

# 2014 AICPA PCPS / TSCPA MAP Survey Reports Guide

Welcome to the Guide for the 2014 AICPA PCPS/TSCPA National Management of an Accounting Practice (MAP) Survey Results Report!

Personalized reports (available to survey participants) include an Excel workbook that has been built especially for each firm. This workbook includes multiple spreadsheets with a compendium of national statistics for firms of various sizes and those in various regions.

Reports are in "xlsx" format, which can be opened in Microsoft Excel 2007 or more recent version of Excel. If you cannot open your spreadsheet, please email pcps@aicpa.org to request an alternate format.

## **Private and Confidential**

We print "Private and Confidential" atop the reports because (1) this report contains information that many firms confine to owners. And (2) benchmarks are gathered at significant cost from participants (who we estimate spend over two hours of managing partner time per survey fielding). Benchmark quality is proportional to the number of participants; we lose a valuable incentive for future participation if participating firms share their report with non-participating firms.

# What's different this year?

### **Medians**

This year's statistics have been prepared using medians. The median value represents the majority of data values (or middle value) in a data range. In 2012, data was reported using both "common sized" and average approaches. While the average and median can be nearly the same, the average can be significantly influenced by a few extreme values (outliers). To prevent unusually large or small data points (outliers) from skewing results, the reports herewith are based on median values. Keep in mind that the change to medians may cause some minor shifts in the results when comparing data between years.

## **Multiple Choice Questions**

Results for multiple choice questions, such as Fee Source Allocation, Benefit Programs Offered, Partner Compensation Formula, and others are based on firms that provided information for that section. This approach delivers the most accurate picture in these categories eliminating "nil" or "zero" answers, because not all firms had data to incorporate into those sections.

#### **Report Formatting**

In a continuing effort to make the survey results more useful, we have broken out the results within the Excel workbook into several categories. Your report contains the following tabs/spreadsheets:

<u>Firm Information</u> –geographic data on firms completing survey along with general demographic information on the firms including number of years in business, office size and fiscal year end.

Key Performance Indicators

<u>Financial</u> – detailed income and expense data as well as breakdown of fee sources and accounts receivable statistics

Staffing & Compensation – all the details on staffing, billing rates, utilization and compensation

Benefits – the specifics of paid time off and other benefits offered

Technology - firm policies for technology and social media are summarized

Owner-Partner - a high level review of owner-partner programs and partner agreements

## Other important information

### **FTE (Full Time Equivalent)**

In 2014, the AICPA PCPS /TSCPA National MAP survey continued to use full time equivalent (FTE) basis for calculating the number of staff, where 2080 hours (52 weeks x 40 hours) equals 1 FTE. That is, if a firm had one manager who worked 2,310 hours, they would have entered the compensated hours, and the system would have interpreted the firm as having 1.11 FTE managers. This response would be equivalent to a firm that had 2 managers, one of whom worked 1,000 hours, and one of whom worked 1,310 hours. This change was made in 2012 to better accommodate the growing prevalence of part-time work. Some variation with years prior to 2012 may result.

### Comparison with past years

Some respondents may compare 2014 results to prior years. With each fielding of the AICPA PCPS/TSCPA MAP Survey, different firms respond. These differences can have significant impacts on observed metrics. For example, in 2014, a lower proportion of <\$500K firms completed the survey than in 2012. Some changes from 2012 to 2014 may be an artifact of the different firms who completed the survey.

## **Top Performers**

"Top Performing" firms include the top 25% of firms with regard to net income per partner. Top Performers are based only on earnings, not benefits or balance. Not every firm wants to be a "Top Performer", but the benchmark is useful.

### **Small firms**

There may be some areas where not enough responses were gathered to provide meaningful benchmarking statistics. Often a particular survey question is 'not applicable' for the small firm respondent. Under these circumstances, the reports indicate a dash ("-") where there was not enough data collected to include in the report, For example, this is true especially with respect to staffing for the <\$200K tier firms. Data for the \$200-500K firms will have similar instances.

Thank you again for your participation. Please feel free to send your feedback and questions to pcps@aicpa.org.

		AICPA	PCPS/TSCPA	2014 N	lational	MAP Surv	ey				
			Toya	c State P	enort - A	ll Recults are	Reported or	n Median Value	nc .		
		TX	by Net Client F		eport - A	ii nesuits are		on by Net Clien			
Private and Confidential	All TX	<500K	500K<1.5M	1.5M+	<200K	200<500K		750K<1.5M	1.5<5M	5<10M	10M+
Number of Firms	131	30		47	72	89	50		102	32	18
Domographics											
Demographics											
Primary Office Location - Region											
Northeast	1%	-	3%	-	-	-	-	-	-	-	-
South	98%	97%	94%	100%	100%	100%	100%	100%	100%	100%	100%
Midwest	-	-	-	-	-	-	-	-	-	-	-
West	2%	3%	3%	-	-	-	-	-	-	-	-
Primary Office Location - Sub-Region											
East North Central	-	-	-	-	-	-	-	-	-	-	-
East South Central	2%	-	3%	-	11%	10%	12%	9%	13%	9%	28%
Mid-Atlantic	-	-	-	-	-	-	-	-	-	-	-
New England	-	-	-	-	-	-	-	-	-	-	-
South Atlantic	-	-	-	-	41%	44%	46%	49%	44%	47%	28%
West North Central	-	4000:	-	4000	-	-	-	-	-	-	-
West South Central	98%	100%	97%	100%	48%	43%	40%	41%	42%	44%	44%
Mountain	-	-	-	-	-	- 20/	2%	-	- 10/	-	-
Pacific	-	-	-	-	-	3%	-	-	1%	-	-
Profile											
Number of Years in Business											
Less than one year	4%	7%	-	-	7%	1%	-	-	-	-	-
1 to 5 years	13%	24%	9%	4%	37%	11%	6%	3%	2%	3%	11%
6 to 10 years	8%	7%	9%	6%	20%	11%	14%	8%	6%	3%	-
11 to 20 years	10%	21%	11%	6%	15%	27%	22%	17%	12%	6%	6%
21 or more years	66%	41%	71%	83%	21%	49%	58%	71%	80%	88%	83%
Firm Memberships											
PCPS	55%	45%	51%	72%	23%	40%	46%	59%	68%	78%	78%
AICPA	95%	93%	91%	100%	83%	88%	96%	94%	100%	100%	100%
CPA Association or Network	20%	7%	11%	40%	4%	6%	6%	11%	33%	44%	83%
State Society	91%	90%	91%	94%	93%	98%	96%	94%	95%	100%	94%
Association for Accounting Marketing	6%	-	3%	15%	-	-	-	2%	3%	19%	72%
Association for Accounting Administration	9%	-	3%	19%	1%	-	-	1%	17%	28%	61%
Office Space											
Primary office size (square feet)	2,725	700	2,500	7,200	613	1,300	2,100	3,000	6,474	11,200	27,194
Cost per square foot	\$ 18	\$ 14	\$ 20	\$ 20	\$ 11	\$ 14	\$ 18	\$ 18	\$ 19	\$ 24	\$ 27
Square Feet/Professional FTE	519	490	629	468	500	667	600	624	500	418	327
Fiscal Year End Month											
January	1%	-	-	-	1%	-	-	-	-	-	-
February	-	-	-	-	-	-	-	-	-	-	-
March	-	-	-	-	-	-	2%	1%	-	-	-
April	1%	-	3%	-	-	1%	2%	1%	1%	6%	11%
May	2%	3%	-	-	-	1%	-	-	-	6%	6%
June	-	-	-	-	-	2%	-	1%	-	-	17%
July	-	-	-	-	-	-	2%	-	-	-	-
August	-	-	-	-	-	-	-	-	1%	-	-
September	1%	-	-	2%	1%	1%	2%	-	2%	-	17%
October	-	-	-	-	-	-	-	-	2%	-	6%
November		-	-	-	-		-	-	1%	-	-
December	96%	97%	97%	98%	97%	94%	92%	97%	93%	88%	44%

