remaining per owner-hour	89.79	39.96	60.64	109.48	37.28	63.92	127.11			127.11
Bad debt written off in Fiscal '03	\$23,035	\$2,050	\$5,819	\$141,351	\$1,423	\$8,378	\$64,257			\$64,257

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21
FINANCIAL INFORMATION --- PROPORTION OF NET CLIENT FEES										
A/R (billed less allowances)	21.1%	13.7%	11.0%	14.8%	14.6%	12.2%	15.5%			15.5%
WIP (unbilled less allowances)	8.3%	3.5%	5.3%	6.7%	2.4%	5.8%	8.2%			8.2%
Firm capital (net capital of the firm)	22.7%	17.0%	14.3%	17.9%	21.4%	12.1%	21.9%			21.9%
Prior Year Net client fees earned	97.6%	89.2%	93.7%	98.7%	88.7%	98.1%	92.3%			92.3%
Income										
Gross fees earned	109.9%	101.2%	100.2%	107.7%	100.5%	103.2%	111.7%			111.7%
Net write-ups / (write-downs)	-9.5%	-1.2%	-0.2%	-7.7%	-0.5%	-3.2%	-11.7%			-11.7%
Net client fees earned	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			100.0%
Interest income	0.2%	0.1%	0.0%	0.2%	0.0%	0.1%	0.1%			0.1%
Other income - rents and royalties	0.6%	0.3%	1.4%	0.3%	0.1%	1.2%	0.2%			0.2%
Total income	101.3%	100.4%	101.4%	100.5%	100.1%	101.3%	100.2%			100.2%
Expenses										
Prof'l salaries (excl. owners)	24.2%	5.9%	20.4%	28.8%	8.7%	16.7%	25.5%			25.5%
Paraprofessional salaries	3.5%	10.5%	4.8%	3.0%	9.1%	6.4%	2.6%			2.6%
Other salaries (excl. owners)	5.8%	2.1%	3.2%	6.9%	3.2%	2.8%	5.7%			5.7%
Payment to retired partners	0.8%	0.0%	0.9%	0.6%	0.0%	0.0%	0.4%			0.4%
Ret. plan costs (excl. owners)	1.0%	0.5%	1.5%	0.9%	0.5%	0.4%	1.2%			1.2%
Other ee benefits (excl. owners)	2.7%	1.1%	2.0%	2.4%	0.8%	2.4%	2.1%			2.1%
Dues, library	1.2%	1.4%	1.4%	1.5%	1.1%	1.8%	1.1%			1.1%
CPE	0.8%	0.6%	0.5%	0.6%	0.8%	0.6%	0.5%			0.5%
Malpractice Insurance	0.8%	0.5%	0.6%	0.9%	0.3%	0.9%	0.6%			0.6%
Office rent & other occ. costs	6.1%	6.9%	7.2%	5.3%	7.8%	7.5%	4.9%			4.9%
Interest	0.5%	0.5%	0.5%	0.3%	0.7%	0.4%	0.2%			0.2%
Computer / technology exp.	2.0%	2.4%	2.2%	1.7%	2.6%	2.2%	1.5%			1.5%
Promotion and marketing	1.4%	0.8%	0.8%	1.2%	1.7%	1.3%	1.2%			1.2%
Payroll taxes	3.1%	1.9%	3.2%	3.3%	2.1%	2.6%	3.4%			3.4%
Telephone & Internet	0.9%	2.0%	1.5%	0.6%	2.7%	1.4%	0.7%			0.7%
Depreciation	1.7%	1.5%	2.3%	1.5%	2.1%	2.2%	1.1%			1.1%
Other expenses	8.2%	9.4%	9.4%	8.3%	10.4%	11.2%	9.9%			9.9%
<i>Total expenses</i>	64.6%	48.0%	62.5%	67.9%	54.6%	61.0%	62.5%			62.5%
Net remaining for owners	36.7%	52.4%	38.9%	32.6%	45.6%	40.3%	37.7%			37.7%
Bad debt written off in Fiscal '03	1.6%	1.2%	1.1%	3.4%	0.9%	1.4%	2.0%			2.0%

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

FINANCIAL INFORMATION --- PER PROFESSIONAL

A/R (billed less allowances)	42,885	18,238	20,940	34,005	22,182	24,754	34,392			34,392
WIP (unbilled less allowances)	16,857	4,658	10,097	15,531	3,701	11,794	18,227			18,227
Firm capital (net capital of the firm)	45,961	22,750	27,071	41,285	32,552	24,521	48,639			48,639
Prior Year Net client fees earned	197,815	119,138	177,706	227,463	134,679	198,730	204,795			204,795

Income

Gross fees earned	222,788	135,137	190,104	248,190	152,618	209,051	247,852			247,852
Net write-ups / (write-downs)	-19,241	-1,550	-458	-17,757	-704	-6,421	-25,950			-25,950
Net client fees earned	202,779	133,588	189,646	230,433	151,914	202,630	221,902			221,902
Interest income	421	129	67	416	18	230	206			206
Other income - rents and royalties	1,317	384	2,582	772	208	2,369	340			340
Total income	205,451	134,101	192,295	231,622	152,140	205,229	222,449			222,449

Expenses

Prof'l salaries (excl. owners)	49,070	7,832	38,753	66,368	13,238	33,902	56,625			56,625
Paraprofessional salaries	7,013	13,988	9,124	6,912	13,817	13,048	5,682			5,682
Other salaries (excl. owners)	11,678	2,787	6,108	15,848	4,895	5,592	12,658			12,658
Payment to retired partners	1,703	0	1,733	1,393	0	0	984			984
Ret. plan costs (excl. owners)	2,095	650	2,831	2,174	714	891	2,582			2,582
Other ee benefits (excl. owners)	5,497	1,463	3,797	5,597	1,291	4,918	4,727			4,727
Dues, library	2,394	1,809	2,614	3,382	1,615	3,729	2,481			2,481
CPE	1,607	823	914	1,468	1,179	1,156	1,088			1,088
Malpractice Insurance	1,654	701	1,130	2,023	476	1,906	1,280			1,280
Office rent & other occ. costs	12,292	9,281	13,743	12,318	11,925	15,221	10,864			10,864
Interest	1,002	692	998	699	992	864	374			374
Computer / technology exp.	3,962	3,258	4,127	3,845	3,972	4,510	3,282			3,282
Promotion and marketing	2,940	1,078	1,495	2,776	2,536	2,573	2,683			2,683
Payroll taxes	6,225	2,570	6,008	7,713	3,203	5,211	7,477			7,477
Telephone & Internet	1,732	2,625	2,871	1,424	4,042	2,936	1,487			1,487
Depreciation	3,467	1,989	4,393	3,493	3,188	4,427	2,535			2,535
Other expenses	16,719	12,590	17,835	19,101	15,799	22,697	21,947			21,947
Total expenses	131,038	64,135	118,474	156,533	82,884	123,581	138,757			138,757

Net remaining for owners	74,413	69,966	73,822	75,088	69,255	81,648	83,692			83,692
Bad debt written off in Fiscal '03	3,178	1,594	2,000	7,908	1,352	2,903	4,474			4,474

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21
Charge interest on A/R? (% Yes)	48.7%	19.0%	15.8%	43.8%	11.1%	37.5%	28.6%			28.6%
Interest amount	15.5%	9.5%	15.7%	8.5%	15.0%	12.8%	13.7%			13.7%

How do you handle the collection of delinquent fees? (check all that apply)

Suit for fees	9.9%	0.0%	0.0%	18.8%	11.8%	0.0%	14.3%			14.3%
Factoring	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Negotiation	49.5%	19.0%	50.0%	56.3%	35.3%	52.9%	66.7%			66.7%
Collection agencies	20.2%	4.8%	10.0%	18.8%	5.9%	5.9%	4.8%			4.8%
Small claims court	12.0%	9.5%	10.0%	6.3%	11.8%	0.0%	19.0%			19.0%
Other	13.8%	19.0%	5.0%	31.3%	29.4%	5.9%	4.8%			4.8%
Do not collect	27.4%	57.1%	40.0%	18.8%	29.4%	35.3%	28.6%			28.6%

Accounts Receivable

Current	48.2%	62.8%	49.9%	32.2%	62.8%	46.5%	39.1%			39.1%
Over 30 Days	14.4%	11.0%	13.5%	13.8%	15.4%	17.8%	16.7%			16.7%
Over 60 Days	10.3%	10.0%	12.5%	16.8%	7.4%	14.6%	12.8%			12.8%
Over 90 Days	<u>27.1%</u>	<u>16.3%</u>	<u>24.2%</u>	<u>37.3%</u>	<u>14.3%</u>	<u>21.1%</u>	<u>31.4%</u>			<u>31.4%</u>
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			100.0%

% of Fees by Service

Auditing and attestation services	11.9%	7.3%	11.3%	19.3%	6.8%	11.2%	18.0%			18.0%
Bus. valuation/Litigation support	2.1%	0.3%	1.3%	2.4%	0.3%	1.0%	1.7%			1.7%
Compilations	12.5%	14.1%	18.0%	7.4%	11.3%	16.6%	10.6%			10.6%
Consulting services	8.0%	12.1%	4.7%	7.4%	12.1%	6.7%	11.7%			11.7%
Financial advisory services	1.2%	0.5%	1.0%	1.6%	1.7%	1.5%	0.7%			0.7%
IT consulting	0.7%	0.8%	0.5%	0.1%	0.5%	0.5%	0.1%			0.1%
Mergers and acquisitions	0.2%	0.0%	0.4%	0.3%	0.0%	0.0%	0.3%			0.3%
Sarbanes Oxley	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Tax -- individual	26.4%	31.7%	23.1%	22.2%	28.8%	27.5%	20.0%			20.0%
Tax -- other than individual	22.1%	21.2%	31.9%	28.1%	25.3%	25.2%	27.2%			27.2%
Write-up and data processing	12.0%	8.9%	6.6%	8.7%	9.6%	7.8%	6.0%			6.0%
Other	<u>2.6%</u>	<u>3.0%</u>	<u>1.5%</u>	<u>2.6%</u>	<u>3.6%</u>	<u>1.9%</u>	<u>3.8%</u>			<u>3.8%</u>
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			100.0%

% billing clients hourly	91.6%	85.7%	85.0%	100.0%	78.9%	100.0%	100.0%			100.0%
% fees based on hourly billing	79.8%	77.7%	85.1%	93.4%	76.9%	80.3%	84.4%			84.4%

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Which of the following non-hourly billing methods did your firm use?

Commissions	3.7%	23.5%	5.6%	9.1%	0.0%	0.0%	0.0%			0.0%
Fixed fee	78.1%	52.9%	66.7%	81.8%	60.0%	78.6%	73.3%			73.3%
Periodic	11.1%	11.8%	16.7%	18.2%	6.7%	0.0%	6.7%			6.7%
Per tax form fee	15.2%	29.4%	5.6%	0.0%	26.7%	0.0%	0.0%			0.0%
Percentage of assets	2.5%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%			0.0%
Risk-based	2.8%	0.0%	11.1%	0.0%	6.7%	7.1%	0.0%			0.0%
Transaction-based	6.3%	0.0%	5.6%	9.1%	6.7%	7.1%	13.3%			13.3%
Value billing	50.1%	58.8%	83.3%	45.5%	33.3%	42.9%	33.3%			33.3%

Please click below if your firm does not use standard billing rates for:

Professional staff	50.1%	0.0%	60.0%	100.0%	62.5%	0.0%	0.0%			0.0%
Clerical/administrative	85.1%	100.0%	80.0%	100.0%	75.0%	100.0%	0.0%			0.0%

Do you typically bill separately for the following services?

Copying	37.4%	40.0%	25.0%	30.0%	45.5%	38.5%	54.5%			54.5%
Clerical overtime	6.5%	40.0%	0.0%	0.0%	18.2%	7.7%	0.0%			0.0%
Technology	43.6%	40.0%	25.0%	60.0%	27.3%	38.5%	18.2%			18.2%
Fax charges	24.2%	0.0%	12.5%	20.0%	27.3%	30.8%	27.3%			27.3%
Travel time	54.2%	60.0%	37.5%	50.0%	54.5%	61.5%	36.4%			36.4%
Mileage	55.9%	40.0%	75.0%	60.0%	36.4%	46.2%	63.6%			63.6%

Est. billing rate for prof'l with an annual salary of \$50,000 per year:

\$93.12	\$87.76	\$92.24	\$101.50	\$88.85	\$93.29	\$101.05			\$101.05
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What is your compensation year basis?