	AIC	PA PCPS/	TSCPA 2014	National M	AP Survey	1					
				Texas State	Report - All	Results are R	eported on I	Median Values			
		тх	by Net Client		itcport - All	nesures are n		Region by Net			
Private and Confidential	All TX	<500K	500K<1.5M	1.5M+	<200K	200<500K		750K<1.5M	1.5<5M	5<10M	10M+
Number of Firms	131	30	35	47	72	89	50	87	102	32	18
The office of the or (week)											
Net Client Fees (NCF)	\$ 980,705	4 400 004	404046	40000000	4 407 750	4 000 000	4 5 40 000	4 4 004 040	4 0 000 000	4 6 6 4 5 6 4 5	A 16 617 710
Total Net client fees  Net client fees earned - prior FY	\$ 980,705	\$ 182,394 \$ 151,982	\$ 840,465 \$ 784,684	\$ 3,257,913 \$ 2,982,736	\$ 107,569 \$ 100,657	\$ 308,000 \$ 298,000	\$ 640,208 \$ 608,710	\$ 1,001,012 \$ 918,416	\$ 2,695,766 \$ 2,582,444	\$ 6,015,645 \$ 5,617,653	\$ 16,617,713 \$ 15,610,450
Net client fees earned - prior FY  Net client fees per partner/owner	\$ 1,014,316	\$ 151,982	\$ 630,279	\$ 2,982,736	\$ 100,657	\$ 298,000	\$ 511,000	\$ 639,693	\$ 2,582,444	\$ 1,085,684	\$ 15,610,450
Net client fees per partier/owner  Net client fees per FTE professional	\$ 200,663	\$ 133,000	\$ 224,705	\$ 212,222	\$ 89,431	\$ 202,500	\$ 165,025	\$ 219,411	\$ 206,965	\$ 209,971	\$ 216,596
% change in net client fees from prior year	\$ 200,003 7%	\$ 124,000 9%	\$ 224,705 8%	\$ 212,222 5%	\$ 69,431 8%	3 202,500 7%	\$ 105,025 5%	\$ 219,411 5%	\$ 200,965 5%	\$ 209,971 5%	\$ 210,596 6%
70 change in net elicitetes from prior year	,,,,	3,0	0,0	3,0	070	770	570	370	570	370	
Accounts Receivable / WIP											
WIP as % of Net Client Fees	4.3%	3.7%	3.9%	6.0%	4.0%	5.0%	4.0%	6.7%	6.3%	5.6%	6.1%
Receivables - current - billed A/R %	37.0%	52.7%	35.5%	36.0%	51.3%	31.0%	35.0%	40.0%	30.6%	34.0%	49.0%
Receivables - over 30 days - billed A/R %	15.0%	16.5%	15.5%	14.8%	20.0%	10.5%	15.0%	14.0%	13.0%	16.0%	15.5%
Receivables - over 60 days - billed A/R %	12.9%	17.0%	11.1%	12.9%	12.1%	16.0%	11.0%	11.0%	12.3%	14.0%	8.0%
Receivables - over 90 days - billed A/R %	30.4%	21.5%	21.7%	33.5%	24.9%	32.0%	34.0%	33.0%	37.0%	28.5%	25.5%
Partner Compensation and Net Remaining Per Owner											
Compensation - equity partner/owner	\$ 232,884	\$ 110,799	\$ 191,268	\$ 317,599	\$ 51,696	\$ 111,693	\$ 108,510	\$ 215,457	\$ 270,000	\$ 330,905	\$ 384,786
Net remaining per partner/owner	\$ 261,222	\$ 99,005	\$ 295,086	\$ 313,628	\$ 45,291	\$ 149,338	\$ 170,164	\$ 225,000	\$ 292,150	\$ 378,433	\$ 467,311
Net remaining for partner/owners as % of net client fees	40.7%	55.0%	39.7%	35.2%	50.8%	46.0%	39.4%	42.3%	37.8%	34.9%	35.0%
Detice and Frances											
Ratios and Expenses Utilization % - equity partners/owners	59.0%	70.0%	78.0%	50.6%	67.3%	69.3%	57.5%	71.3%	52.9%	52.3%	50.5%
Total expenses (leverage ratio)	59.0%	46.9%	60.3%	64.8%	50.0%	54.5%	60.6%	71.3% 59.1%	63.2%	65.1%	65.8%
Payroll & benefits (excluding partners/owners) as a % of net client fees	36.7%	18.5%	33.2%	42.1%	13.5%	29.5%	34.8%	34.1%	40.3%	41.7%	45.2%
CPE as a % of net client fees	0.5%	0.4%	0.4%	0.6%	0.8%	0.4%	0.4%	0.5%	0.5%	0.7%	1.1%
Occupancy costs as a % of net client fees	4.8%	5.4%	5.4%	4.6%	6.8%	5.2%	6.1%	5.4%	4.9%	4.7%	4.2%
Information Technology as a % of net client fees	4.0%	6.7%	4.0%	3.1%	6.8%	5.2%	4.7%	4.1%	3.5%	3.1%	2.8%
Marketing as a % of net client fees	0.6%	0.6%	0.4%	0.7%	1.0%	0.5%	0.6%	0.5%	0.6%	1.0%	1.3%
Firm turnover ratio (percentage)	8.16%	0.00%	0.00%	10.53%	0.00%	0.00%	11.11%	9.55%	9.41%	11.24%	12.50%
					•		•				
Service Fees as a % of Net Client Fees (for firms offering the service)											
Audit & Attest Fees as a % of NCF	26%	-	17%	27%	16%	20%	19%	18%	17%	23%	35%
Comps & Reviews Fees as a % of NCF	6%	10%	11%	5%	15%	8%	15%	9%	7%	6%	5%
Tax Service Fees as a % of NCF	57%	66%	55%	52%	58%	60%	52%	53%	48%	43%	41%
Outsourced Accounting & CFO Service Fees as a % of NCF	15.1%	21.0%	18.0%	13.0%	28.5%	20.5%	25.0%	12.3%	13.0%	10.5%	-
All Other Service Fees	19%	20%	19%	16%	28%	16%	21%	18%	20%	16%	17%
Average Billing Rates											
Equity Partners/Owners	\$ 200.00	\$ 150.00	\$ 190.00	\$ 246.50	\$ 125.00	\$ 155.00	\$ 175.00	\$ 195.00	\$ 235.00	\$ 275.00	\$ 288.00
Directors/Non- Equity Partners (11+ Yrs Exp)	\$ 200.00	0.00 ب	\$ 190.00	\$ 246.50	2 125.00	00.00 ډ	1/5.00 ډ	\$ 195.00	\$ 235.00	\$ 275.00	\$ 288.00
Senior Managers (8-10 Yrs Exp)	\$ 146.00		\$ 140.00	\$ 153.21	-	\$ 131.00	\$ 130.00	\$ 135.00	\$ 165.00	\$ 176.25	\$ 200.89
Managers (6-7 Yrs Exp)	\$ 146.00	-	140.50 ډ	\$ 153.21	-	00.161 ډ	\$ 130.00	\$ 135.00	\$ 165.00	\$ 176.25	\$ 200.89
Senior Associates (4-5 Yrs Exp)	\$ 137.30		\$ 110.00	\$ 130.00	-	-	\$ 92.50	\$ 100.00	\$ 120.00	\$ 137.00	\$ 135.00
Associates (1-3 Yrs Exp)	\$ 94.50		ÿ 110.00	\$ 94.00		\$ 65.00	\$ 80.50	\$ 85.00	\$ 93.00	\$ 107.04	\$ 98.50
New Professionals (<1Yr Exp)	\$ 81.00			\$ 81.00		Ç 03.00 -	Ç 00.50	\$ 75.00	\$ 86.00	\$ 86.56	\$ 82.00
Prof Subcontractors	\$ 127.00	-	-	- V 02.00	-	-	-	Ç 73.00	\$ 145.00	Ç 00.30	- 7 02.00
	, ==50								, = .5.50		
Average Chargeable Hours											
Equity Partners/Owners	1,228	1,456	1,622	1,052	1,400	1,441	1,196	1,482	1,100	1,088	1,050
Directors/Non- Equity Partners (11+ Yrs Exp)	1,233	-	1,515	1,140	-	-	-	1,531	1,350	1,030	1,014
Senior Managers (8-10 Yrs Exp)	1,438	-	1,600	1,384	-	1,550	1,630	1,540	1,407	1,384	1,315
Managers (6-7 Yrs Exp)	1,459	-	-	1,458	-	-	1,500	1,375	1,511	1,478	1,429
Senior Associates (4-5 Yrs Exp)	1,555	-	1,389	1,585	-	-	1,338	1,473	1,554	1,504	1,615
Associates (1-3 Yrs Exp)	1,472	-	-	1,472	-	1,394	1,361	1,434	1,477	1,511	1,465
New Professionals (<1Yr Exp)	1,320	-	-	1,356	-	-	-	1,492	1,173	1,518	1,445
Prof Subcontractors	-	-	-	-	-	-	-	-	445	-	-