Fiscal 2003	21.8%	4.8%	10.0%	12.5%	10.5%	29.4%	23.8%			23.8%
Calendar 2003	76.0%	95.2%	90.0%	87.5%	89.5%	70.6%	71.4%			71.4%
Other	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%			4.8%

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Professional Staff -- Full Time

Number of Staff

Partners / Owners (incl. Part Time)	2.748	1.095	1.660	5.500	1.053	1.651	4.220			4.220
Directors (11+ Years Exp)	0.972	0.095	0.700	3.438	0.000	0.529	3.429			3.429
Managers (6-10 Years Exp)	1.094	0.095	0.200	1.938	0.000	0.294	2.238			2.238
Senior Associates (4-5 Years Exp)	1.072	0.000	0.100	3.000	0.000	0.235	1.952			1.952
Associates (1-3 Years Exp)	1.131	0.000	0.200	3.438	0.000	0.176	2.429			2.429
New Professionals	0.232	0.000	0.050	0.563	0.000	0.000	0.095			0.095
Total Professionals	7.248	1.286	2.910	17.875	1.053	2.886	14.363			14.363

% Who Are CPAs

Partners / Owners	91.1%	87.0%	99.4%	93.2%	100.0%	82.0%	98.2%			98.2%
Directors (11+ Years Exp)	79.7%	50.0%	71.4%	96.4%	N/A	100.0%	87.5%			87.5%
Managers (6-10 Years Exp)	81.9%	50.0%	75.0%	74.2%	N/A	80.0%	85.1%			85.1%
Senior Associates (4-5 Years Exp)	64.7%	N/A	50.0%	68.8%	N/A	50.0%	78.0%			78.0%
Associates (1-3 Years Exp)	30.5%	N/A	75.0%	30.9%	N/A	33.3%	45.1%			45.1%
New Professionals	7.8%	N/A	0.0%	11.1%	N/A	N/A	50.0%			50.0%

% Who Are Males

Partners / Owners	74.9%	60.9%	81.3%	80.7%	75.0%	71.3%	82.4%			82.4%
Directors (11+ Years Exp)	49.1%	0.0%	42.9%	45.5%	N/A	55.6%	47.2%			47.2%
Managers (6-10 Years Exp)	48.5%	0.0%	0.0%	38.7%	N/A	60.0%	51.1%			51.1%
Senior Associates (4-5 Years Exp)	41.2%	N/A	0.0%	47.9%	N/A	75.0%	48.8%			48.8%
Associates (1-3 Years Exp)	38.8%	N/A	25.0%	25.5%	N/A	33.3%	37.3%			37.3%
New Professionals	40.8%	N/A	0.0%	55.6%	N/A	N/A	0.0%			0.0%

Average Compensated Hours Per FTE

Partners / Owners	2,186	2,055	2,134	2,229	1,858	2,233	2,241			2,241
Directors (11+ Years Exp)	2,112	1,773	1,917	2,135		1,962	2,043			2,043
Managers (6-10 Years Exp)	2,125	2,040	2,099	2,044		2,138	1,911			1,911
Senior Associates (4-5 Years Exp)	2,106		2,238	1,982		1,976	2,157			2,157
Associates (1-3 Years Exp)	2,033		1,813	2,106		2,196	1,915			1,915
New Professionals	1,694		1,760	1,991			2,248			2,248

Average Chargeable Hours

Partners / Owners	1,260	1,287	1,319	1,047	1,113	1,327	1,284			1,284
Directors (11+ Years Exp)	1,378	1,500	1,314	1,419		1,411	1,437			1,437
Managers (6-10 Years Exp)	1,439	934	1,423	1,090		1,500	1,356			1,356
Senior Associates (4-5 Years Exp)	1,501		1,445	1,451		1,525	1,626			1,626
Associates (1-3 Years Exp)	1,440		979	1,466		1,181	1,390			1,390
New Professionals	1,146		880	1,577			1,829			1,829

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Full-Time Professional Staff -- Continued

Realization

Partners / Owners	57.6%	62.6%	61.8%	47.0%	59.9%	59.4%	57.3%			57.3%
Directors (11+ Years Exp)	65.2%	84.6%	68.5%	66.5%	N/A	71.9%	70.3%			70.3%
Managers (6-10 Years Exp)	67.7%	45.8%	67.8%	53.4%	N/A	70.1%	71.0%			71.0%
Senior Associates (4-5 Years Exp)	71.2%	N/A	64.5%	73.2%	N/A	77.2%	75.4%			75.4%
Associates (1-3 Years Exp)	70.8%	N/A	54.0%	69.6%	N/A	53.8%	72.6%			72.6%
New Professionals	67.6%	N/A	50.0%	79.2%	N/A	N/A	81.4%			81.4%

Average Billing Rate

Partners / Owners	159.53	125.67	155.38	209.56	115.59	174.28	221.83			221.83
Directors (11+ Years Exp)	121.85	45.00	117.31	151.19		104.63	138.03			138.03
Managers (6-10 Years Exp)	107.37	72.50	98.33	138.44		100.13	126.56			126.56
Senior Associates (4-5 Years Exp)	90.97		71.00	105.42		97.50	97.23			97.23
Associates (1-3 Years Exp)	76.52		70.00	85.80		73.00	94.85			94.85
New Professionals	70.64		60.00	78.25			87.50			87.50

Average Compensation

Partners / Owners	158,880	87,452	126,392	254,619	74,666	157,670	298,621			298,621
Directors (11+ Years Exp)	69,676	30,567	77,428	98,286		57,499	73,721			73,721
Managers (6-10 Years Exp)	58,124	43,500	57,230	64,618		52,240	64,601			64,601
Senior Associates (4-5 Years Exp)	47,367		47,010	49,639		46,617	53,529			53,529
Associates (1-3 Years Exp)	37,825		35,737	42,006		43,667	42,574			42,574
New Professionals	30,210		26,189	36,653			39,454			39,454

Compensation Per Compensated Hour

Partners / Owners	\$72.68	\$42.55	\$59.22	\$114.22	\$40.20	\$70.60	\$133.25			\$133.25
Directors (11+ Years Exp)	\$32.99	\$17.25	\$40.38	\$46.03	N/A	\$29.31	\$36.08			\$36.08
Managers (6-10 Years Exp)	\$27.35	\$21.32	\$27.27	\$31.62	N/A	\$24.43	\$33.81			\$33.81
Senior Associates (4-5 Years Exp)	\$22.49	N/A	\$21.01	\$25.04	N/A	\$23.59	\$24.82			\$24.82
Associates (1-3 Years Exp)	\$18.60	N/A	\$19.71	\$19.95	N/A	\$19.89	\$22.24			\$22.24
New Professionals	\$17.83	N/A	\$14.88	\$18.41	N/A	N/A	\$17.55			\$17.55

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Professional Staff -- Part Time

Number of Full Time Equivalents

Directors (11+ Years Exp)	0.21	0.00	0.19	0.24	0.06	0.07	0.68			0.68
Managers (6-10 Years Exp)	0.15	0.00	0.12	0.40	0.00	0.05	0.43			0.43
Senior Associates (4-5 Years Exp)	0.14	0.00	0.00	0.48	0.02	0.02	0.30			0.30
Associates (1-3 Years Exp)	0.12	0.00	0.00	0.28	0.00	0.04	1.62			1.62
New Professionals	0.05	0.00	0.00	0.16	0.00	0.00	0.07			0.07

Total PT Compensated Hours For FT Professionals

Directors (11+ Years Exp)	428	0	404	503	126	150	1,423			1,423
Managers (6-10 Years Exp)	318	0	260	834	0	103	887			887
Senior Associates (4-5 Years Exp)	284	0	0	1,003	32	41	621			621
Associates (1-3 Years Exp)	252	0	0	588	0	73	3,364			3,364
New Professionals	96	0	0	325	0	0	153			153

Total Chargeable Hours for PT Professionals

Directors (11+ Years Exp)	312	0	331	409	97	136	914			914
Managers (6-10 Years Exp)	224	0	209	682	0	96	603			603
Senior Associates (4-5 Years Exp)	209	0	0	645	28	39	454			454
Associates (1-3 Years Exp)	174	0	0	401	0	26	2,041			2,041
New Professionals	65	0	0	271	0	0	124			124

Realization

Directors (11+ Years Exp)	72.9%		82.0%	81.2%	77.1%	90.5%	64.3%			64.3%
Managers (6-10 Years Exp)	70.3%		80.4%	81.8%		93.2%	68.0%			68.0%
Senior Associates (4-5 Years Exp)	73.5%			64.3%	90.0%	96.1%	73.1%			73.1%
Associates (1-3 Years Exp)	69.0%			68.2%		35.3%	60.7%			60.7%
New Professionals	68.4%			83.4%			80.9%			80.9%

Average Billing Rate

Directors (11+ Years Exp)	118.92		103.00	144.43	95.00	91.67	153.50			153.50
Managers (6-10 Years Exp)	104.95		92.50	127.33		105.00	133.17			133.17
Senior Associates (4-5 Years Exp)	92.30			106.50	90.00	130.00	114.00			114.00
Associates (1-3 Years Exp)	74.34			86.20		60.00	105.67			105.67
New Professionals	62.30			70.33			76.67			76.67

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Professional Staff -- Part Time

Average Compensation

Directors (11+ Years Exp)	16,484	0	13,911	20,804	3,106	4,483	64,609			64,609
Managers (6-10 Years Exp)	9,114	0	7,000	27,214	0	2,651	26,722			26,722
Senior Associates (4-5 Years Exp)	6,935	0	0	29,614	768	870	19,282			19,282
Associates (1-3 Years Exp)	4,235	0	0	13,429	0	1,176	10,654			10,654
New Professionals	1,544	0	0	6,011	0	0	2,505			2,505

Compensation Per Compensated Hour

Directors (11+ Years Exp)	\$38.51		\$34.45	\$41.35	\$24.59	\$29.88	\$45.42			\$45.42
Managers (6-10 Years Exp)	\$28.67		\$26.96	\$32.65		\$25.82	\$30.11			\$30.11
Senior Associates (4-5 Years Exp)	\$24.42			\$29.52	\$24.33	\$21.43	\$31.03			\$31.03
Associates (1-3 Years Exp)	\$16.79			\$22.85		\$16.12	\$3.17			\$3.17
New Professionals	\$16.17			\$18.50			\$16.40			\$16.40

Total Full Time Equivalent Staff

Partner / Owner	2.748	1.095	1.660	5.500	1.053	1.651	4.220			4.220
Directors (11+ Years Exp)	1.178	0.095	0.894	3.679	0.061	0.602	4.113			4.113
Managers (6-10 Years Exp)	1.246	0.095	0.325	2.338	0.000	0.343	2.665			2.665
Senior Associates (4-5 Years Exp)	1.208	0.000	0.100	3.482	0.015	0.255	2.251			2.251
Associates (1-3 Years Exp)	1.252	0.000	0.200	3.720	0.000	0.212	4.046			4.046
New Professionals	0.278	0.000	0.050	0.719	0.000	0.000	0.169			0.169
Total	7.911	1.286	3.229	19.439	1.129	3.062	17.462			17.462

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Full Time Non-Professional Staff

Number of Staff

Internal technical support	0.206	0.000	0.050	0.500	0.000	0.000	0.286			0.286
Administrator / OM	0.541	0.048	0.400	1.063	0.053	0.529	0.857			0.857
Paraprofessionals	1.012	0.238	0.550	2.375	0.474	0.412	1.476			1.476
Clerical (data entry, etc.)	1.439	0.238	0.500	3.750	0.474	0.471	2.571			2.571
Other	0.154	0.000	0.000	1.063	0.000	0.059	0.143			0.143

Average Compensated Hours Per FTE

Internal technical support	2,047		2,080	2,312			1,956			1,956
Administrator / OM	2,058	2,200	1,963	2,188	1,000	2,039	2,081			2,081
Paraprofessionals	1,917	1,870	1,793	2,145	1,532	2,116	2,096			2,096
Clerical (data entry, etc.)	1,895	1,645	1,532	2,017	1,805	1,690	1,956			1,956
Other	1,912			2,204		2,085	2,069			2,069

Average Chargeable Hours Per FT Employee

Internal technical support	297		925	133			140			140
Administrator / OM	322	1,400	231	103	0	619	161			161
Paraprofessionals	1,206	1,246	1,002	1,532	1,154	1,485	1,167			1,167
Clerical (data entry, etc.)	461	403	327	424	524	518	420			420
Other	314			193		370	522			522

Average Billing Rate

Internal technical support	91.31		45.00	103.40			85.00			85.00
Administrator / OM	66.69	65.00	47.00	97.56		48.44	85.44			85.44
Paraprofessionals	63.85	74.40	69.88	71.27	51.43	79.80	82.93			82.93
Clerical (data entry, etc.)	48.09	41.25	33.33	50.31	38.57	42.57	59.38			59.38
Other	67.19			78.20		45.00	116.67			116.67

Average Compensation

Internal technical support	48,646		30,929	67,021			59,361			59,361
Administrator / OM	44,385	50,000	33,502	64,479	11,000	35,057	54,102			54,102
Paraprofessionals	34,612	39,400	39,255	43,815	27,005	41,711	42,618			42,618
Clerical (data entry, etc.)	27,637	20,993	17,042	35,892	22,031	25,709	31,966			31,966
Other	36,859			49,842		38,706	60,398			60,398

Compensation Per Compensated Hour

Internal technical support	\$23.76	N/A	\$14.87	\$28.99	N/A	N/A	\$30.35			\$30.35
Administrator / OM	\$21.57	\$22.73	\$17.07	\$29.47	\$11.00	\$17.20	\$26.00			\$26.00
Paraprofessionals	\$18.05	\$21.07	\$21.90	\$20.43	\$17.63	\$19.71	\$20.33			\$20.33
Clerical (data entry, etc.)	\$14.58	\$12.76	\$11.13	\$17.80	\$12.20	\$15.21	\$16.34			\$16.34
Other	\$19.27	N/A	N/A	\$22.62	N/A	\$18.56	\$29.19			\$29.19

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Part-Time Non-Professional Staff

Number of Full Time Equivalents

Internal technical support	0.016						0.018			0.018
Administrator / OM	0.034		0.008	0.107		0.027	0.014			0.014
Paraprofessionals	0.137	0.048	0.042	0.262	0.038	0.070	0.178			0.178
Clerical (data entry, etc.)	0.214	0.057	0.102	0.310	0.028	0.067	0.404			0.404
Other	0.027	0.011	0.071	0.445			0.047			0.047

Total Compensated Hours

Internal technical support	33	0	0	0	0	0	36			36
Administrator / OM	72	0	18	222	0	55	29			29
Paraprofessionals	285	100	87	545	78	146	370			370
Clerical (data entry, etc.)	446	119	212	644	59	140	840			840
Other	57	24	147	925	0	0	98			98

Total Chargeable Hours

Internal technical support	7	0	0	0	0	0	42			42
Administrator / OM	12	0	0	2	0	13	0			0
Paraprofessionals	193	100	56	391	43	138	220			220
Clerical (data entry, etc.)	100	56	90	63	5	18	58			58
Other	7	0	15	10	0	0	1			1

Average Billing Rate

Internal technical support	69.51						70.00			70.00
Administrator / OM	57.42			85.00		45.00	35.00			35.00
Paraprofessionals	59.97	40.00	60.00	70.75	50.00	63.33	69.17			69.17
Clerical (data entry, etc.)	45.77	32.33	39.17	56.60	50.00	55.00	45.57			45.57
Other	62.17		45.00	75.00			100.00			100.00

Average Compensation

Internal technical support	742	0	0	0	0	0	777			777
Administrator / OM	1,381	0	125	6,339	0	610	457			457
Paraprofessionals	4,993	1,952	1,456	11,421	803	5,624	7,892			7,892
Clerical (data entry, etc.)	6,099	1,851	2,382	10,930	891	1,348	11,529			11,529
Other	1,441	619	2,444	89,902	0	0	2,789			2,789

Compensation Per Compensated Hour

Internal technical support	\$22.25						\$21.32			\$21.32
Administrator / OM	\$19.28		\$7.14	\$28.53		\$11.00	\$16.00			\$16.00
Paraprofessionals	\$17.50	\$19.52	\$16.81	\$20.94	\$10.24	\$38.60	\$21.34			\$21.34
Clerical (data entry, etc.)	\$13.68	\$15.59	\$11.24	\$16.98	\$15.10	\$9.63	\$13.73			\$13.73
Other	\$25.42	\$26.00	\$16.66	\$97.23			\$28.57			\$28.57

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

For Professionals

Bonus/incentive % of total	5.3%	3.8%	6.8%	5.5%	0.0%	14.8%	5.0%			5.0%
Avg annl base salary % inc	5.7%	2.3%	6.0%	5.2%	1.7%	4.8%	5.2%			5.2%

Which of the following factors were used in determining bonus / incentive payments for professional staff?