	1	AICPA	PCPS/TSCPA								
Private and Confidential		TX	by Net Client F		Report - All	Results are F		Median Value Legion by Net			
Number of Firms	All TX	<b>&lt;500K</b>	500K<1.5M 35	<b>1.5M+</b>	<200K 72	<b>200&lt;500K</b> 89	<b>500&lt;750K</b> 50	<b>750K&lt;1.5M</b> 87	1.5<5M 102	5<10M 32	<b>10M+</b>
Income Analysis											
Firm capital (net capital of the firm)	\$ 192,396	\$ 43,400	\$ 148,157	\$ 559,173	\$ 12,076	\$ 61,729	\$ 92,475	\$ 131,000	\$ 472,815	\$ 1,280,654	\$ 3,098,19
Income											
Gross fees earned	\$ 994,415	\$ 180,958	\$ 840,315	\$ 3,841,047	\$ 110,000	\$ 315,000	\$ 652,391	\$ 1,070,541	\$ 2,992,659	\$ 6,939,841	\$ 18,522,16
Net write-ups (downs) % of gross Interest income	-2% \$ 33	0% \$ 0	0% \$ 3	-10% \$ 244	0% \$ 0	0% \$ 2	-4% \$ 10	-1% \$ 24	-7% \$ 210	-12% \$ 418	-159 \$ 1,34
Other income	\$0	\$ 0	\$0	\$ 1,194	\$0	\$0	\$0	\$0	\$ 485	\$ 918	\$ 13,59
Net Client Fees (NCF)											
2012/2014 Net Client Fees % changed	7%	9%	8%	5%	8%	7%	5%	5%	5%	5%	6'
NCF per partner/owner Net client fees per FTE professional	\$ 589,464 \$ 200,663	\$ 155,000 \$ 124,000	\$ 630,279 \$ 224,705	\$ 973,608 \$ 212,222	\$ 101,000 \$ 89,431	\$ 281,660 \$ 202,500	\$ 511,000 \$ 165,025	\$ 639,693 \$ 219,411	\$ 757,923 \$ 206,965	\$ 1,085,684 \$ 209,971	\$ 1,369,16 \$ 216,59
Net client fees per total employees	\$ 181,879	\$ 147,653	\$ 202,300	\$ 182,008	\$ 98,251	\$ 150,534	\$ 171,279	\$ 198,709	\$ 185,701	\$ 185,871	\$ 203,36
Net Remaining for Partner/Owner											
Net remaining for partner/owner	\$ 434,446	\$ 99,005	\$ 335,944	\$ 1,141,972	\$ 46,327	\$ 158,003	\$ 265,951	\$ 398,059	\$ 988,733	\$ 2,244,625	\$ 6,704,94
Net remaining for partner/owners as % of net client fees  Net remaining for partner/owner as a % of total income	40.7% 40.5%	55.0% 55.0%	39.7% 39.7%	35.2% 35.2%	50.8% 50.8%	46.0% 45.6%	39.4% 39.4%	42.3% 42.3%	37.8% 37.0%	34.9% 34.9%	35.09 34.69
Net remaining per partner/owner	\$ 261,222	\$ 99,005	\$ 295,086	\$ 313,628	\$ 45,291	\$ 149,338	\$ 170,164	\$ 225,000	\$ 292,150	\$ 378,433	\$ 467,31
Net remaining per partner/owner per hour	\$ 49.49	\$ 56.77	\$ 103.04	\$ 36.26	\$ 25.67	\$ 60.63	\$ 39.09	\$ 66.26	\$ 42.35	\$ 35.35	\$ 14.9
Non-Hourly Billing-% of Total Revenues											
Commissions Fixed force	30.001	- 22.501	10.001	20.000	- 22.50/	- 3F 00/	- 2F 00/	40.001	20.001	37.50	·
Fixed fees Percentage of assets	20.0%	22.5%	18.8%	20.0%	32.5%	25.0%	25.0%	18.0%	20.0%	27.5% -	
Periodic	-	-	-	-	-	-	-	-	-	-	
Per tax form fees Risk-based	-	-	-	-	42.0%	23.5%	-	-	-	-	
Transaction-based	-	-	-	-	-	-	-	-	-	-	
Value billing	15.0%	-	-	5.0%	50.0%	20.0%	20.0%	20.0%	5.0%	-	
Expense Analysis											
Expenses as a % of Net Client Fees											
Professional salaries (excluding partner/owner)	22.3%	16.4%	18.9%	27.6%	21.0%	17.3%	22.1%	19.3%	24.9%	29.0%	32.09
Paraprofessional salaries (excluding partner/owner)	3.7%	0.0%	7.8%	3.1%	0.0%	7.3%	6.4%	5.9%	3.2%	2.3%	2.89
Other salaries (excluding partner/owner) Payments to retired partners	4.1% 0.0%	0.2%	3.9% 0.0%	4.4% 0.0%	0.0%	1.0% 0.0%	4.4% 0.0%	3.6% 0.0%	4.9% 0.0%	5.1% 0.1%	5.69
Retirement plan costs (excluding partner/owner)	0.7%	0.0%	0.6%	1.0%	0.0%	0.4%	0.8%	0.6%	0.9%	1.1%	1.69
Other employee benefits (excluding partner/owner)  Dues	2.0% 0.5%	0.0%	1.7% 0.4%	2.4% 0.4%	0.0% 1.1%	0.9% 0.5%	1.1% 0.5%	1.9% 0.4%	2.2% 0.5%	2.8% 0.4%	2.39
Electronic and other research services	0.5%	0.5%	0.4%	0.4%	0.2%	0.5%	0.5%	0.4%	0.5%	0.4%	0.39
CPE	0.5%	0.4%	0.4%	0.6%	0.8%	0.4%	0.4%	0.5%	0.5%	0.7%	1.19
Malpractice insurance Office rent and other occupancy costs	0.5% 4.8%	0.6% 5.4%	0.4% 5.4%	0.5% 4.6%	0.6% 6.8%	0.6% 5.2%	0.5% 6.1%	0.7% 5.4%	0.6% 4.9%	0.6% 4.7%	0.69 4.29
Interest	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%	0.1%	0.1%	0.1%	0.19
Computer hardware	0.3%	0.2%	0.2%	0.4%	0.2%	0.5%	0.3%	0.5%	0.4%	0.3%	0.59
Computer software Outsourced IT services	2.2% 0.4%	2.7% 0.0%	2.6% 0.4%	1.4% 0.5%	4.1% 0.0%	3.4% 0.1%	3.1% 0.4%	2.6% 0.5%	1.7% 0.7%	1.4% 0.3%	1.79 0.19
Other computer and technology	0.6%	1.4%	0.5%	0.6%	1.0%	0.7%	0.6%	0.5%	0.5%	0.4%	0.69
Promotion and marketing	0.6%	0.6%	0.4%	0.7%	1.0%	0.5%	0.6% 3.9%	0.5%	0.6% 3.4%	1.0%	1.39
Payroll taxes (including partner/owner) Depreciation and amortization	0.7%	2.5% 0.4%	3.3% 0.7%	3.3% 0.8%	2.3% 1.4%	3.2% 1.0%	0.8%	3.3% 0.8%	0.8%	3.1% 0.9%	1.29
Other expenses (i.e., insurance)	5.4%	4.1%	5.1%	6.1%	6.5%	8.2%	6.9%	6.3%	5.6%	5.5%	5.89
Expenses as a % of Total Income											
Professional salaries (excluding partner/owner)	22.3%	16.4%	18.9%	27.5%	21.0%	16.9%	22.1%	19.3%	24.9%	28.9%	31.89
Paraprofessional salaries (excluding partner/owner) Other salaries (excluding partner/owner)	3.6% 4.1%	0.0%	7.8% 3.9%	3.1% 4.4%	0.0%	7.2% 1.0%	6.4% 4.3%	5.9% 3.6%	3.2% 4.9%	2.2% 5.1%	2.89 5.69
Payments to retired partners	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.79
Retirement plan costs (excluding partner/owner)	0.7%	0.0%	0.6%	1.0%	0.0%	0.4%	0.8%	0.6%	0.9%	1.1%	1.69
Other employee benefits (excluding partner/owner)  Dues	2.0% 0.5%	0.0%	1.7% 0.4%	2.4% 0.4%	0.0% 1.1%	0.9% 0.5%	1.1% 0.5%	1.9% 0.4%	2.2% 0.5%	2.8% 0.4%	2.39 0.49
Electronic and other research services	0.6%	0.5%	0.7%	0.7%	0.2%	0.6%	0.6%	0.6%	0.7%	0.6%	0.39
CPE	0.5% 0.5%	0.4%	0.4%	0.6% 0.5%	0.8%	0.4%	0.4%	0.5% 0.7%	0.5% 0.6%	0.7% 0.6%	1.19
Malpractice insurance Office rent and other occupancy costs	4.8%	5.4%	5.4%	4.6%	6.6%	5.1%	6.0%	5.4%	4.8%	4.7%	4.29
Interest	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%	0.1%	0.1%	0.1%	0.19
Computer hardware Computer software	0.3% 2.2%	0.2% 2.6%	0.2% 2.6%	0.4% 1.4%	0.2% 3.9%	0.4% 3.2%	0.3% 3.1%	0.5% 2.6%	0.4% 1.7%	0.3% 1.4%	0.59
Outsourced IT services	0.4%	0.0%	0.4%	0.5%	0.0%	0.1%	0.4%	0.5%	0.7%	0.3%	0.19
Other computer and technology	0.6%	1.4%	0.5%	0.6%	1.0%	0.7%	0.6%	0.5%	0.5%	0.4%	0.69
Promotion and marketing Payroll taxes (include partner/owner)	0.6% 3.0%	0.6% 2.5%	0.4% 3.3%	0.7% 3.3%	1.0% 2.3%	0.5% 3.1%	0.6% 3.9%	0.5% 3.3%	0.6% 3.4%	1.0% 3.1%	1.39 3.69
Depreciation and amortization	0.7%	0.4%	0.7%	0.8%	1.4%	1.0%	0.7%	0.8%	0.8%	0.9%	1.29
Other expenses (i.e., insurance)	5.4%	4.1%	5.1%	5.8%	6.5%	8.1%	6.8%	6.3%	5.6%	5.4%	5.89
Accounts Receivable / WIP											
Receivables - current - billed A/R %	37.0%	52.7%	35.5%	36.0%	51.3%	31.0%	35.0%	40.0%	30.6%	34.0%	49.0
Receivables - over 30 days - billed A/R % Receivables - over 60 days - billed A/R %	15.0% 12.9%	16.5% 17.0%	15.5% 11.1%	14.8% 12.9%	20.0% 12.1%	10.5% 16.0%	15.0% 11.0%	14.0% 11.0%	13.0% 12.3%	16.0% 14.0%	15.5° 8.0°
	-					32.0%	34.0%	33.0%			25.59
Receivables - over 90 days - billed A/R %	30.4% \$ 5,000	21.5%	21.7% \$ 3,253	33.5% \$ 22,393	24.9%	32.0%	34.0%	\$ 3,160	37.0% \$ 17,041	28.5%	23.3