Attaining chargeable hours targets	56.2%	0.0%	40.0%	66.7%	0.0%	62.5%	52.9%			52.9%
Obtaining new clients	51.6%	25.0%	40.0%	75.0%	0.0%	50.0%	41.2%			41.2%
Obtaining new proj. from ex. clients	25.8%	0.0%	20.0%	33.3%	0.0%	25.0%	11.8%			11.8%
Outstanding individual achievement	57.9%	25.0%	46.7%	50.0%	0.0%	50.0%	47.1%			47.1%
Passing CPA exam	26.0%	0.0%	6.7%	50.0%	0.0%	0.0%	11.8%			11.8%
Attaining chargeable hours targets	24.1%	0.0%	13.3%	41.7%	0.0%	37.5%	5.9%			5.9%
Other	29.7%	75.0%	33.3%	33.3%	0.0%	12.5%	41.2%			41.2%

New Hires

# New hires meeting 150	0.29	0.05	0.05	0.94	0.00	0.00	0.38			0.38
# New hires not meeting 150	0.26	0.05	0.00	0.44	0.00	0.00	0.14			0.14
Sal for new hires meeting 150	36,344	55,000	30,000	39,050			42,817			42,817
Sal for new hires not meeting 150	34,055	45,000		39,600			39,754			39,754
% with flex. work arrangements	76.7%	83.3%	80.0%	87.5%	70.6%	40.0%	81.0%			81.0%

Adjust billing rates seasonally?

Yes, routinely	10.2%	0.0%	10.0%	0.0%	17.6%	13.3%	0.0%			0.0%
Occasionally	22.9%	33.3%	15.0%	12.5%	29.4%	13.3%	9.5%			9.5%
Rarely	24.2%	22.2%	35.0%	25.0%	35.3%	26.7%	38.1%			38.1%
Never	39.8%	44.4%	35.0%	62.5%	5.9%	46.7%	52.4%			52.4%
N/A, do not use billing rates	2.9%	0.0%	5.0%	0.0%	11.8%	0.0%	0.0%			0.0%

% losing prof'l staff during 2003	42.6%	16.7%	35.0%	93.8%	0.0%	40.0%	75.0%			75.0%
# of Voluntary terminations	2.60	1.00	1.00	4.33		1.00	2.92			2.92
# of Involuntary terminations	1.69	1.00	1.00	3.63		1.33	1.50			1.50
Ret plan for non-owners?	75.7%	42.9%	70.0%	100.0%	26.3%	88.2%	95.2%			95.2%

Retirement Plan Type:

401(k)	49.3%	25.0%	21.4%	68.8%	0.0%	33.3%	68.4%			68.4%
Defined Benefit	1.9%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%			0.0%
Sep IRA	14.5%	75.0%	28.6%	18.8%	60.0%	6.7%	21.1%			21.1%
SIMPLE	30.8%	0.0%	42.9%	6.3%	40.0%	40.0%	10.5%			10.5%
Other	10.3%	0.0%	7.1%	6.3%	0.0%	20.0%	26.3%			26.3%

Provide for partner retirement?

Yes	37.0%	9.5%	35.0%	50.0%	21.1%	11.8%	52.4%			52.4%
No	42.2%	52.4%	45.0%	50.0%	42.1%	76.5%	47.6%			47.6%
Not applicable	20.7%	38.1%	20.0%	0.0%	36.8%	11.8%	0.0%			0.0%

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21
Is retirement plan for non-owners funded?										
Yes	47.6%	40.0%	71.4%	26.7%	57.1%	33.3%	42.1%			42.1%
No, paid by...	11.6%	10.0%	7.1%	20.0%	0.0%	0.0%	10.5%			10.5%
Not applicable	40.8%	50.0%	21.4%	53.3%	42.9%	66.7%	47.4%			47.4%
Funded by?										
Insurance	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Retirement plan	86.1%	100.0%	83.3%	60.0%	80.0%	66.7%	100.0%			100.0%
Other	12.7%	0.0%	16.7%	40.0%	20.0%	33.3%	0.0%			0.0%
Number of retirees	4.50		3.00	7.00	0.50	2.00	0.00			0.00
Paid by?										
Equity (capital account) buyout	30.5%	0.0%	100.0%	66.7%	0.0%	0.0%	50.0%			50.0%
Consulting contract	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Stock purchase	14.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Other	51.8%	100.0%	0.0%	33.3%	100.0%	0.0%	50.0%			50.0%
% with employee handbook	75.8%	40.0%	52.9%	87.5%	0.0%	69.2%	95.2%			95.2%
Which of the following paid time off (PTO) policies are in place at your firm? (check all that apply)										
Comp time off for OT/excess hours	56.0%	20.0%	50.0%	62.5%	33.3%	76.9%	71.4%			71.4%
Formal sick leave policy	62.4%	0.0%	61.1%	81.3%	0.0%	46.2%	66.7%			66.7%
Provide comp leave for dep illness	18.8%	0.0%	22.2%	25.0%	0.0%	15.4%	19.0%			19.0%
Formal vacation policy	73.0%	40.0%	77.8%	75.0%	33.3%	84.6%	66.7%			66.7%
Agg. PTO inc. both vac. & sick days	28.7%	0.0%	27.8%	37.5%	0.0%	15.4%	42.9%			42.9%
PTO for professional activities	54.1%	20.0%	50.0%	68.8%	0.0%	38.5%	61.9%			61.9%
PTO for community activities	33.7%	0.0%	16.7%	43.8%	0.0%	15.4%	14.3%			14.3%
Maternity leave in excess of FMLA	11.4%	0.0%	5.6%	43.8%	0.0%	7.7%	19.0%			19.0%
None of the above	4.1%	40.0%	0.0%	0.0%	66.7%	7.7%	0.0%			0.0%
# of sick leave days for new hires	5.89		4.70	5.73		6.00	7.70			7.70
# of sick leave days for vacation	8.53	10.00	7.71	9.70	10.00	12.80	8.18			8.18
# of sick leave days for agg PTO	14.09		10.60	14.50		18.50	15.00			15.00

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Does your firm provide/pay for the following benefits for employees?

Cafeteria plan	42.0%	0.0%	20.0%	75.0%	0.0%	37.5%	66.7%			66.7%
Cell phone reimbursement	26.6%	46.2%	25.0%	25.0%	36.4%	12.5%	33.3%			33.3%
Child care reimbursement	11.2%	0.0%	10.0%	12.5%	0.0%	6.3%	0.0%			0.0%
Continuing education courses	89.1%	84.6%	85.0%	93.8%	100.0%	87.5%	100.0%			100.0%
CPA examination fees	39.2%	7.7%	40.0%	25.0%	9.1%	25.0%	33.3%			33.3%
CPA examination review courses	20.7%	0.0%	15.0%	25.0%	9.1%	18.8%	14.3%			14.3%
Dependent health insurance	32.5%	23.1%	20.0%	37.5%	27.3%	12.5%	23.8%			23.8%
Dependent life insurance	8.9%	7.7%	0.0%	25.0%	9.1%	0.0%	0.0%			0.0%
Dental insurance	27.1%	15.4%	5.0%	37.5%	0.0%	18.8%	47.6%			47.6%
Home connectivity (e.g., DSL)	10.9%	0.0%	10.0%	18.8%	18.2%	25.0%	9.5%			9.5%
Life insurance	50.7%	23.1%	40.0%	93.8%	27.3%	37.5%	76.2%			76.2%
Long term care insurance	3.3%	0.0%	5.0%	6.3%	0.0%	0.0%	0.0%			0.0%
Long term disability insurance	30.5%	0.0%	15.0%	50.0%	18.2%	6.3%	28.6%			28.6%
Master's/advanced deg.	14.4%	0.0%	5.0%	18.8%	0.0%	6.3%	0.0%			0.0%
Medical reimbursement plan	25.1%	38.5%	30.0%	37.5%	9.1%	6.3%	19.0%			19.0%
Professional dues	88.4%	76.9%	85.0%	100.0%	100.0%	93.8%	90.5%			90.5%
Professional licenses	83.9%	61.5%	90.0%	100.0%	100.0%	87.5%	85.7%			85.7%
Retirement plan	70.0%	46.2%	50.0%	68.8%	63.6%	68.8%	81.0%			81.0%
Short term disability insurance	14.1%	0.0%	5.0%	31.3%	0.0%	6.3%	19.0%			19.0%
Vision plan	13.3%	0.0%	10.0%	18.8%	0.0%	0.0%	23.8%			23.8%
Other	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%			4.8%
Health insurance	75.6%	23.1%	75.0%	93.8%	54.5%	93.8%	100.0%			100.0%

Health Insurance Type

HMO	23.1%	25.0%	5.9%	0.0%	0.0%	13.3%	0.0%			0.0%
MSA	1.9%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%			0.0%
POS	3.3%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%			0.0%
PPO	51.2%	50.0%	76.5%	93.3%	66.7%	60.0%	95.2%			95.2%
Traditional	16.2%	0.0%	17.6%	0.0%	16.7%	6.7%	0.0%			0.0%
Other	2.9%	25.0%	0.0%	0.0%	0.0%	6.7%	4.8%			4.8%
Not sure	1.4%	0.0%	0.0%	0.0%	16.7%	6.7%	0.0%			0.0%

% of Health Insurance Paid By Firm

0-20%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
21-40%	2.9%	20.0%	5.9%	0.0%	0.0%	0.0%	0.0%			0.0%
41-60%	9.3%	0.0%	5.9%	13.3%	16.7%	7.1%	5.3%			5.3%
61-80%	14.9%	20.0%	0.0%	13.3%	16.7%	0.0%	21.1%			21.1%
81-100%	69.6%	60.0%	88.2%	73.3%	66.7%	92.9%	73.7%			73.7%

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21
% using engagement letters	92.0%	82.4%	88.9%	93.8%	76.9%	93.8%	90.5%			90.5%
% w/ disc. control of client funds?	14.7%	12.5%	10.5%	12.5%	0.0%	6.3%	4.8%			4.8%

Does your firm provide the following services?

Bankruptcy or insolvency services	15.8%	7.1%	0.0%	31.3%	27.3%	12.5%	14.3%			14.3%
Business valuation	47.4%	28.6%	16.7%	43.8%	18.2%	31.3%	71.4%			71.4%
Corp. Gov. & Audit Comm. Guidance	10.7%	0.0%	11.1%	25.0%	18.2%	0.0%	0.0%			0.0%
Eldercare	10.4%	7.1%	11.1%	12.5%	9.1%	12.5%	9.5%			9.5%
Estate tax planning	74.1%	21.4%	66.7%	100.0%	54.5%	81.3%	76.2%			76.2%
Executive searches	13.2%	7.1%	0.0%	43.8%	0.0%	12.5%	14.3%			14.3%
Forecasts and projections	56.0%	14.3%	44.4%	56.3%	27.3%	31.3%	61.9%			61.9%
Forensic accounting	23.9%	0.0%	22.2%	37.5%	18.2%	31.3%	38.1%			38.1%
Human resources services	12.6%	0.0%	5.6%	25.0%	9.1%	12.5%	9.5%			9.5%
Insurance	9.6%	14.3%	5.6%	6.3%	0.0%	18.8%	9.5%			9.5%
International services	9.0%	0.0%	5.6%	25.0%	18.2%	12.5%	28.6%			28.6%
Investment advisory services	20.3%	28.6%	11.1%	25.0%	27.3%	25.0%	23.8%			23.8%
IT hardware sales	4.3%	0.0%	5.6%	6.3%	0.0%	0.0%	4.8%			4.8%
IT hardware sel. & inst.	10.5%	0.0%	5.6%	37.5%	0.0%	0.0%	4.8%			4.8%
IT software sales	10.5%	7.1%	0.0%	12.5%	0.0%	6.3%	4.8%			4.8%
IT software sel & impl.	26.8%	7.1%	33.3%	43.8%	18.2%	18.8%	9.5%			9.5%
Investment / securities sales	10.5%	28.6%	11.1%	25.0%	0.0%	18.8%	4.8%			4.8%
Legal services within your firm	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Litigation support	43.3%	21.4%	27.8%	81.3%	27.3%	37.5%	81.0%			81.0%
Market or ec. feasibility studies	6.9%	0.0%	5.6%	18.8%	0.0%	0.0%	14.3%			14.3%
Mergers and acquisitions	31.9%	14.3%	55.6%	68.8%	18.2%	18.8%	52.4%			52.4%
Not for profits	66.6%	42.9%	55.6%	68.8%	45.5%	62.5%	71.4%			71.4%
Outsourced controllership	24.6%	28.6%	38.9%	25.0%	27.3%	37.5%	33.3%			33.3%
Payroll processing	59.0%	42.9%	55.6%	37.5%	27.3%	25.0%	33.3%			33.3%
Performance measurement	9.4%	0.0%	5.6%	18.8%	0.0%	0.0%	33.3%			33.3%
Personal financial planning	43.2%	21.4%	38.9%	62.5%	45.5%	43.8%	52.4%			52.4%
Section 404 Internal control	3.8%	0.0%	5.6%	18.8%	9.1%	6.3%	4.8%			4.8%
Strategic planning	27.2%	14.3%	11.1%	43.8%	9.1%	12.5%	38.1%			38.1%
Web Trust	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%			4.8%
Other	4.6%	0.0%	5.6%	0.0%	18.2%	0.0%	0.0%			0.0%

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Hiring non-CPA professionals

Already in place	37.6%	13.3%	26.3%	68.8%	7.7%	43.8%	68.4%			68.4%
Planning to provide	7.9%	0.0%	15.8%	0.0%	15.4%	12.5%	5.3%			5.3%
Would consider	34.4%	66.7%	21.1%	18.8%	46.2%	31.3%	21.1%			21.1%
Would not consider	14.8%	13.3%	36.8%	6.3%	23.1%	12.5%	5.3%			5.3%
N/A	5.2%	6.7%	0.0%	6.3%	7.7%	0.0%	0.0%			0.0%

Making non-CPAs owners in the firm

Already in place	4.0%	0.0%	0.0%	6.3%	0.0%	0.0%	5.3%			5.3%
Planning to provide	1.7%	0.0%	0.0%	6.3%	0.0%	6.7%	5.3%			5.3%
Would consider	20.8%	0.0%	10.5%	25.0%	23.1%	20.0%	31.6%			31.6%
Would not consider	63.6%	86.7%	89.5%	62.5%	76.9%	73.3%	52.6%			52.6%
N/A	9.9%	13.3%	0.0%	0.0%	0.0%	0.0%	5.3%			5.3%

Hiring interns for professional staffing

Already in place	22.8%	13.3%	10.5%	50.0%	7.7%	0.0%	35.0%			35.0%
Planning to provide	6.2%	0.0%	10.5%	6.3%	7.7%	0.0%	5.0%			5.0%
Would consider	45.5%	66.7%	21.1%	31.3%	69.2%	46.7%	45.0%			45.0%
Would not consider	20.4%	20.0%	57.9%	12.5%	7.7%	40.0%	15.0%			15.0%
N/A	5.1%	0.0%	0.0%	0.0%	7.7%	13.3%	0.0%			0.0%

Merging with a non-CPA firm (if permitted by state law)

Already in place	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Planning to provide	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Would consider	23.1%	14.3%	5.3%	12.5%	23.1%	31.3%	33.3%			33.3%
Would not consider	65.8%	78.6%	94.7%	87.5%	69.2%	68.8%	61.1%			61.1%
N/A	9.7%	7.1%	0.0%	0.0%	7.7%	0.0%	5.6%			5.6%

Outsourcing individual Tax Returns

Already in place	3.2%	0.0%	0.0%	31.3%	0.0%	0.0%	10.5%			10.5%
Planning to provide	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%			5.3%
Would consider	16.8%	20.0%	5.3%	12.5%	23.1%	6.7%	26.3%			26.3%
Would not consider	75.0%	73.3%	94.7%	56.3%	76.9%	93.3%	57.9%			57.9%
N/A	4.2%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%

Outsourcing write up work

Already in place	3.2%	0.0%	0.0%	0.0%	15.4%	0.0%	10.0%			10.0%
Planning to provide	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Would consider	20.3%	13.3%	15.8%	31.3%	30.8%	13.3%	20.0%			20.0%
Would not consider	69.5%	80.0%	84.2%	68.8%	46.2%	86.7%	70.0%			70.0%
N/A	6.5%	6.7%	0.0%	0.0%	7.7%	0.0%	0.0%			0.0%

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Going paperless

Already in place	20.3%	7.1%	10.5%	33.3%	7.7%	13.3%	30.0%			30.0%
Planning to provide	24.9%	7.1%	26.3%	26.7%	0.0%	26.7%	30.0%			30.0%
Would consider	40.8%	42.9%	52.6%	20.0%	69.2%	40.0%	30.0%			30.0%
Would not consider	12.9%	42.9%	10.5%	20.0%	23.1%	20.0%	10.0%			10.0%
N/A	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%

Does your firm... (check all that apply)

Have a Web site?	73.3%	69.2%	55.6%	93.8%	50.0%	87.5%	85.7%			85.7%
Use time, bill, or calend. software?	95.1%	76.9%	100.0%	93.8%	80.0%	100.0%	100.0%			100.0%

Which of the following software packages do you use for time, billing, and/or calendaring? (check all that apply)

BillQuick (BQE Software)	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
CPA Practice Management	20.4%	0.0%	0.0%	26.7%	0.0%	18.8%	33.3%			33.3%
ImagineTime	0.5%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%			0.0%
MYOB Plus (MYOB US)	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Oracle Small Business Suite	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Power PM (Commercial Logics)	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Practice Solutions	15.4%	10.0%	0.0%	13.3%	12.5%	6.3%	23.8%			23.8%
Practice Solutions PS	7.9%	0.0%	0.0%	6.7%	0.0%	6.3%	14.3%			14.3%
ProSystem fx (CCH)	16.7%	10.0%	11.8%	40.0%	0.0%	12.5%	19.0%			19.0%
Quickbooks (Intuit)	17.9%	20.0%	23.5%	6.7%	25.0%	25.0%	0.0%			0.0%
Simple Accounting Pro	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
Timeslips (Best Software)	16.3%	30.0%	29.4%	6.7%	50.0%	18.8%	9.5%			9.5%
TPS Time & Billing	0.9%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%			0.0%
Other	22.1%	30.0%	23.5%	13.3%	25.0%	31.3%	4.8%			4.8%

Revenues -- Projected and Tracking

Planned Change for FY '04	10.5%	33.9%	9.7%	8.6%	38.3%	11.3%	13.9%			13.9%
Tracking Change for FY '04	10.5%	30.3%	10.7%	8.1%	3.4%	14.3%	15.8%			15.8%
Variance from Plan	0.0%	-3.5%	1.0%	-0.5%	-34.9%	3.0%	1.9%			1.9%

Expenses -- Projected and Tracking

Planned Change for FY '04	5.3%	16.4%	4.6%	5.0%	20.2%	8.5%	6.1%			6.1%
Tracking Change for FY '04	5.7%	28.3%	4.6%	4.6%	39.5%	5.3%	9.6%			9.6%
Variance from Plan	0.4%	12.0%	0.0%	-0.4%	19.3%	-3.2%	3.4%			3.4%

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Which of the following do you have in place?

Succession plan	21.1%	0.0%	22.2%	40.0%	0.0%	12.5%	19.0%			19.0%
Formal partner in training program	5.7%	0.0%	0.0%	6.7%	0.0%	18.8%	0.0%			0.0%
Prac. cont. agrmt with another firm	5.3%	20.0%	5.6%	0.0%	14.3%	6.3%	9.5%			9.5%
Malpractice insurance policy	92.8%	90.0%	66.7%	86.7%	100.0%	93.8%	85.7%			85.7%
Written firm partnership agreement	45.5%	0.0%	27.8%	66.7%	14.3%	18.8%	85.7%			85.7%
Partner compensation formula	32.7%	0.0%	33.3%	66.7%	0.0%	25.0%	66.7%			66.7%
Malpractice Ins. Cov. Limit	1,580,670	733,333	1,250,000	1,693,077	350,000	1,416,667	1,686,667			1,686,667

When was the partner agreement last updated?

Before 1995	10.1%	0.0%	0.0%	0.0%	0.0%	0.0%	17.6%			17.6%
1995-1998	10.4%	0.0%	20.0%	14.3%	0.0%	0.0%	5.9%			5.9%
1999	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%			5.9%
2000	7.5%	0.0%	20.0%	14.3%	0.0%	0.0%	17.6%			17.6%
2001	9.2%	0.0%	0.0%	0.0%	0.0%	25.0%	17.6%			17.6%
2002	14.4%	0.0%	0.0%	0.0%	0.0%	0.0%	11.8%			11.8%
2003	22.7%	0.0%	40.0%	42.9%	0.0%	0.0%	17.6%			17.6%
2004	20.4%	0.0%	20.0%	28.6%	100.0%	75.0%	5.9%			5.9%

Which of the following does the partner agreement provide for?

Buy-out	88.7%	0.0%	60.0%	90.0%	100.0%	80.0%	94.1%			94.1%
Conduct	56.2%	0.0%	20.0%	60.0%	100.0%	60.0%	58.8%			58.8%
Death	92.3%	0.0%	60.0%	100.0%	100.0%	60.0%	82.4%			82.4%
Disability	81.5%	0.0%	60.0%	80.0%	100.0%	40.0%	76.5%			76.5%
Early withdraw	64.0%	0.0%	60.0%	80.0%	100.0%	40.0%	64.7%			64.7%
Mandatory age	31.4%	0.0%	0.0%	40.0%	100.0%	0.0%	35.3%			35.3%
Non-competition	69.8%	0.0%	40.0%	90.0%	100.0%	40.0%	64.7%			64.7%
Post withdrawal loan guarantees	4.3%	0.0%	0.0%	20.0%	0.0%	0.0%	11.8%			11.8%
Retirement	57.1%	0.0%	20.0%	80.0%	0.0%	20.0%	52.9%			52.9%

If applicable, which of the following components are included in your buy-out valuation provision?

Clients retained	37.2%	0.0%	33.3%	55.6%	0.0%	100.0%	42.9%			42.9%
Discount for early withdrawal	31.7%	0.0%	33.3%	33.3%	0.0%	0.0%	21.4%			21.4%
Fee multiples	38.3%	0.0%	0.0%	33.3%	100.0%	33.3%	28.6%			28.6%
Fixed amount for X years	35.5%	0.0%	33.3%	66.7%	0.0%	33.3%	14.3%			14.3%
Life insurance in place	45.7%	0.0%	33.3%	44.4%	100.0%	66.7%	35.7%			35.7%
Outside appraisal or valuation	5.9%	0.0%	0.0%	0.0%	0.0%	33.3%	7.1%			7.1%
Years as partner/owner	22.1%	0.0%	0.0%	0.0%	0.0%	33.3%	7.1%			7.1%
Terms of payments self-funded	36.6%	0.0%	33.3%	33.3%	100.0%	33.3%	35.7%			35.7%

Report prepared for: Texas Society of CPAs

	All Firms	Dallas			Houston			Fort Worth		
		Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Number of firms	2,373	21	20	16	19	17	21	NA	NA	21

Which of the following are included in your partner compensation formula?

Administrative duties	69.7%	0.0%	50.0%	71.4%	0.0%	100.0%	45.5%			45.5%
Client billing	86.3%	0.0%	100.0%	100.0%	0.0%	100.0%	72.7%			72.7%
Compliance w/ bus. plan	13.7%	0.0%	0.0%	57.1%	0.0%	0.0%	0.0%			0.0%
Interest on capital	45.6%	0.0%	0.0%	42.9%	0.0%	100.0%	36.4%			36.4%
New clients	55.5%	0.0%	50.0%	71.4%	0.0%	100.0%	72.7%			72.7%
New bus. from present clients	39.2%	0.0%	50.0%	57.1%	0.0%	100.0%	54.5%			54.5%
Niche/new service development	19.0%	0.0%	50.0%	14.3%	0.0%	100.0%	18.2%			18.2%
Timely billing	24.8%	0.0%	50.0%	28.6%	0.0%	0.0%	18.2%			18.2%
Years of service	20.1%	0.0%	0.0%	14.3%	0.0%	100.0%	18.2%			18.2%

Which of the following marketing methods have you used and found to be effective?

Advertising	35.1%	30.8%	52.9%	23.1%	11.1%	30.8%	6.7%			6.7%
Client seminars & briefing	34.1%	15.4%	58.8%	46.2%	55.6%	7.7%	40.0%			40.0%
Direct mail	20.5%	30.8%	23.5%	30.8%	33.3%	7.7%	20.0%			20.0%
Newsletters	43.1%	0.0%	23.5%	69.2%	33.3%	30.8%	66.7%			66.7%
Tele-prospecting	4.3%	0.0%	0.0%	7.7%	0.0%	0.0%	6.7%			6.7%
Trade group memberships	38.9%	15.4%	58.8%	38.5%	0.0%	61.5%	46.7%			46.7%
Other	29.0%	30.8%	5.9%	30.8%	44.4%	15.4%	40.0%			40.0%

Does your firm have working alliances with...

Banks	64.5%	33.3%	46.7%	90.9%	57.1%	33.3%	53.8%			53.8%
Insurance brokers	43.7%	11.1%	46.7%	72.7%	14.3%	33.3%	23.1%			23.1%
Insurance companies	12.5%	11.1%	13.3%	18.2%	0.0%	22.2%	7.7%			7.7%
Management consultants	18.8%	0.0%	26.7%	45.5%	14.3%	11.1%	0.0%			0.0%
Other CPA firms	55.1%	44.4%	73.3%	54.5%	85.7%	33.3%	53.8%			53.8%
Technology vendors	22.1%	11.1%	6.7%	18.2%	0.0%	22.2%	30.8%			30.8%
Other	25.1%	0.0%	20.0%	63.6%	0.0%	33.3%	15.4%			15.4%

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			

Region (as defined by U.S. Census)

Midwest	19.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Northeast	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
South	34.2%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			
West	35.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Other	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			

Census Division

East North Central	13.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
East South Central	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Middle Atlantic	5.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
New England	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
South Atlantic	14.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
West North Central	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
West South Central	15.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			
Mountain	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Pacific	26.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Other	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			

Average Household Income (see graphs or summary for definition)

Lower -- Bottom -- <\$35K	14.6%	0.0%	7.1%	9.5%	47.6%	60.0%	66.7%			
Lower -- Top -- \$35--\$39K	27.2%	76.9%	57.1%	71.4%	52.4%	35.0%	33.3%			
Middle -- Bottom -- \$40-\$44K	18.2%	0.0%	7.1%	0.0%	0.0%	5.0%	0.0%			
Middle -- Top -- \$45-49K	13.2%	23.1%	28.6%	19.0%	0.0%	0.0%	0.0%			
Upper -- Bottom -- \$50-59K	15.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Upper -- Top -- \$60K+	10.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			

Firm Size

<150K	14.6%	61.5%	0.0%	0.0%	33.3%	0.0%	0.0%			
150-299K	15.0%	38.5%	0.0%	0.0%	66.7%	0.0%	0.0%			
300-549K	16.3%	0.0%	42.9%	0.0%	0.0%	75.0%	0.0%			
550-999K	17.7%	0.0%	57.1%	0.0%	0.0%	25.0%	0.0%			
1M-1.99M	17.0%	0.0%	0.0%	61.9%	0.0%	0.0%	50.0%			
2M+	19.5%	0.0%	0.0%	38.1%	0.0%	0.0%	50.0%			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			

Number of firms	2,373	13	14	21	21	20	24			
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Which of the following categories best describes your practice unit?

Sole practitioner	31.6%	92.3%	14.3%	0.0%	38.1%	20.0%	0.0%			
Single-office firm	57.5%	7.7%	85.7%	90.5%	61.9%	80.0%	83.3%			
Unified multi-office firm	8.3%	0.0%	0.0%	9.5%	0.0%	0.0%	12.5%			
Office of small regional firm*	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%			
Office of regional/national firm*	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Office of a 'Big 4' firm*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			

Approximately how did firm size (measured in gross fees) change in Fiscal 2003 versus 2002?