Interest Charged on A/R

Yes	25%	24%	19%	29%	17%	35%	40%	53%	47%	50%	59%
No	74%	76%	77%	71%	76%	65%	57%	47%	53%	50%	41%
N/A	1%	-	3%	-	7%	-	2%	-	-	-	-

Billing Protocols											
Percent of fees based on standard hourly billing	93%	88%	90%	95%	60%	80%	75%	90%	90%	93%	88%

					eport - All F	esults are Re					
Private and Confidential	All TX	TX b <500K	y Net Client Fo 500K<1.5M	ees 1.5M+	<200K	200<500K		ion by Net Cli 750K<1.5M	ent Fees 1.5<5M	5<10M	101
umber of Firms	131	30	35	47	72	89	50	87	102	32	
verview											
ompensation Year Basis											
scal year	16%	9%	18%	19%	18%	10%	15%	16%	19%	29%	
alendar year ther	73% 11%	91%	73% 9%	64% 17%	77% 5%	87% 3%	68% 17%	77% 6%	66% 15%	39% 32%	
irm turnover ratio (percentage)	8.16%	0.00%	0.00%	10.53%	0.00%	0.00%	11.11%	9.55%	9.41%	11.24%	1:
,	8.16%	0.00%	0.00%	10.53%	0.00%	0.00%	11.11%	9.55%	9.41%	11.24%	1
rofessionals											
rofessionals in position (FTE)	2.00	1.00	1.00	4.00	1.00	1.00	1.00	2.00	2.00	5.00	
quity Partners/Owners otal Professionals (includes Equity/Partners)	2.00 6.10	1.00 1.00	1.00 3.90	4.00 16.00	1.00 1.00	1.00 2.00	1.00 4.00	2.00 5.00	3.00 13.50	6.00 29.93	
verage Chargeable Hours per Position											
quity Partners/Owners	1,228	1,456	1,622	1,052	1,400	1,441	1,196	1,482	1,100	1,088	
virectors (11+ Yrs Exp)	1,233	-	1,515	1,140	-	4.550	4 620	1,531	1,350	1,030	
r Managers (8-10 Yrs Exp) Managers (6-7 Yrs Exp)	1,438 1,459	-	1,600	1,384 1,458	-	1,550	1,630 1,500	1,540 1,375	1,407 1,511	1,384 1,478	
r Associates (4-5 Yrs Exp)	1,555	-	1,389	1,585	-	-	1,338	1,473	1,554	1,504	
Associates (1-3 Yrs Exp)	1,472	-	-	1,472	-	1,394	1,361	1,434	1,477	1,511	
lew Professionals (<1Yr Exp) Prof Subcontractors	1,320	-	-	1,356 -	-	-	-	1,492	1,173 445	1,518 -	
verage Billing Rate per Position quity Partners/Owners	\$ 200.00	\$ 150.00	\$ 190.00	\$ 246.50	\$ 125.00	\$ 155.00	\$ 175.00	\$ 195.00	\$ 235.00	\$ 275.00	\$ 2
virectors (11+ Yrs Exp)	\$ 154.00	-	\$ 140.00	\$ 200.00	-	-	-	\$ 146.50	\$ 192.50	\$ 239.00	\$:
r Managers (8-10 Yrs Exp)	\$ 146.00	-	\$ 140.50	\$ 153.21	-	\$ 131.00	\$ 130.00	\$ 135.00	\$ 165.00	\$ 176.25	\$ 2
Managers (6-7 Yrs Exp)	\$ 137.50 \$ 120.00	-	\$ 110.00	\$ 150.00 \$ 120.71	-	-	\$ 110.00 \$ 92.50	\$ 120.00 \$ 100.00	\$ 149.00 \$ 120.00	\$ 157.00 \$ 130.63	\$ :
ir Associates (4-5 Yrs Exp) Associates (1-3 Yrs Exp)	\$ 120.00	-	\$ 110.00	\$ 94.00	-	\$ 65.00	\$ 80.50	\$ 100.00	\$ 93.00	\$ 107.04	\$.
New Professionals (<1Yr Exp)	\$81.00	-	-	\$ 81.00	-	ŷ 05.00 -	y 00.50 -	\$ 75.00	\$ 86.00	\$ 86.56	\$
rof Subcontractors	\$ 127.00	-	-	-	-	-	-	-	\$ 145.00	-	
verage Compensation per Position											
quity Partners/Owners	\$ 232,884	\$ 110,799	\$ 191,268	\$ 317,599	\$ 51,696	\$ 111,693	\$ 108,510	\$ 215,457	\$ 270,000	\$ 330,905	\$ 38
Directors (11+ Yrs Exp) or Managers (8-10 Yrs Exp)	\$ 85,000 \$ 86,637	-	\$ 74,271 \$ 65,000	\$ 105,987 \$ 89,795	-	- \$ 75,488	\$ 70,629	\$ 85,000 \$ 66,000	\$ 92,602 \$ 85,000	\$ 123,458 \$ 87,899	\$ 10 \$ 11
Managers (6-7 Yrs Exp)	\$ 66,974	-	Ş 03,000 -	\$ 74,800	-	J 73,466 -	\$ 65,000	\$ 62,500	\$ 69,800	\$ 77,869	\$1
or Associates (4-5 Yrs Exp)	\$ 61,386	-	\$ 58,207	\$ 64,136	-	-	\$ 41,000	\$ 56,903	\$ 58,058	\$ 65,183	\$ 6
Associates (1-3 Yrs Exp)	\$ 48,125	-	-	\$ 48,250	-	\$ 40,000	\$ 36,636	\$ 40,000	\$ 45,627	\$ 48,153	\$ 5
New Professionals (<1Yr Exp) Prof Subcontractors	\$ 37,189	-	-	\$ 37,189 -	-	-	-	\$ 35,943	\$ 37,052 \$ 41,594	\$ 43,441	\$ 4
	1								7 1-71		
Jtilization per Position Equity Partners/Owners	59.0%	70.0%	78.0%	50.6%	67.3%	69.3%	57.5%	71.3%	52.9%	52.3%	
Directors (11+ Yrs Exp)	59.3%	70.0%	72.8%	54.8%	- 07.370	09.370	- 37.376	73.6%	64.9%	49.5%	
ir Managers (8-10 Yrs Exp)	69.1%	-	76.9%	66.5%	-	74.5%	78.4%	74.0%	67.7%	66.5%	
Managers (6-7 Yrs Exp)	70.2%	-	-	70.1%	-	-	72.1%	66.1%	72.6%	71.1%	
	74.7%	-	66.8%	76.2%	-	-	64.3%	70.8%	74.7%	72.3%	
		-	-	70.8%	-	67.0%	65.4%	68.9%	71.0%	72.7%	
Associates (1-3 Yrs Exp)	70.8%			CF 20/				71.7%	56.4%	73.0%	
Associates (1-3 Yrs Exp) New Professionals (<1Yr Exp)	70.8% 63.5%	-	-	65.2% -	-	-	-	-	21.4%	-	
Associates (1-3 Yrs Exp) New Professionals (<1Yr Exp) Prof Subcontractors		-	-	65.2% -	-	-	-	-	21.4%	-	
Associates (1-3 Yrs Exp)  Jew Professionals (<1Yr Exp)  Prof Subcontractors  Compensation per Compensated Hour		\$ 49.41	\$ 66.91	65.2% - \$ 143.67	\$ 25.33	\$ 48.86	\$ 50.00	\$ 98.70	\$ 139.99	\$ 143.87	\$ :
Sir Associates (4-5 Yrs Exp) Associates (1-3 Yrs Exp) New Professionals (<1Yr Exp) Prof Subcontractors Compensation per Compensated Hour Equity Partners/Owners Directors (11+ Yrs Exp)	63.5%	\$ 49.41	\$ 66.91 \$ 38.90	-	\$ 25.33	\$ 48.86	\$ 50.00	\$ 98.70 \$ 46.91		\$ 143.87 \$ 57.74	_
Associates (1-3 Yrs Exp) New Professionals (<1Yr Exp) Prof Subcontractors  Compensation per Compensated Hour Equity Partners/Owners Directors (11+ Yrs Exp) For Managers (8-10 Yrs Exp)	\$ 116.50 \$ 45.80 \$ 43.72	\$ 49.41		\$ 143.67 \$ 54.98 \$ 47.66	\$ 25.33	\$ 48.86	- \$ 34.45	\$ 46.91 \$ 31.93	\$ 139.99 \$ 47.94 \$ 41.45	\$ 57.74 \$ 43.40	\$
Associates (1-3 Yrs Exp) New Professionals (<1Yr Exp) Prof Subcontractors  Compensation per Compensated Hour quity Partners/Owners Directors (11+ Yrs Exp) Or Managers (8-10 Yrs Exp) Managers (6-7 Yrs Exp) Managers (6-7 Yrs Exp)	\$ 116.50 \$ 45.80 \$ 43.72 \$ 35.22	\$ 49.41	\$ 38.90 \$ 39.26 -	\$ 143.67 \$ 54.98 \$ 47.66 \$ 35.38	\$ 25.33	-	\$ 34.45 \$ 34.67	\$ 46.91 \$ 31.93 \$ 29.33	\$ 139.99 \$ 47.94 \$ 41.45 \$ 33.20	\$ 57.74 \$ 43.40 \$ 36.85	Ş
Associates (1-3 Yrs Exp)  New Professionals (<1Yr Exp)  Prof Subcontractors  Compensation per Compensated Hour  Equity Partners/Owners  Directors (11+ Yrs Exp)  For Managers (8-10 Yrs Exp)  Managers (6-7 Yrs Exp)  For Associates (4-5 Yrs Exp)	\$ 116.50 \$ 45.80 \$ 43.72 \$ 35.22 \$ 28.55	\$ 49.41	\$ 38.90	\$ 143.67 \$ 54.98 \$ 47.66 \$ 35.38 \$ 28.39	\$ 25.33	\$ 38.28 - -	\$ 34.45 \$ 34.67 \$ 24.04	\$ 46.91 \$ 31.93 \$ 29.33 \$ 28.70	\$ 139.99 \$ 47.94 \$ 41.45 \$ 33.20 \$ 27.82	\$ 57.74 \$ 43.40 \$ 36.85 \$ 29.62	\$ \$ \$
Associates (1-3 Yrs Exp)  Jew Professionals (<1Yr Exp)  For Subcontractors  Compensation per Compensated Hour  quity Partners/Owners  Directors (11+ Yrs Exp)  F Managers (8-10 Yrs Exp)  Anangers (6-7 Yrs Exp)  F Associates (4-5 Yrs Exp)  Associates (4-5 Yrs Exp)  Associates (1-3 Yrs Exp)	\$ 116.50 \$ 45.80 \$ 43.72 \$ 35.22	\$ 49.41	\$ 38.90 \$ 39.26 -	\$ 143.67 \$ 54.98 \$ 47.66 \$ 35.38	\$ 25.33	-	\$ 34.45 \$ 34.67	\$ 46.91 \$ 31.93 \$ 29.33	\$ 139.99 \$ 47.94 \$ 41.45 \$ 33.20	\$ 57.74 \$ 43.40 \$ 36.85	\$
Associates (1-3 Yrs Exp) New Professionals (<1Yr Exp) Prof Subcontractors  Compensation per Compensated Hour Equity Partners/Owners Directors (11+ Yrs Exp) or Managers (8-10 Yrs Exp) Adanagers (6-7 Yrs Exp) For Associates (4-5 Yrs Exp) Associates (1-3 Yrs Exp) New Professionals (<1Yr Exp)	\$116.50 \$45.80 \$43.72 \$35.22 \$28.55 \$24.03	\$ 49.41	\$ 38.90 \$ 39.26 -	\$ 143.67 \$ 54.98 \$ 47.66 \$ 35.38 \$ 28.39 \$ 24.83	\$ 25.33	\$ 38.28 - -	\$ 34.45 \$ 34.67 \$ 24.04	\$ 46.91 \$ 31.93 \$ 29.33 \$ 28.70 \$ 21.23	\$ 139.99 \$ 47.94 \$ 41.45 \$ 33.20 \$ 27.82 \$ 22.31	\$ 57.74 \$ 43.40 \$ 36.85 \$ 29.62 \$ 25.07	\$
Associates (1-3 Yrs Exp)  New Professionals (<1Yr Exp)  Nor Subcontractors  Compensation per Compensated Hour  Equity Partners/Owners  Directors (11+ Yrs Exp)  In Managers (8-10 Yrs Exp)  Managers (6-7 Yrs Exp)  In Associates (4-5 Yrs Exp)  Nassociates (1-3 Yrs Exp)  New Professionals (<1Yr Exp)  Prof Subcontractors	\$116.50 \$45.80 \$43.72 \$35.22 \$28.55 \$24.03 \$21.12	\$ 49.41	\$ 38.90 \$ 39.26 -	\$ 143.67 \$ 54.98 \$ 47.66 \$ 35.38 \$ 28.39 \$ 24.83	\$ 25.33	\$ 38.28 - -	\$ 34.45 \$ 34.67 \$ 24.04	\$ 46.91 \$ 31.93 \$ 29.33 \$ 28.70 \$ 21.23	\$ 139.99 \$ 47.94 \$ 41.45 \$ 33.20 \$ 27.82 \$ 22.31 \$ 19.55	\$ 57.74 \$ 43.40 \$ 36.85 \$ 29.62 \$ 25.07	\$