Increase 50+%	4.3%	7.7%	0.0%	4.8%	4.8%	5.0%	0.0%			
Increase 30-49%	3.7%	15.4%	7.1%	0.0%	0.0%	0.0%	0.0%			
Increase 20-29%	6.1%	0.0%	21.4%	4.8%	9.5%	0.0%	4.2%			
Increase 10-19%	17.8%	7.7%	28.6%	19.0%	19.0%	30.0%	12.5%			
Increase 6-9%	16.4%	15.4%	0.0%	14.3%	9.5%	15.0%	16.7%			
Increase 1-5%	21.6%	7.7%	14.3%	33.3%	23.8%	20.0%	41.7%			
No change	10.4%	15.4%	7.1%	4.8%	14.3%	5.0%	12.5%			
Decrease 1-5%	10.9%	7.7%	14.3%	14.3%	14.3%	10.0%	4.2%			
Decrease 6-9%	3.9%	0.0%	0.0%	4.8%	0.0%	10.0%	4.2%			
Decrease 10+%	3.7%	15.4%	7.1%	0.0%	0.0%	5.0%	4.2%			

Which of the following best characterizes your firm's increase? (if >20%)

Inc. by merger -- acquisition	11.9%	0.0%	0.0%	50.0%	0.0%	100.0%	0.0%			
Inc. by merger -- non-acquisition	3.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%			
General business growth	71.7%	66.7%	75.0%	50.0%	100.0%	0.0%	100.0%			
Other reason	13.1%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%			

Which of the following best characterizes your firm's decrease? (if >20%)

Decreased by demerger or sale	15.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Decreased via downsizing	15.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Major client / staff loss	42.4%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%			
Other reason	27.3%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%			

How long has your firm been in business?

Less than one year	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
1 to 5 years	12.2%	46.2%	21.4%	9.5%	19.0%	15.0%	0.0%			
6 to 10 years	11.8%	15.4%	7.1%	19.0%	19.0%	5.0%	0.0%			
11 to 20 years	29.8%	15.4%	14.3%	33.3%	38.1%	30.0%	8.3%			
21 or more years	45.6%	23.1%	57.1%	38.1%	23.8%	50.0%	91.7%			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			

Last Fiscal Year End Date

January-August -- 2003	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
September-November -- 2003	4.4%	7.7%	0.0%	0.0%	0.0%	5.0%	0.0%			
December -- 2003	86.2%	84.6%	92.9%	90.5%	95.2%	85.0%	87.5%			
January-March -- 2004	1.5%	7.7%	7.1%	0.0%	0.0%	0.0%	0.0%			
April-June -- 2004	6.4%	0.0%	0.0%	9.5%	4.8%	10.0%	12.5%			
July or later -- 2004	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			

Is your firm a member of any one of the following groups? (check all that apply)

PCPS	53.3%	15.4%	57.1%	66.7%	19.0%	55.0%	60.9%			
AICPA (individual membership)	88.1%	69.2%	100.0%	100.0%	76.2%	90.0%	100.0%			
AICPA Major Firms Group	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
AICPA MAP Large Firm Ntwk Group	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
AICPA MAP Med. Firm Ntwk Group	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
AICPA MAP Small Firm Ntwk Group	5.1%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%			
CPA Association or Network	14.1%	0.0%	7.1%	14.3%	9.5%	10.0%	17.4%			
State Society	92.9%	92.3%	100.0%	95.2%	95.2%	95.0%	91.3%			
None of the above	0.8%	0.0%	0.0%	0.0%	4.8%	0.0%	0.0%			

Which of the following describes your primary office location?

Owned by the firm	13.3%	0.0%	7.1%	0.0%	10.0%	20.0%	20.8%			
Home office	7.4%	38.5%	0.0%	0.0%	10.0%	0.0%	0.0%			
Leased/rented office	76.0%	53.8%	92.9%	90.5%	75.0%	80.0%	79.2%			
Subleased / shared	3.0%	7.7%	0.0%	4.8%	5.0%	0.0%	0.0%			
Other	0.3%	0.0%	0.0%	4.8%	0.0%	0.0%	0.0%			
Area of primary office (ft²)	4,156	554	2,519	6,686	1,601	2,972	7,821			
Cost per square foot	21.44	23.08	17.88	21.77	6.75	10.86	16.74			

Which of the following kinds of office accommodations are provided to staff?

Private offices	80.7%	53.8%	92.9%	90.5%	85.0%	100.0%	95.8%			
Cubicles / workstations	42.5%	15.4%	28.6%	52.4%	0.0%	10.0%	37.5%			
Shared offices	21.6%	7.7%	21.4%	14.3%	10.0%	5.0%	25.0%			
'Hotel' offices	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Other	3.5%	30.8%	0.0%	0.0%	5.0%	0.0%	0.0%			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			
FINANCIAL INFORMATION --- GROSS										
A/R (billed less allowances)	310,836	12,116	91,288	622,522	25,156	86,627	358,646			
WIP (unbilled less allowances)	122,183	5,631	38,795	123,778	7,379	47,848	212,675			
Firm capital (net capital of the firm)	333,132	29,597	92,788	301,124	47,041	188,134	539,686			
Prior Year Net client fees earned	1,433,789	115,232	617,061	2,131,963	169,759	451,372	2,490,453			
Income										
Gross fees earned	1,614,798	131,720	661,859	2,466,041	184,349	494,523	2,765,939			
Net write-ups / (write-downs)	-139,459	-5,679	-34,725	-213,110	-2,176	-19,368	-290,989			
Net client fees earned	1,469,767	126,042	627,134	2,252,931	182,173	475,155	2,474,950			
Interest income	3,052	120	334	10,083	221	5,644	2,965			
Other income - rents and royalties	9,545	3	1,139	13,743	626	2,857	13,851			
Total income	1,489,138	126,164	628,608	2,276,757	183,020	483,656	2,491,766			
Expenses										
Prof'l salaries (excl. owners)	355,667	12,149	151,869	597,816	19,305	68,495	563,063			
Paraprofessional salaries	50,835	2,270	22,642	80,007	14,262	29,141	104,305			
Other salaries (excl. owners)	84,642	6,252	34,458	142,853	4,378	22,429	107,903			
Payment to retired partners	12,343	0	0	7,283	0	2,842	19,214			
Ret. plan costs (excl. owners)	15,187	240	3,788	27,320	249	1,400	30,434			
Other ee benefits (excl. owners)	39,845	875	12,973	60,150	763	7,507	67,929			
Dues, library	17,351	2,946	13,364	29,540	3,693	7,651	36,138			
CPE	11,646	1,130	4,953	16,753	1,575	2,669	20,372			
Malpractice Insurance	11,988	850	4,116	17,854	1,036	3,774	16,799			
Office rent & other occ. costs	89,096	12,796	45,032	145,557	10,814	32,266	130,954			
Interest	7,264	1,054	2,545	13,967	1,320	2,932	9,446			
Computer / technology exp.	28,716	2,924	15,319	48,445	3,833	13,339	33,122			
Promotion and marketing	21,306	1,143	7,190	33,290	2,824	4,652	26,708			
Payroll taxes	45,120	3,597	24,629	73,338	4,008	12,245	72,187			
Telephone & Internet	12,554	2,725	7,355	18,291	3,226	6,125	20,642			
Depreciation	25,129	2,168	17,459	47,610	5,446	10,005	53,841			
Other expenses	121,181	15,961	58,917	137,830	20,914	44,338	202,826			
<i>Total expenses</i>	949,784	69,081	426,609	1,497,903	97,646	271,811	1,515,881			
Net remaining for owners	539,353	57,084	201,998	778,854	85,374	211,845	975,884			
Net remaining per owner	196,291	53,006	117,832	183,546	66,073	117,692	183,753			
Net remaining per owner-hour	89.79	27.28	54.98	88.17	31.16	51.21	77.69			
Bad debt written off in Fiscal '03	\$23,035	\$1,394	\$8,177	\$30,417	\$2,038	\$4,768	\$39,853			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			
FINANCIAL INFORMATION --- PROPORTION OF NET CLIENT FEES										
A/R (billed less allowances)	21.1%	9.6%	14.6%	27.6%	13.8%	18.2%	14.5%			
WIP (unbilled less allowances)	8.3%	4.5%	6.2%	5.5%	4.1%	10.1%	8.6%			
Firm capital (net capital of the firm)	22.7%	23.5%	14.8%	13.4%	25.8%	39.6%	21.8%			
Prior Year Net client fees earned	97.6%	91.4%	98.4%	94.6%	93.2%	95.0%	100.6%			
Income										
Gross fees earned	109.9%	104.5%	105.5%	109.5%	101.2%	104.1%	111.8%			
Net write-ups / (write-downs)	-9.5%	-4.5%	-5.5%	-9.5%	-1.2%	-4.1%	-11.8%			
Net client fees earned	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			
Interest income	0.2%	0.1%	0.1%	0.4%	0.1%	1.2%	0.1%			
Other income - rents and royalties	0.6%	0.0%	0.2%	0.6%	0.3%	0.6%	0.6%			
Total income	101.3%	100.1%	100.2%	101.1%	100.5%	101.8%	100.7%			
Expenses										
Prof'l salaries (excl. owners)	24.2%	9.6%	24.2%	26.5%	10.6%	14.4%	22.8%			
Paraprofessional salaries	3.5%	1.8%	3.6%	3.6%	7.8%	6.1%	4.2%			
Other salaries (excl. owners)	5.8%	5.0%	5.5%	6.3%	2.4%	4.7%	4.4%			
Payment to retired partners	0.8%	0.0%	0.0%	0.3%	0.0%	0.6%	0.8%			
Ret. plan costs (excl. owners)	1.0%	0.2%	0.6%	1.2%	0.1%	0.3%	1.2%			
Other ee benefits (excl. owners)	2.7%	0.7%	2.1%	2.7%	0.4%	1.6%	2.7%			
Dues, library	1.2%	2.3%	2.1%	1.3%	2.0%	1.6%	1.5%			
CPE	0.8%	0.9%	0.8%	0.7%	0.9%	0.6%	0.8%			
Malpractice Insurance	0.8%	0.7%	0.7%	0.8%	0.6%	0.8%	0.7%			
Office rent & other occ. costs	6.1%	10.2%	7.2%	6.5%	5.9%	6.8%	5.3%			
Interest	0.5%	0.8%	0.4%	0.6%	0.7%	0.6%	0.4%			
Computer / technology exp.	2.0%	2.3%	2.4%	2.2%	2.1%	2.8%	1.3%			
Promotion and marketing	1.4%	0.9%	1.1%	1.5%	1.6%	1.0%	1.1%			
Payroll taxes	3.1%	2.9%	3.9%	3.3%	2.2%	2.6%	2.9%			
Telephone & Internet	0.9%	2.2%	1.2%	0.8%	1.8%	1.3%	0.8%			
Depreciation	1.7%	1.7%	2.8%	2.1%	3.0%	2.1%	2.2%			
Other expenses	8.2%	12.7%	9.4%	6.1%	11.5%	9.3%	8.2%			
<i>Total expenses</i>	64.6%	54.8%	68.0%	66.5%	53.6%	57.2%	61.2%			
Net remaining for owners	36.7%	45.3%	32.2%	34.6%	46.9%	44.6%	39.4%			
Bad debt written off in Fiscal '03	1.6%	1.1%	1.3%	1.4%	1.1%	1.0%	1.6%			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			

FINANCIAL INFORMATION --- PER PROFESSIONAL

A/R (billed less allowances)	42,885	9,844	20,613	61,057	15,476	27,501	25,356			
WIP (unbilled less allowances)	16,857	4,575	8,760	12,140	4,540	15,190	15,036			
Firm capital (net capital of the firm)	45,961	24,048	20,952	29,534	28,940	59,725	38,156			
Prior Year Net client fees earned	197,815	93,626	139,336	209,103	104,438	143,293	176,076			

Income

Gross fees earned	222,788	107,023	149,452	241,869	113,414	156,991	195,553			
Net write-ups / (write-downs)	-19,241	-4,614	-7,841	-20,902	-1,339	-6,149	-20,573			
Net client fees earned	202,779	102,409	141,611	220,967	112,075	150,843	174,980			
Interest income	421	97	76	989	136	1,792	210			
Other income - rents and royalties	1,317	3	257	1,348	385	907	979			
Total income	205,451	102,508	141,944	223,304	112,596	153,542	176,169			

Expenses

Profl salaries (excl. owners)	49,070	9,871	34,293	58,634	11,877	21,745	39,809			
Paraprofessional salaries	7,013	1,845	5,113	7,847	8,774	9,251	7,374			
Other salaries (excl. owners)	11,678	5,080	7,781	14,011	2,694	7,120	7,629			
Payment to retired partners	1,703	0	0	714	0	902	1,358			
Ret. plan costs (excl. owners)	2,095	195	855	2,680	153	444	2,152			
Other ee benefits (excl. owners)	5,497	711	2,929	5,899	469	2,383	4,803			
Dues, library	2,394	2,394	3,018	2,897	2,272	2,429	2,555			
CPE	1,607	918	1,119	1,643	969	847	1,440			
Malpractice Insurance	1,654	691	929	1,751	638	1,198	1,188			
Office rent & other occ. costs	12,292	10,396	10,169	14,276	6,653	10,243	9,259			
Interest	1,002	856	575	1,370	812	931	668			
Computer / technology exp.	3,962	2,376	3,459	4,752	2,358	4,235	2,342			
Promotion and marketing	2,940	929	1,624	3,265	1,737	1,477	1,888			
Payroll taxes	6,225	2,923	5,561	7,193	2,466	3,887	5,104			
Telephone & Internet	1,732	2,214	1,661	1,794	1,985	1,945	1,459			
Depreciation	3,467	1,762	3,942	4,670	3,350	3,176	3,807			
Other expenses	16,719	12,968	13,304	13,518	12,867	14,076	14,340			
<i>Total expenses</i>	131,038	56,128	96,331	146,914	60,073	86,289	107,174			

Net remaining for owners	74,413	46,380	45,613	76,390	52,523	67,252	68,995			
Bad debt written off in Fiscal '03	3,178	1,133	1,846	2,983	1,254	1,513	2,818			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			
Charge interest on A/R? (% Yes)	48.7%	7.7%	28.6%	14.3%	23.8%	20.0%	26.1%			
Interest amount	15.5%	18.0%	12.0%	14.0%	18.0%	16.5%	10.3%			

How do you handle the collection of delinquent fees? (check all that apply)

Suit for fees	9.9%	0.0%	7.1%	9.5%	0.0%	0.0%	4.8%			
Factoring	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Negotiation	49.5%	16.7%	42.9%	66.7%	42.9%	42.1%	52.4%			
Collection agencies	20.2%	8.3%	21.4%	19.0%	0.0%	5.3%	4.8%			
Small claims court	12.0%	8.3%	0.0%	0.0%	9.5%	5.3%	9.5%			
Other	13.8%	16.7%	0.0%	19.0%	28.6%	5.3%	4.8%			
Do not collect	27.4%	50.0%	35.7%	14.3%	33.3%	47.4%	33.3%			

Accounts Receivable

Current	48.2%	53.1%	39.6%	40.7%	63.3%	33.4%	48.8%			
Over 30 Days	14.4%	20.7%	11.8%	13.8%	13.6%	13.1%	15.5%			
Over 60 Days	10.3%	10.0%	17.9%	15.9%	7.0%	13.8%	10.3%			
Over 90 Days	<u>27.1%</u>	<u>16.3%</u>	<u>30.7%</u>	<u>29.7%</u>	<u>16.1%</u>	<u>39.7%</u>	<u>25.5%</u>			
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			

% of Fees by Service

Auditing and attestation services	11.9%	2.1%	17.1%	18.2%	6.9%	13.6%	25.0%			
Bus. valuation/Litigation support	2.1%	3.9%	3.0%	2.1%	0.0%	0.0%	1.8%			
Compilations	12.5%	20.9%	9.9%	6.4%	14.4%	10.0%	7.2%			
Consulting services	8.0%	4.8%	5.1%	6.4%	7.7%	3.4%	6.5%			
Financial advisory services	1.2%	0.5%	0.6%	1.4%	1.2%	1.3%	1.0%			
IT consulting	0.7%	1.6%	0.0%	0.0%	0.3%	0.3%	0.5%			
Mergers and acquisitions	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Sarbanes Oxley	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%			
Tax -- individual	26.4%	27.5%	26.3%	24.3%	34.0%	32.0%	21.9%			
Tax -- other than individual	22.1%	18.1%	22.6%	29.0%	15.4%	21.5%	22.3%			
Write-up and data processing	12.0%	20.4%	14.2%	8.7%	14.7%	15.4%	11.0%			
Other	<u>2.6%</u>	<u>0.2%</u>	<u>1.1%</u>	<u>3.3%</u>	<u>5.3%</u>	<u>2.6%</u>	<u>2.9%</u>			
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			

% billing clients hourly	91.6%	92.3%	100.0%	100.0%	85.7%	100.0%	100.0%			
% fees based on hourly billing	79.8%	87.3%	87.2%	86.9%	79.0%	77.8%	88.1%			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			

Which of the following non-hourly billing methods did your firm use?

Commissions	3.7%	11.1%	10.0%	0.0%	6.3%	0.0%	15.4%			
Fixed fee	78.1%	77.8%	80.0%	92.3%	37.5%	66.7%	69.2%			
Periodic	11.1%	0.0%	10.0%	15.4%	0.0%	5.6%	7.7%			
Per tax form fee	15.2%	0.0%	10.0%	0.0%	18.8%	11.1%	15.4%			
Percentage of assets	2.5%	11.1%	0.0%	23.1%	0.0%	0.0%	7.7%			
Risk-based	2.8%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%			
Transaction-based	6.3%	0.0%	0.0%	0.0%	18.8%	11.1%	0.0%			
Value billing	50.1%	22.2%	50.0%	53.8%	50.0%	55.6%	69.2%			

Please click below if your firm does not use standard billing rates for:

Professional staff	50.1%	50.0%	0.0%	0.0%	50.0%	100.0%	100.0%			
Clerical/administrative	85.1%	50.0%	100.0%	100.0%	50.0%	100.0%	100.0%			

Do you typically bill separately for the following services?

Copying	37.4%	33.3%	16.7%	20.0%	83.3%	12.5%	45.5%			
Clerical overtime	6.5%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%			
Technology	43.6%	33.3%	16.7%	40.0%	50.0%	50.0%	54.5%			
Fax charges	24.2%	0.0%	16.7%	10.0%	33.3%	12.5%	45.5%			
Travel time	54.2%	33.3%	100.0%	30.0%	66.7%	62.5%	45.5%			
Mileage	55.9%	66.7%	33.3%	90.0%	16.7%	50.0%	72.7%			

Est. billing rate for prof'l with an annual salary of \$50,000 per year:

\$93.12	\$82.27	\$94.79	\$93.10	\$76.38	\$85.90	\$87.04			
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What is your compensation year basis?

Fiscal 2003	21.8%	7.7%	14.3%	19.0%	9.5%	15.0%	16.7%			
Calendar 2003	76.0%	76.9%	78.6%	76.2%	85.7%	85.0%	83.3%			
Other	2.2%	15.4%	7.1%	4.8%	4.8%	0.0%	0.0%			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			

Professional Staff -- Full Time

Number of Staff

Partners / Owners (incl. Part Time)	2.748	1.077	1.714	4.243	1.292	1.800	5.311			
Directors (11+ Years Exp)	0.972	0.000	0.714	2.048	0.143	0.750	1.875			
Managers (6-10 Years Exp)	1.094	0.077	0.643	1.857	0.000	0.250	1.917			
Senior Associates (4-5 Years Exp)	1.072	0.000	0.429	1.000	0.048	0.200	1.833			
Associates (1-3 Years Exp)	1.131	0.077	0.929	0.857	0.143	0.150	2.708			
New Professionals	0.232	0.000	0.000	0.190	0.000	0.000	0.500			
Total Professionals	7.248	1.231	4.429	10.196	1.625	3.150	14.144			

% Who Are CPAs

Partners / Owners	91.1%	85.7%	100.0%	94.3%	95.8%	100.0%	95.7%			
Directors (11+ Years Exp)	79.7%	N/A	60.0%	81.4%	66.7%	53.3%	77.8%			
Managers (6-10 Years Exp)	81.9%	0.0%	66.7%	82.1%	N/A	40.0%	84.8%			
Senior Associates (4-5 Years Exp)	64.7%	N/A	33.3%	76.2%	0.0%	25.0%	52.3%			
Associates (1-3 Years Exp)	30.5%	0.0%	23.1%	50.0%	33.3%	66.7%	40.0%			
New Professionals	7.8%	N/A	N/A	0.0%	N/A	N/A	8.3%			

% Who Are Males

Partners / Owners	74.9%	42.9%	79.2%	72.9%	55.3%	72.2%	79.2%			
Directors (11+ Years Exp)	49.1%	N/A	40.0%	46.5%	33.3%	26.7%	42.2%			
Managers (6-10 Years Exp)	48.5%	0.0%	66.7%	33.3%	N/A	60.0%	54.3%			
Senior Associates (4-5 Years Exp)	41.2%	N/A	0.0%	33.3%	0.0%	50.0%	36.4%			
Associates (1-3 Years Exp)	38.8%	0.0%	23.1%	22.2%	33.3%	0.0%	35.4%			
New Professionals	40.8%	N/A	N/A	75.0%	N/A	N/A	25.0%			

Average Compensated Hours Per FTE

Partners / Owners	2,186	1,943	2,143	2,082	2,120	2,298	2,365			
Directors (11+ Years Exp)	2,112		2,030	2,133	1,832	1,992	2,235			
Managers (6-10 Years Exp)	2,125	2,080	2,277	2,101		1,985	2,164			
Senior Associates (4-5 Years Exp)	2,106		1,990	2,200	1,500	2,118	2,047			
Associates (1-3 Years Exp)	2,033	2,080	2,069	1,929	1,636	1,857	2,138			
New Professionals	1,694			1,842			1,558			

Average Chargeable Hours

Partners / Owners	1,260	1,126	1,078	1,111	1,226	1,062	1,343			
Directors (11+ Years Exp)	1,378		1,359	1,367	1,223	1,240	1,530			
Managers (6-10 Years Exp)	1,439	1,000	1,697	1,404		1,080	1,538			
Senior Associates (4-5 Years Exp)	1,501		1,219	1,473	1,000	1,523	1,511			
Associates (1-3 Years Exp)	1,440	200	1,363	1,359	1,295	692	1,527			
New Professionals	1,146			1,335			1,190			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			

Full-Time Professional Staff -- Continued

Realization

Partners / Owners	57.6%	58.0%	50.3%	53.4%	57.8%	46.2%	56.8%			
Directors (11+ Years Exp)	65.2%	N/A	66.9%	64.1%	66.7%	62.2%	68.5%			
Managers (6-10 Years Exp)	67.7%	48.1%	74.5%	66.8%	N/A	54.4%	71.1%			
Senior Associates (4-5 Years Exp)	71.2%	N/A	61.2%	67.0%	66.7%	71.9%	73.8%			
Associates (1-3 Years Exp)	70.8%	9.6%	65.9%	70.4%	79.2%	37.3%	71.4%			
New Professionals	67.6%	N/A	N/A	72.5%	N/A	N/A	76.4%			

Average Billing Rate

Partners / Owners	159.53	107.27	152.80	174.79	103.33	125.42	152.05			
Directors (11+ Years Exp)	121.85		100.17	122.84	69.33	87.20	95.47			
Managers (6-10 Years Exp)	107.37	60.00	90.80	105.84		67.13	85.72			
Senior Associates (4-5 Years Exp)	90.97		81.80	86.57	50.00	58.75	74.94			
Associates (1-3 Years Exp)	76.52	60.00	69.14	76.75	75.00	50.00	63.97			
New Professionals	70.64			88.00			56.25			

Average Compensation

Partners / Owners	158,880	53,160	113,885	186,238	72,587	123,454	193,636			
Directors (11+ Years Exp)	69,676		55,345	67,140	40,646	43,424	58,567			
Managers (6-10 Years Exp)	58,124	32,000	52,452	57,771		36,662	52,461			
Senior Associates (4-5 Years Exp)	47,367		41,759	47,194	13,000	32,256	46,277			
Associates (1-3 Years Exp)	37,825	29,000	35,368	34,579	25,399	28,690	38,552			
New Professionals	30,210			32,922			33,064			

Compensation Per Compensated Hour

Partners / Owners	\$72.68	\$27.36	\$53.14	\$89.46	\$34.23	\$53.72	\$81.87			
Directors (11+ Years Exp)	\$32.99	N/A	\$27.27	\$31.47	\$22.18	\$21.80	\$26.21			
Managers (6-10 Years Exp)	\$27.35	\$15.38	\$23.03	\$27.49	N/A	\$18.47	\$24.24			
Senior Associates (4-5 Years Exp)	\$22.49	N/A	\$20.98	\$21.45	\$8.67	\$15.23	\$22.61			
Associates (1-3 Years Exp)	\$18.60	\$13.94	\$17.10	\$17.92	\$15.53	\$15.45	\$18.03			
New Professionals	\$17.83	N/A	N/A	\$17.87	N/A	N/A	\$21.22			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			

Professional Staff -- Part Time

Number of Full Time Equivalents

Directors (11+ Years Exp)	0.21	0.00	0.25	0.50	0.07	0.05	0.56			
Managers (6-10 Years Exp)	0.15	0.00	0.07	0.20	0.00	0.00	0.11			
Senior Associates (4-5 Years Exp)	0.14	0.00	0.07	0.48	0.00	0.00	0.14			
Associates (1-3 Years Exp)	0.12	0.00	0.04	0.12	0.00	0.07	0.06			
New Professionals	0.05	0.00	0.00	0.05	0.00	0.00	0.18			

Total PT Compensated Hours For FT Professionals

Directors (11+ Years Exp)	428	0	526	1,038	152	99	1,172			
Managers (6-10 Years Exp)	318	0	155	424	0	0	235			
Senior Associates (4-5 Years Exp)	284	0	145	1,004	0	0	294			
Associates (1-3 Years Exp)	252	0	82	242	0	140	130			
New Professionals	96	0	0	109	0	0	373			

Total Chargeable Hours for PT Professionals

Directors (11+ Years Exp)	312	0	355	650	221	79	870			
Managers (6-10 Years Exp)	224	0	129	300	0	0	176			
Senior Associates (4-5 Years Exp)	209	0	135	697	0	0	222			
Associates (1-3 Years Exp)	174	0	63	170	0	67	103			
New Professionals	65	0	0	80	0	0	264			

Realization

Directors (11+ Years Exp)	72.9%		67.5%	62.6%	144.9%	79.7%	74.2%			
Managers (6-10 Years Exp)	70.3%		83.7%	70.7%			74.8%			
Senior Associates (4-5 Years Exp)	73.5%		93.0%	69.5%			75.5%			
Associates (1-3 Years Exp)	69.0%		77.1%	70.4%		47.5%	79.9%			
New Professionals	68.4%			73.5%			70.7%			

Average Billing Rate

Directors (11+ Years Exp)	118.92		93.73	148.04	75.00	100.67	107.85			
Managers (6-10 Years Exp)	104.95		87.50	113.50			72.20			
Senior Associates (4-5 Years Exp)	92.30		72.50	84.67			73.20			
Associates (1-3 Years Exp)	74.34		60.00	71.00		52.50	58.00			
New Professionals	62.30			41.00			57.14			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			

Professional Staff -- Part Time

Average Compensation

Directors (11+ Years Exp)	16,484	0	14,770	41,141	7,342	2,682	41,408			
Managers (6-10 Years Exp)	9,114	0	2,849	14,103	0	0	3,857			
Senior Associates (4-5 Years Exp)	6,935	0	2,455	22,590	0	0	5,688			
Associates (1-3 Years Exp)	4,235	0	1,028	4,246	0	1,855	2,295			
New Professionals	1,544	0	0	2,123	0	0	8,202			

Compensation Per Compensated Hour

Directors (11+ Years Exp)	\$38.51		\$28.07	\$39.63	\$48.18	\$27.16	\$35.32			
Managers (6-10 Years Exp)	\$28.67		\$18.44	\$33.23			\$16.40			
Senior Associates (4-5 Years Exp)	\$24.42		\$16.91	\$22.51			\$19.37			
Associates (1-3 Years Exp)	\$16.79		\$12.55	\$17.57		\$13.23	\$17.72			
New Professionals	\$16.17			\$19.52			\$21.97			

Total Full Time Equivalent Staff

Partner / Owner	2.748	1.077	1.714	4.243	1.292	1.800	5.311			
Directors (11+ Years Exp)	1.178	0.000	0.967	2.547	0.216	0.797	2.439			
Managers (6-10 Years Exp)	1.246	0.077	0.717	2.061	0.000	0.250	2.030			
Senior Associates (4-5 Years Exp)	1.208	0.000	0.498	1.482	0.048	0.200	1.975			
Associates (1-3 Years Exp)	1.252	0.077	0.968	0.973	0.143	0.217	2.771			
New Professionals	0.278	0.000	0.000	0.243	0.000	0.000	0.680			
Total	7.911	1.231	4.865	11.550	1.699	3.265	15.204			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			