Associates (1-3 Yrs Exp)  New Professionals (<1Yr Exp)  Prof Subcontractors  Compensation per Compensated Hour  Equity Partners/Owners  Directors (11+ Yrs Exp)  For Managers (8-10 Yrs Exp)  Managers (8-10 Yrs Exp)  For Associates (4-5 Yrs Exp)  Associates (4-5 Yrs Exp)  New Professionals (<1Yr Exp)  Prof Subcontractors  Billing Rate/Compensation per Compensated Hour  Equity Partners/Owners	\$116.50 \$45.80 \$43.72 \$35.22 \$28.55 \$24.03 \$21.12 \$39.27	\$ 49.41	\$ 38.90 \$ 39.26 - \$ 27.75 - - - - \$ 2.51	\$ 143.67 \$ 54.98 \$ 47.66 \$ 35.38 \$ 28.39 \$ 24.83 \$ 19.74	\$ 25.33	\$ 38.28 - -	\$ 34.45 \$ 34.67 \$ 24.04	\$ 46.91 \$ 31.93 \$ 29.33 \$ 28.70 \$ 21.23 \$ 17.70	\$ 139.99 \$ 47.94 \$ 41.45 \$ 33.20 \$ 27.82 \$ 22.31 \$ 19.55 \$ 51.96	\$ 57.74 \$ 43.40 \$ 36.85 \$ 29.62 \$ 25.07 \$ 21.19	\$ \$ \$
Associates (1-3 Yrs Exp) New Professionals (<1Yr Exp) Prof Subcontractors  Compensation per Compensated Hour quity Partners/Owners Directors (11+ Yrs Exp) Or Managers (8-10 Yrs Exp) Or Managers (8-10 Yrs Exp) Or Associates (4-5 Yrs Exp) New Professionals (<1Yr Exp) New Professionals (<1Yr Exp) Prof Subcontractors  Billing Rate/Compensation per Compensated Hour quity Partners/Owners Directors (11+ Yrs Exp)	\$ 116.50 \$ 45.80 \$ 43.72 \$ 35.22 \$ 28.55 \$ 24.03 \$ 21.12 \$ 39.27	-	\$ 38.90 \$ 39.26 \$ 27.75 - - - - \$ 2.51 \$ 3.24	\$ 143.67 \$ 54.98 \$ 47.66 \$ 35.38 \$ 28.39 \$ 24.83 \$ 19.74 \$ 1.78 \$ 3.62	-	\$ 38.28 - - \$ 19.38 - - - \$ 3.07	\$ 34.45 \$ 34.67 \$ 24.04 \$ 18.95	\$ 46.91 \$ 31.93 \$ 29.33 \$ 28.70 \$ 21.23 \$ 17.70 \$ 2.08 \$ 3.06	\$ 139.99 \$ 47.94 \$ 41.45 \$ 33.20 \$ 27.82 \$ 22.31 \$ 19.55 \$ 51.96	\$ 57.74 \$ 43.40 \$ 36.85 \$ 29.62 \$ 25.07 \$ 21.19 - \$ 1.78 \$ 3.93	\$1 \$ \$ \$ \$ \$
Associates (1-3 Yrs Exp)  Avery Professionals (<1Yr Exp)  Avery Professionals (<1Yr Exp)  Avery Subcontractors  Compensation per Compensated Hour  Avery Subcontractors  Compensation per Compensated Hour  Avery Subcontractors  Compensation per Compensated Hour  Avery Subcontractors  Avery Subcontractors  Avery Subcontractors  Compensation per Compensated Hour  Avery Subcontractors  Avery Subcont	\$116.50 \$45.80 \$43.72 \$35.22 \$28.55 \$24.03 \$21.12 \$39.27	-	\$ 38.90 \$ 39.26 - \$ 27.75 - - - - \$ 2.51	\$143.67 \$54.98 \$47.66 \$35.38 \$24.83 \$19.74 \$1.78 \$3.62 \$3.62	-	\$ 38.28 - - \$ 19.38 -	\$ 34.45 \$ 34.67 \$ 24.04 \$ 18.95 - - - \$ 3.26 - \$ 3.35	\$ 46.91 \$ 31.93 \$ 29.33 \$ 28.70 \$ 21.23 \$ 17.70 \$ 2.08 \$ 3.06 \$ 3.76	\$ 139.99 \$ 47.94 \$ 41.45 \$ 33.20 \$ 27.82 \$ 22.31 \$ 19.55 \$ 51.96 \$ 1.78 \$ 3.74 \$ 3.69	\$ 57.74 \$ 43.40 \$ 36.85 \$ 29.62 \$ 25.07 \$ 21.19 \$ 1.78 \$ 3.93 \$ 3.79	\$ \$ \$ \$ \$
Associates (1-3 Yrs Exp)  Jew Professionals (<1Yr Exp)  Jew Professionals (<1Yr Exp)  Jew Professionals (<1Yr Exp)  Jew Professionals (<1Yr Exp)  Jew Professionals (14 Yrs Exp)  Jew Professionals (15 Yrs Exp)  Jew Professionals (17 Yrs Exp)	\$ 116.50 \$ 45.80 \$ 43.72 \$ 35.22 \$ 28.55 \$ 24.03 \$ 21.12 \$ 39.27	-	\$ 38.90 \$ 39.26 \$ 27.75 - - - - \$ 2.51 \$ 3.24	\$ 143.67 \$ 54.98 \$ 47.66 \$ 35.38 \$ 28.39 \$ 24.83 \$ 19.74 \$ 1.78 \$ 3.62	-	\$ 38.28 - - \$ 19.38 - - - \$ 3.07	\$ 34.45 \$ 34.67 \$ 24.04 \$ 18.95	\$ 46.91 \$ 31.93 \$ 29.33 \$ 28.70 \$ 21.23 \$ 17.70 \$ 2.08 \$ 3.06	\$ 139.99 \$ 47.94 \$ 41.45 \$ 33.20 \$ 27.82 \$ 22.31 \$ 19.55 \$ 51.96	\$ 57.74 \$ 43.40 \$ 36.85 \$ 29.62 \$ 25.07 \$ 21.19 - \$ 1.78 \$ 3.93	\$ \$ \$
Associates (1-3 Yrs Exp)  lew Professionals (<1Yr Exp)  lew Professionals (<1Yr Exp)  lompensation per Compensated Hour quity Partners/Owners  lompensation per Compensated Hour quity Partners/Owners  lew Professionals (<10 Yrs Exp)  lew Professionals (<17 Yrs Exp)  lew Professionals (<1Yr Exp)  ref Subcontractors	\$116.50 \$45.80 \$43.72 \$35.22 \$28.55 \$24.03 \$21.12 \$39.27 \$1.97 \$3.54 \$3.65 \$4.15 \$3.93	-	\$ 38.90 \$ 39.26 \$ 27.75 \$ 25.51 \$ 3.58	\$143.67 \$54.98 \$47.66 \$35.38 \$28.39 \$24.83 \$19.74 \$1.78 \$3.62 \$3.69 \$4.15 \$3.97	-	\$ 38.28 - - \$ 19.38 - - - \$ 3.07	\$ 34.45 \$ 34.67 \$ 24.04 \$ 18.95 - - - \$ 3.26 - \$ 3.35 \$ 3.46	\$ 46.91 \$ 31.93 \$ 29.33 \$ 28.70 \$ 21.23 \$ 17.70 	\$ 139.99 \$ 47.94 \$ 41.45 \$ 33.20 \$ 27.82 \$ 22.31 \$ 19.55 \$ 51.96 \$ 3.74 \$ 3.69 \$ 4.25 \$ 3.99 \$ 4.05	\$ 57.74 \$ 43.40 \$ 36.85 \$ 29.62 \$ 25.07 \$ 21.19 	\$ \$ \$ \$ \$
ssociates (1-3 Yrs Exp) lew Professionals (<1Yr Exp) rof Subcontractors  compensation per Compensated Hour quity Partners/Owners sirectors (11+ Yrs Exp) r Managers (8-10 Yrs Exp) danagers (6-7 Yrs Exp) r Associates (4-5 Yrs Exp) ssociates (4-5 Yrs Exp) ssociates (4-5 Yrs Exp) rof Subcontractors  cilling Rate/Compensation per Compensated Hour quity Partners/Owners irrectors (11+ Yrs Exp) r Managers (8-10 Yrs Exp) r Managers (8-10 Yrs Exp) r Associates (4-5 Yrs Exp) r Associates (4-5 Yrs Exp) r Associates (4-5 Yrs Exp) ssociates (4-5 Yrs Exp) ssociates (4-5 Yrs Exp)	\$116.50 \$45.80 \$43.72 \$35.22 \$28.55 \$24.03 \$21.12 \$39.27	-	\$ 38.90 \$ 39.26 \$ 27.75 \$ 25.51 \$ 3.58	\$143.67 \$54.98 \$47.66 \$35.38 \$28.39 \$24.83 \$19.74 \$1.78 \$3.62 \$3.62 \$3.62 \$3.62 \$3.62 \$3.62 \$3.62	-	\$ 38.28 - \$ 19.38 - - \$ 3.07 - \$ 3.23	\$ 34.45 \$ 34.67 \$ 24.04 \$ 18.95 - - - \$ 3.26 - \$ 3.35 \$ 3.46 \$ 3.78	\$ 46.91 \$ 31.93 \$ 29.33 \$ 28.70 \$ 21.23 \$ 17.70 	\$ 139.99 \$ 47.94 \$ 41.45 \$ 33.20 \$ 27.82 \$ 22.31 \$ 19.55 \$ 51.96 \$ 1.78 \$ 3.74 \$ 3.69 \$ 4.25 \$ 3.99 \$ 4.05 \$ 4.25 \$ 3.49 \$ 4.37	\$ 57.74 \$ 43.40 \$ 36.85 \$ 29.62 \$ 25.07 \$ 21.19 \$ 1.78 \$ 3.93 \$ 3.79 \$ 4.20 \$ 4.06	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$
ssociates (1-3 Yrs Exp) lew Professionals (<1Yr Exp) rof Subcontractors  ompensation per Compensated Hour quity Partners/Owners irrectors (11+ Yrs Exp) r Associates (6-7 Yrs Exp) r Associates (4-5 Yrs Exp) ssociates (1-3 Yrs Exp) lew Professionals (<1Yr Exp) rof Subcontractors  iilling Rate/Compensation per Compensated Hour quity Partners/Owners pirectors (11+ Yrs Exp) r Associates (4-5 Yrs Exp) sirectors (11+ Yrs Exp) r Managers (8-10 Yrs Exp) r Associates (4-5 Yrs Exp) ssociates (4-5 Yrs Exp) r Associates (4-5 Yrs Exp) lew Professionals (<1Yr Exp) rof Subcontractors	\$116.50 \$45.80 \$43.72 \$35.22 \$28.55 \$24.03 \$21.12 \$39.27 \$1.97 \$3.54 \$3.65 \$4.15 \$3.93	-	\$ 38.90 \$ 39.26 \$ 27.75 \$ 25.51 \$ 3.58	\$143.67 \$54.98 \$47.66 \$35.38 \$28.39 \$24.83 \$19.74 \$1.78 \$3.62 \$3.69 \$4.15 \$3.97	-	\$ 38.28 - \$ 19.38 - - \$ 3.07 - \$ 3.23	\$ 34.45 \$ 34.67 \$ 24.04 \$ 18.95 - - - \$ 3.26 - \$ 3.35 \$ 3.46 \$ 3.78	\$ 46.91 \$ 31.93 \$ 29.33 \$ 28.70 \$ 21.23 \$ 17.70 	\$ 139.99 \$ 47.94 \$ 41.45 \$ 33.20 \$ 27.82 \$ 22.31 \$ 19.55 \$ 51.96 \$ 3.74 \$ 3.69 \$ 4.25 \$ 3.99 \$ 4.05	\$ 57.74 \$ 43.40 \$ 36.85 \$ 29.62 \$ 25.07 \$ 21.19 	\$ \$ \$ \$ \$
Associates (1-3 Yrs Exp)  New Professionals (<1Yr Exp)  Prof Subcontractors  Compensation per Compensated Hour  Equity Partners/Owners  Directors (11+ Yrs Exp)  For Managers (8-10 Yrs Exp)  Managers (8-10 Yrs Exp)  For Associates (4-5 Yrs Exp)  Associates (4-5 Yrs Exp)  New Professionals (<1Yr Exp)  Prof Subcontractors  Billing Rate/Compensation per Compensated Hour  Equity Partners/Owners	\$116.50 \$45.80 \$43.72 \$35.22 \$28.55 \$24.03 \$21.12 \$39.27	-	\$ 38.90 \$ 39.26 \$ 27.75 \$ 25.51 \$ 3.58	\$143.67 \$54.98 \$47.66 \$35.38 \$28.39 \$24.83 \$19.74 \$1.78 \$3.62 \$3.69 \$4.15 \$3.97	-	\$ 38.28 - \$ 19.38 - - \$ 3.07 - \$ 3.23	\$ 34.45 \$ 34.67 \$ 24.04 \$ 18.95 - - - \$ 3.26 - \$ 3.35 \$ 3.46 \$ 3.78	\$ 46.91 \$ 31.93 \$ 29.33 \$ 28.70 \$ 21.23 \$ 17.70 	\$ 139.99 \$ 47.94 \$ 41.45 \$ 33.20 \$ 27.82 \$ 22.31 \$ 19.55 \$ 51.96 \$ 1.78 \$ 3.74 \$ 3.69 \$ 4.25 \$ 3.99 \$ 4.05 \$ 4.25 \$ 3.49 \$ 4.37	\$ 57.74 \$ 43.40 \$ 36.85 \$ 29.62 \$ 25.07 \$ 21.19 	\$ \$ \$ \$ \$