Full Time Non-Professional Staff**Number of Staff**

Internal technical support	0.206	0.000	0.071	0.429	0.048	0.000	0.375			
Administrator / OM	0.541	0.154	0.429	0.762	0.095	0.150	0.625			
Paraprofessionals	1.012	0.000	0.643	2.286	0.381	0.500	2.917			
Clerical (data entry, etc.)	1.439	0.154	0.929	2.762	0.190	0.800	2.625			
Other	0.154	0.000	0.286	0.143	0.000	0.150	0.208			

Average Compensated Hours Per FTE

Internal technical support	2,047		1,894	2,221	1,300		2,133			
Administrator / OM	2,058	2,080	1,644	2,165	1,400	2,077	2,201			
Paraprofessionals	1,917		1,906	2,242	1,812	1,939	2,159			
Clerical (data entry, etc.)	1,895	2,000	1,966	1,948	2,024	1,925	2,195			
Other	1,912		510	1,467		2,133	1,902			

Average Chargeable Hours Per FT Employee

Internal technical support	297		1,032	214	1,200		314			
Administrator / OM	322	600	211	296	25	809	343			
Paraprofessionals	1,206		1,006	1,483	1,230	1,362	1,370			
Clerical (data entry, etc.)	461	1,040	335	340	779	407	540			
Other	314		231	100		1,500	178			

Average Billing Rate

Internal technical support	91.31		40.00	66.17	90.00		86.57			
Administrator / OM	66.69	45.00	40.75	58.57	28.00	45.00	52.93			
Paraprofessionals	63.85		54.43	69.13	34.83	56.75	53.29			
Clerical (data entry, etc.)	48.09	60.00	39.44	49.56	35.33	36.83	46.10			
Other	67.19		35.00	40.00		38.00	42.33			

Average Compensation

Internal technical support	48,646		25,322	39,112	45,000		38,000			
Administrator / OM	44,385	33,500	24,390	42,853	12,347	26,685	40,981			
Paraprofessionals	34,612		29,101	40,875	17,651	27,196	29,625			
Clerical (data entry, etc.)	27,637	17,000	24,855	26,863	21,506	20,515	27,432			
Other	36,859		5,091	28,667		28,000	20,936			

Compensation Per Compensated Hour

Internal technical support	\$23.76	N/A	\$13.37	\$17.61	\$34.62	N/A	\$17.81			
Administrator / OM	\$21.57	\$16.11	\$14.84	\$19.80	\$8.82	\$12.85	\$18.62			
Paraprofessionals	\$18.05	N/A	\$15.27	\$18.23	\$9.74	\$14.03	\$13.72			
Clerical (data entry, etc.)	\$14.58	\$8.50	\$12.64	\$13.79	\$10.62	\$10.66	\$12.50			
Other	\$19.27	N/A	\$9.99	\$19.55	N/A	\$13.13	\$11.01			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			

Part-Time Non-Professional Staff

Number of Full Time Equivalents

Internal technical support	0.016				0.024		0.041			
Administrator / OM	0.034		0.087	0.008	0.031		0.034			
Paraprofessionals	0.137		0.095	0.324	0.103	0.123	0.206			
Clerical (data entry, etc.)	0.214		0.007	0.319	0.169	0.081	0.535			
Other	0.027			0.064		0.008	0.042			

Total Compensated Hours

Internal technical support	33	0	0	0	50	0	85			
Administrator / OM	72	0	181	16	63	0	70			
Paraprofessionals	285	0	198	673	214	256	428			
Clerical (data entry, etc.)	446	0	15	664	352	168	1,114			
Other	57	0	0	133	0	16	88			

Total Chargeable Hours

Internal technical support	7	0	0	0	21	0	37			
Administrator / OM	12	0	10	7	18	0	0			
Paraprofessionals	193	0	198	479	143	169	328			
Clerical (data entry, etc.)	100	0	0	143	51	37	105			
Other	7	0	0	11	0	1	1			

Average Billing Rate

Internal technical support	69.51				45.00		65.00			
Administrator / OM	57.42		30.00	58.00	23.00					
Paraprofessionals	59.97		55.00	50.50	30.00	51.33	57.00			
Clerical (data entry, etc.)	45.77			48.60	39.33	42.50	36.50			
Other	62.17			32.50		25.00	25.00			

Average Compensation

Internal technical support	742	0	0	0	693	0	1,478			
Administrator / OM	1,381	0	2,616	263	429	0	1,623			
Paraprofessionals	4,993	0	2,974	11,578	2,644	3,172	6,727			
Clerical (data entry, etc.)	6,099	0	147	8,011	2,744	1,832	12,935			
Other	1,441	0	0	1,117	0	122	466			

Compensation Per Compensated Hour

Internal technical support	\$22.25				\$14.00		\$17.45			
Administrator / OM	\$19.28		\$14.48	\$16.63	\$6.75		\$23.05			
Paraprofessionals	\$17.50		\$15.00	\$17.19	\$12.35	\$12.40	\$15.70			
Clerical (data entry, etc.)	\$13.68		\$10.01	\$12.06	\$7.79	\$10.94	\$11.61			
Other	\$25.42			\$8.37		\$7.39	\$5.28			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			
For Professionals										
Bonus/incentive % of total	5.3%	5.0%	5.0%	3.8%	1.2%	10.8%	6.3%			
Avg annl base salary % inc	5.7%	5.0%	4.5%	4.8%	2.3%	2.4%	4.9%			
Which of the following factors were used in determining bonus / incentive payments for professional staff?										
Attaining chargeable hours targets	56.2%	0.0%	66.7%	78.9%	14.3%	57.1%	52.4%			
Obtaining new clients	51.6%	0.0%	55.6%	84.2%	57.1%	28.6%	76.2%			
Obtaining new proj. from ex. clients	25.8%	0.0%	22.2%	63.2%	14.3%	0.0%	28.6%			
Outstanding individual achievement	57.9%	100.0%	55.6%	68.4%	42.9%	42.9%	42.9%			
Passing CPA exam	26.0%	100.0%	33.3%	31.6%	14.3%	28.6%	38.1%			
Attaining chargeable hours targets	24.1%	0.0%	22.2%	57.9%	14.3%	0.0%	33.3%			
Other	29.7%	0.0%	33.3%	21.1%	28.6%	28.6%	33.3%			
New Hires										
# New hires meeting 150	0.29	0.00	0.07	0.71	0.05	0.00	0.46			
# New hires not meeting 150	0.26	0.00	0.07	0.19	0.05	0.05	0.21			
Sal for new hires meeting 150	36,344		33,000	35,167	24,000		33,500			
Sal for new hires not meeting 150	34,055		30,000	36,000	30,000	40,000	28,833			
% with flex. work arrangements	76.7%	77.8%	76.9%	81.0%	65.0%	57.9%	70.8%			
Adjust billing rates seasonally?										
Yes, routinely	10.2%	0.0%	21.4%	4.8%	10.0%	21.1%	4.2%			
Occasionally	22.9%	20.0%	21.4%	23.8%	35.0%	5.3%	8.3%			
Rarely	24.2%	40.0%	28.6%	23.8%	25.0%	21.1%	33.3%			
Never	39.8%	40.0%	28.6%	47.6%	30.0%	52.6%	54.2%			
N/A, do not use billing rates	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
% losing prof'l staff during 2003	42.6%	22.2%	42.9%	61.9%	25.0%	15.8%	66.7%			
# of Voluntary terminations	2.60	1.00	1.50	2.40	2.33	1.33	2.53			
# of Involuntary terminations	1.69	1.00	1.00	1.71	1.00		1.00			
Ret plan for non-owners?	75.7%	15.4%	71.4%	100.0%	42.9%	55.0%	100.0%			
Retirement Plan Type:										
401(k)	49.3%	0.0%	20.0%	66.7%	22.2%	18.2%	58.3%			
Defined Benefit	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Sep IRA	14.5%	0.0%	20.0%	14.3%	22.2%	27.3%	12.5%			
SIMPLE	30.8%	100.0%	60.0%	23.8%	55.6%	54.5%	16.7%			
Other	10.3%	0.0%	0.0%	9.5%	0.0%	0.0%	12.5%			
Provide for partner retirement?										
Yes	37.0%	15.4%	42.9%	42.9%	4.8%	15.0%	66.7%			
No	42.2%	46.2%	42.9%	57.1%	52.4%	60.0%	29.2%			
Not applicable	20.7%	38.5%	14.3%	0.0%	42.9%	25.0%	4.2%			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			
Is retirement plan for non-owners funded?										
Yes	47.6%	33.3%	40.0%	60.0%	11.1%	41.7%	54.5%			
No, paid by...	11.6%	0.0%	10.0%	10.0%	0.0%	8.3%	9.1%			
Not applicable	40.8%	66.7%	50.0%	30.0%	88.9%	50.0%	36.4%			
Funded by?										
Insurance	1.2%	0.0%	20.0%	0.0%	0.0%	14.3%	0.0%			
Retirement plan	86.1%	100.0%	60.0%	100.0%	50.0%	85.7%	92.3%			
Other	12.7%	0.0%	20.0%	0.0%	50.0%	0.0%	7.7%			
Number of retirees	4.50	1.00	1.67	2.80		0.67	8.75			
Paid by?										
Equity (capital account) buyout	30.5%	0.0%	100.0%	33.3%	0.0%	0.0%	50.0%			
Consulting contract	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Stock purchase	14.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Other	51.8%	100.0%	0.0%	66.7%	0.0%	100.0%	50.0%			
% with employee handbook	75.8%	0.0%	50.0%	90.5%	38.5%	66.7%	100.0%			
Which of the following paid time off (PTO) policies are in place at your firm? (check all that apply)										
Comp time off for OT/excess hours	56.0%	0.0%	66.7%	52.4%	23.1%	50.0%	54.2%			
Formal sick leave policy	62.4%	0.0%	50.0%	81.0%	38.5%	75.0%	87.5%			
Provide comp leave for dep illness	18.8%	0.0%	25.0%	19.0%	7.7%	18.8%	41.7%			
Formal vacation policy	73.0%	0.0%	66.7%	85.7%	53.8%	75.0%	83.3%			
Agg. PTO inc. both vac. & sick days	28.7%	100.0%	50.0%	19.0%	23.1%	12.5%	20.8%			
PTO for professional activities	54.1%	0.0%	66.7%	57.1%	53.8%	50.0%	70.8%			
PTO for community activities	33.7%	0.0%	33.3%	42.9%	30.8%	37.5%	50.0%			
Maternity leave in excess of FMLA	11.4%	0.0%	8.3%	19.0%	0.0%	6.3%	16.7%			
None of the above	4.1%	0.0%	0.0%	0.0%	15.4%	0.0%	4.2%			
# of sick leave days for new hires	5.89		4.40	6.75	3.00	8.90	7.27			
# of sick leave days for vacation	8.53		8.43	7.81	3.88	8.20	9.00			
# of sick leave days for agg PTO	14.09	12.00	12.17	17.00	10.33	10.50	15.50			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			

Does your firm provide/pay for the following benefits for employees?

Cafeteria plan	42.0%	0.0%	23.1%	66.7%	6.3%	10.5%	87.5%			
Cell phone reimbursement	26.6%	37.5%	15.4%	23.8%	12.5%	5.3%	20.8%			
Child care reimbursement	11.2%	0.0%	0.0%	19.0%	0.0%	0.0%	25.0%			
Continuing education courses	89.1%	75.0%	100.0%	100.0%	87.5%	73.7%	91.7%			
CPA examination fees	39.2%	25.0%	46.2%	42.9%	37.5%	36.8%	54.2%			
CPA examination review courses	20.7%	25.0%	30.8%	19.0%	12.5%	15.8%	33.3%			
Dependent health insurance	32.5%	25.0%	15.4%	23.8%	6.3%	15.8%	25.0%			
Dependent life insurance	8.9%	0.0%	0.0%	4.8%	0.0%	0.0%	0.0%			
Dental insurance	27.1%	12.5%	23.1%	23.8%	6.3%	15.8%	16.7%			
Home connectivity (e.g., DSL)	10.9%	37.5%	0.0%	9.5%	6.3%	0.0%	16.7%			
Life insurance	50.7%	12.5%	46.2%	71.4%	18.8%	36.8%	83.3%			
Long term care insurance	3.3%	0.0%	0.0%	4.8%	0.0%	0.0%	0.0%			
Long term disability insurance	30.5%	12.5%	7.7%	66.7%	6.3%	21.1%	70.8%			
Master's/advanced deg.	14.4%	12.5%	0.0%	14.3%	0.0%	5.3%	8.3%			
Medical reimbursement plan	25.1%	12.5%	30.8%	33.3%	6.3%	5.3%	16.7%			
Professional dues	88.4%	62.5%	100.0%	100.0%	81.3%	78.9%	95.8%			
Professional licenses	83.9%	62.5%	92.3%	100.0%	81.3%	73.7%	87.5%			
Retirement plan	70.0%	25.0%	61.5%	100.0%	43.8%	36.8%	87.5%			
Short term disability insurance	14.1%	0.0%	0.0%	28.6%	0.0%	0.0%	8.3%			
Vision plan	13.3%	0.0%	7.7%	9.5%	6.3%	5.3%	4.2%			
Other	2.9%	12.5%	0.0%	4.8%	6.3%	0.0%	0.0%			
Health insurance	75.6%	75.0%	76.9%	90.5%	37.5%	47.4%	91.7%			

Health Insurance Type

HMO	23.1%	0.0%	20.0%	10.0%	50.0%	36.4%	0.0%			
MSA	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
POS	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
PPO	51.2%	83.3%	80.0%	85.0%	33.3%	54.5%	81.8%			
Traditional	16.2%	0.0%	0.0%	0.0%	16.7%	9.1%	13.6%			
Other	2.9%	16.7%	0.0%	5.0%	0.0%	0.0%	0.0%			
Not sure	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%			

% of Health Insurance Paid By Firm

0-20%	3.2%	0.0%	0.0%	5.3%	0.0%	0.0%	4.5%			
21-40%	2.9%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%			
41-60%	9.3%	16.7%	0.0%	10.5%	33.3%	9.1%	9.1%			
61-80%	14.9%	0.0%	20.0%	5.3%	16.7%	18.2%	4.5%			
81-100%	69.6%	83.3%	80.0%	73.7%	50.0%	72.7%	81.8%			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			
% using engagement letters	92.0%	72.7%	85.7%	85.7%	80.0%	85.0%	75.0%			
% w/ disc. control of client funds?	14.7%	9.1%	28.6%	9.5%	10.0%	15.0%	21.7%			

Does your firm provide the following services?

Bankruptcy or insolvency services	15.8%	22.2%	14.3%	20.0%	5.3%	20.0%	41.7%			
Business valuation	47.4%	0.0%	35.7%	60.0%	10.5%	25.0%	75.0%			
Corp. Gov. & Audit Comm. Guidance	10.7%	0.0%	7.1%	25.0%	5.3%	10.0%	29.2%			
Eldercare	10.4%	0.0%	14.3%	20.0%	5.3%	0.0%	8.3%			
Estate tax planning	74.1%	44.4%	57.1%	95.0%	52.6%	65.0%	100.0%			
Executive searches	13.2%	0.0%	7.1%	30.0%	5.3%	10.0%	16.7%			
Forecasts and projections	56.0%	11.1%	50.0%	70.0%	15.8%	45.0%	70.8%			
Forensic accounting	23.9%	11.1%	35.7%	35.0%	5.3%	5.0%	20.8%			
Human resources services	12.6%	22.2%	7.1%	15.0%	5.3%	0.0%	20.8%			
Insurance	9.6%	11.1%	28.6%	10.0%	5.3%	5.0%	16.7%			
International services	9.0%	0.0%	7.1%	25.0%	5.3%	0.0%	8.3%			
Investment advisory services	20.3%	11.1%	35.7%	30.0%	15.8%	10.0%	29.2%			
IT hardware sales	4.3%	0.0%	0.0%	5.0%	0.0%	5.0%	12.5%			
IT hardware sel. & inst.	10.5%	0.0%	0.0%	15.0%	10.5%	5.0%	20.8%			
IT software sales	10.5%	11.1%	0.0%	10.0%	5.3%	10.0%	16.7%			
IT software sel & impl.	26.8%	22.2%	7.1%	35.0%	15.8%	15.0%	29.2%			
Investment / securities sales	10.5%	11.1%	28.6%	10.0%	5.3%	15.0%	20.8%			
Legal services within your firm	0.8%	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%			
Litigation support	43.3%	11.1%	35.7%	80.0%	15.8%	20.0%	66.7%			
Market or ec. feasibility studies	6.9%	0.0%	7.1%	25.0%	0.0%	0.0%	12.5%			
Mergers and acquisitions	31.9%	11.1%	14.3%	55.0%	15.8%	5.0%	50.0%			
Not for profits	66.6%	33.3%	64.3%	70.0%	26.3%	75.0%	83.3%			
Outsourced controllership	24.6%	33.3%	21.4%	40.0%	0.0%	20.0%	25.0%			
Payroll processing	59.0%	33.3%	35.7%	45.0%	47.4%	55.0%	79.2%			
Performance measurement	9.4%	11.1%	7.1%	15.0%	15.8%	0.0%	4.2%			
Personal financial planning	43.2%	22.2%	50.0%	70.0%	42.1%	25.0%	58.3%			
Section 404 Internal control	3.8%	0.0%	0.0%	10.0%	0.0%	0.0%	8.3%			
Strategic planning	27.2%	22.2%	0.0%	30.0%	21.1%	15.0%	29.2%			
Web Trust	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Other	4.6%	0.0%	0.0%	0.0%	15.8%	5.0%	0.0%			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			

Hiring non-CPA professionals

Already in place	37.6%	9.1%	14.3%	52.4%	5.3%	26.3%	54.2%			
Planning to provide	7.9%	18.2%	7.1%	4.8%	15.8%	15.8%	4.2%			
Would consider	34.4%	36.4%	57.1%	23.8%	36.8%	36.8%	33.3%			
Would not consider	14.8%	9.1%	14.3%	19.0%	31.6%	21.1%	4.2%			
N/A	5.2%	27.3%	7.1%	0.0%	10.5%	0.0%	4.2%			

Making non-CPAs owners in the firm

Already in place	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Planning to provide	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Would consider	20.8%	0.0%	14.3%	23.8%	10.5%	10.5%	13.0%			
Would not consider	63.6%	63.6%	85.7%	66.7%	73.7%	89.5%	78.3%			
N/A	9.9%	36.4%	0.0%	9.5%	15.8%	0.0%	8.7%			

Hiring interns for professional staffing

Already in place	22.8%	18.2%	7.1%	33.3%	10.5%	15.8%	50.0%			
Planning to provide	6.2%	0.0%	7.1%	0.0%	10.5%	5.3%	12.5%			
Would consider	45.5%	36.4%	50.0%	52.4%	26.3%	68.4%	20.8%			
Would not consider	20.4%	18.2%	35.7%	4.8%	42.1%	10.5%	16.7%			
N/A	5.1%	27.3%	0.0%	9.5%	10.5%	0.0%	0.0%			

Merging with a non-CPA firm (if permitted by state law)

Already in place	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	8.7%			
Planning to provide	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Would consider	23.1%	0.0%	28.6%	14.3%	5.3%	5.3%	13.0%			
Would not consider	65.8%	72.7%	71.4%	61.9%	84.2%	89.5%	69.6%			
N/A	9.7%	27.3%	0.0%	23.8%	10.5%	5.3%	8.7%			

Outsourcing individual Tax Returns

Already in place	3.2%	0.0%	0.0%	4.8%	0.0%	0.0%	0.0%			
Planning to provide	0.7%	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%			
Would consider	16.8%	9.1%	28.6%	33.3%	10.0%	5.3%	8.7%			
Would not consider	75.0%	72.7%	71.4%	57.1%	80.0%	94.7%	87.0%			
N/A	4.2%	18.2%	0.0%	4.8%	5.0%	0.0%	4.3%			

Outsourcing write up work

Already in place	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Planning to provide	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Would consider	20.3%	0.0%	14.3%	33.3%	20.0%	5.3%	13.0%			
Would not consider	69.5%	81.8%	78.6%	61.9%	70.0%	94.7%	78.3%			
N/A	6.5%	18.2%	7.1%	4.8%	10.0%	0.0%	8.7%			

Report prepared for: Texas Society of CPAs

	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			

Going paperless

Already in place	20.3%	0.0%	42.9%	14.3%	10.5%	21.1%	22.7%			
Planning to provide	24.9%	36.4%	14.3%	38.1%	5.3%	5.3%	13.6%			
Would consider	40.8%	27.3%	14.3%	42.9%	52.6%	47.4%	50.0%			
Would not consider	12.9%	36.4%	28.6%	4.8%	26.3%	26.3%	9.1%			
N/A	1.2%	0.0%	0.0%	0.0%	5.3%	0.0%	4.5%			

Does your firm... (check all that apply)

Have a Web site?	73.3%	50.0%	92.3%	95.2%	41.7%	47.4%	91.7%			
Use time, bill, or calend. software?	95.1%	87.5%	100.0%	100.0%	91.7%	100.0%	95.8%			

Which of the following software packages do you use for time, billing, and/or calendaring? (check all that apply)

BillQuick (BQE Software)	0.3%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%			
CPA Practice Management	20.4%	0.0%	7.7%	28.6%	9.1%	15.8%	8.7%			
ImagineTime	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
MYOB Plus (MYOB US)	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Oracle Small Business Suite	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Power PM (Commercial Logics)	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Practice Solutions	15.4%	14.3%	15.4%	28.6%	0.0%	5.3%	26.1%			
Practice Solutions PS	7.9%	14.3%	23.1%	4.8%	0.0%	10.5%	13.0%			
ProSystem fx (CCH)	16.7%	0.0%	23.1%	38.1%	9.1%	21.1%	21.7%			
Quickbooks (Intuit)	17.9%	57.1%	15.4%	14.3%	45.5%	21.1%	0.0%			
Simple Accounting Pro	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Timeslips (Best Software)	16.3%	14.3%	7.7%	14.3%	27.3%	21.1%	0.0%			
TPS Time & Billing	0.9%	0.0%	0.0%	0.0%	0.0%	5.3%	4.3%			
Other	22.1%	14.3%	38.5%	9.5%	36.4%	26.3%	30.4%			

Revenues -- Projected and Tracking

Planned Change for FY '04	10.5%	15.0%	7.0%	9.5%	10.0%	6.3%	5.5%			
Tracking Change for FY '04	10.5%	18.8%	6.5%	10.1%	11.7%	7.5%	7.6%			
Variance from Plan	0.0%	3.8%	-0.5%	0.6%	1.7%	1.3%	2.1%			

Expenses -- Projected and Tracking

Planned Change for FY '04	5.3%	10.0%	5.6%	6.2%	7.5%	2.5%	2.7%			
Tracking Change for FY '04	5.7%	9.3%	4.4%	8.0%	5.7%	2.5%	2.2%			
Variance from Plan	0.4%	-0.8%	-1.2%	1.8%	-1.8%	0.0%	-0.5%			

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	All Firms	Austin/San Antonio			Other			N/A		
		Small	Medium	Large	Small	Medium	Large			
Number of firms	2,373	13	14	21	21	20	24			
Which of the following do you have in place?										
Succession plan	21.1%	0.0%	7.7%	35.0%	0.0%	29.4%	25.0%			
Formal partner in training program	5.7%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%			
Prac. cont. agrmt with another firm	5.3%	0.0%	7.7%	0.0%	8.3%	0.0%	8.3%			
Malpractice insurance policy	92.8%	100.0%	100.0%	95.0%	75.0%	94.1%	87.5%			
Written firm partnership agreement	45.5%	14.3%	53.8%	75.0%	41.7%	29.4%	70.8%			
Partner compensation formula	32.7%	0.0%	30.8%	70.0%	8.3%	23.5%	62.5%			
Malpractice Ins. Cov. Limit	1,580,670	892,857	865,385	1,150,000	650,000	950,000	1,444,444			
When was the partner agreement last updated?										
Before 1995	10.1%	0.0%	28.6%	0.0%	20.0%	20.0%	15.4%			
1995-1998	10.4%	0.0%	0.0%	0.0%	40.0%	0.0%	23.1%			
1999	5.3%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%			
2000	7.5%	0.0%	14.3%	0.0%	0.0%	0.0%	15.4%			
2001	9.2%	0.0%	0.0%	20.0%	20.0%	20.0%	7.7%			
2002	14.4%	100.0%	14.3%	26.7%	0.0%	60.0%	0.0%			
2003	22.7%	0.0%	42.9%	13.3%	20.0%	0.0%	15.4%			
2004	20.4%	0.0%	0.0%	20.0%	0.0%	0.0%	23.1%			
Which of the following does the partner agreement provide for?										
Buy-out	88.7%	100.0%	66.7%	86.7%	80.0%	80.0%	88.2%			
Conduct	56.2%	0.0%	33.3%	53.3%	0.0%	20.0%	82.4%			
Death	92.3%	100.0%	100.0%	100.0%	80.0%	80.0%	94.1%			
Disability	81.5%	100.0%	83.3%	80.0%	0.0%	80.0%	94.1%			
Early withdraw	64.0%	100.0%	33.3%	80.0%	20.0%	60.0%	76.5%			
Mandatory age	31.4%	0.0%	16.7%	33.3%	0.0%	0.0%	47.1%			
Non-competition	69.8%	0.0%	50.0%	73.3%	0.0%	60.0%	76.5%			
Post withdrawal loan guarantees	4.3%	0.0%	0.0%	20.0%	0.0%	0.0%	11.8%			
Retirement	57.1%	100.0%	33.3%	60.0%	20.0%	20.0%	58.8%			
If applicable, which of the following components are included in your buy-out valuation provision?										
Clients retained	37.2%	0.0%	25.0%	50.0%	100.0%	25.0%	38.5%			
Discount for early withdrawal	31.7%	0.0%	25.0%	42.9%	0.0%	25.0%	30.8%			
Fee multiples	38.3%	100.0%	100.0%	42.9%	50.0%	50.0%	46.2%			
Fixed amount for X years	35.5%	0.0%	25.0%	28.6%	0.0%	50.0%	38.5%			
Life insurance in place	45.7%	0.0%	100.0%	50.0%	0.0%	50.0%	46.2%			
Outside appraisal or valuation	5.9%	0.0%	25.0%	0.0%	0.0%	25.0%	0.0%			
Years as partner/owner	22.1%	0.0%	25.0%	28.6%	0.0%	0.0%	38.5%			
Terms of payments self-funded	36.6%	0.0%	50.0%	35.7%	50.0%	25.0%	30.8%			

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Which of the following are included in your partner compensation formula?

Administrative duties	69.7%	0.0%	33.3%	75.0%	0.0%	100.0%	66.7%			
Client billing	86.3%	0.0%	100.0%	100.0%	100.0%	100.0%	77.8%			
Compliance w/ bus. plan	13.7%	0.0%	0.0%	8.3%	0.0%	0.0%	11.1%			
Interest on capital	45.6%	0.0%	0.0%	8.3%	0.0%	100.0%	22.2%			
New clients	55.5%	0.0%	33.3%	58.3%	0.0%	0.0%	33.3%			
New bus. from present clients	39.2%	0.0%	33.3%	33.3%	0.0%	100.0%	33.3%			
Niche/new service development	19.0%	0.0%	0.0%	8.3%	0.0%	0.0%	22.2%			
Timely billing	24.8%	0.0%	33.3%	25.0%	100.0%	0.0%	22.2%			
Years of service	20.1%	0.0%	33.3%	16.7%	0.0%	0.0%	55.6%			

Which of the following marketing methods have you used and found to be effective?

Advertising	35.1%	33.3%	41.7%	25.0%	50.0%	69.2%	31.3%			
Client seminars & briefing	34.1%	22.2%	33.3%	55.0%	14.3%	0.0%	56.3%			
Direct mail	20.5%	11.1%	16.7%	10.0%	21.4%	0.0%	31.3%			
Newsletters	43.1%	22.2%	25.0%	75.0%	21.4%	46.2%	62.5%			
Tele-prospecting	4.3%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%			
Trade group memberships	38.9%	22.2%	41.7%	50.0%	21.4%	23.1%	50.0%			
Other	29.0%	33.3%	58.3%	15.0%	21.4%	15.4%	18.8%			

Does your firm have working alliances with...

Banks	64.5%	50.0%	72.7%	66.7%	55.6%	64.3%	71.4%			
Insurance brokers	43.7%	37.5%	45.5%	66.7%	11.1%	21.4%	50.0%			
Insurance companies	12.5%	12.5%	0.0%	6.7%	22.2%	7.1%	21.4%			
Management consultants	18.8%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%			
Other CPA firms	55.1%	50.0%	63.6%	46.7%	44.4%	42.9%	64.3%			
Technology vendors	22.1%	25.0%	0.0%	20.0%	0.0%	7.1%	35.7%			
Other	25.1%	37.5%	36.4%	26.7%	33.3%	21.4%	21.4%			