Total Non-Professionals	3.00	1.00	2.00	5.00	1.00	1.00	1.15	2.20	5.00	8.31	27.00
Total Non-Trolessionals	5.00	1.00	2.001	5.00	1.00	1.00	1,10	2.20	5.00	0.01	27.00
Average Chargeable Hours per Position											
Administrator/Office Manager	367	-	441	326	-	433	400	450	310	22	-
Clerical (data entry, etc.)	414	-	781	381	-	940	426	432	381	279	279
HR	-	-	-	-	-	-	-	-	-	-	-
IT/technical support	-	-	-	-	-	-	-	-	101	58	16
Marketing	-	-	-	-	-	-	-	-	-	-	-
Paraprofessional	1,323	-	1,290	1,412	380	1,232	1,325	1,323	1,448	1,516	1,437
Subcontractors	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Average Billing Rate per Position											
Administrator/Office Manager	\$ 68.00	-	\$ 58.25	\$ 69.00	-	\$ 61.50	\$ 55.00	\$ 70.00	\$ 75.00	\$ 100.00	\$ 104.00
Clerical (data entry, etc.)	\$ 55.00	-	\$ 50.00	\$ 59.00	-	\$ 50.00	\$ 64.50	\$ 50.00	\$ 58.00	\$ 71.50	\$ 80.00
HR	-	-	-	-	-	-	-	-	-	-	\$ 108.50
IT/technical support	-	-	-	-	-	-	-	-	\$ 97.50	\$ 130.00	\$ 112.00
Marketing	-	-	-	-	-	-	-	-	-	-	-
Paraprofessionals	\$ 80.00	-	\$83.00	\$80.00	\$ 60.00	\$ 65.00	\$ 84.00	\$ 75.00	\$ 82.00	\$ 84.00	\$ 94.00
Subcontractors	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Average Compensation per Position											
Administrator/Office Manager	\$ 50,915	-	\$ 39,006	\$ 55,987	-	\$ 34,421	\$ 42,000	\$ 39,185	\$ 52,768	\$ 69,423	\$ 73,000
Clerical (data entry, etc.)	\$ 31,349	-	\$ 23,061	\$ 35,698	-	\$ 25,500	\$ 28,322	\$ 30,009	\$ 35,063	\$ 40,660	\$ 46,286
HR	-	-	-	-	-	-	-	-	-	-	\$ 74,490
IT/technical support	\$ 65,000	-	-	\$ 65,000	-	-	-	-	\$ 59,711	\$ 64,729	\$ 64,979
Marketing	-	-	-	-	-	-	-	-	-	-	\$ 57,515
Paraprofessionals	\$ 43,928	-	\$ 44,429	\$ 43,990	\$ 13,500	\$ 29,042	\$ 43,023	\$ 40,544	\$ 44,414	\$ 54,045	\$ 49,898
Subcontractors	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Compensation per Compensated Hour	4 22 25		440.00	4 27 02		0.47.44	4 20 04	440.00	0.2444	4 22 20	0.00.40
Administrator/Office Manager	\$ 23.86	-	\$ 18.26	\$ 27.03	-	\$ 17.14	\$ 20.84	\$ 19.23	\$ 24.11	\$ 33.29	\$ 33.18
Clerical	\$ 16.61	-	\$ 13.56	\$ 18.00	-	\$ 12.99	\$ 14.90	\$ 15.55	\$ 16.82	\$ 18.53	\$ 22.25
HR	4 22 44	-	-		-	-	-	-	6 22 25	4 20 24	\$ 36.48
IT/Technical Support	\$ 30.11	-	-	\$ 30.11	-	-	-	-	\$ 30.05	\$ 30.21	\$ 31.27
Marketing	ć 20 02	-	- ć 24. 22	ć 20.07	- C 1F 84	- 6 16 74	- c 10 FC	- 631.46	ć 21 CO	ć 27.C0	\$ 30.15
Paraprofessionals	\$ 20.83	-	\$ 21.33	\$ 20.87	\$ 15.44	\$ 16.74	\$ 19.56	\$ 21.16	\$ 21.60	\$ 27.69	\$ 22.89
Subcontractors Other	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
New Hires											
Grads hired - with 150 hour reg	2.00		_1	2.00				1.00	1.00	2.00	6.65
Avg annual salary grads - with 150 hour req	\$ 46,500	-		\$ 47,000		-		\$ 42,250	\$ 45,000	\$ 49,778	\$ 48,000
Grads hired - w/o 150 hour req	3 46,500		-	3 47,000 2.00		2.00	1.00	3 42,230 1.00	3 45,000 1.00	3 49,778 1.50	ب40,000 <i>د</i> -
Avg annual salary grads- w/o 150 hour req	\$ 41,600	-		\$ 42,000	-	\$ 34,320	\$ 37,440	\$ 39,500	\$ 40,500	\$ 47,000	
My annual salary graus- w/o 130 hour red	→±,000		-	J 42,000	-	ب ع⊶,ع20	₹ 57, <del>44</del> 0	000رود ډ	Ş <del>4</del> 0,500	Ş 47,000	-

	AIC	CPA PCP	S/TSCPA 20:	14 Natio	nal MA	P Survey					
					eport - Al	l Results are		Median Valu			
Private and Confidential	All TX	TX <500K	by Net Client F 500K<1.5M	ees 1.5M+	<200K	200<500K	South Regio	n by Net Clier 750K<1.5M		5<10M	10M+
Number of Firms	131	30	35	47	72 72	89				32	-
Paid Time Off - Exempt Vacation days (0-5 yrs of svs/exp)	10.0	5.0	10.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	
Vacation days (0-5 yrs of svs/exp)  Vacation days (5-10 yrs of svs/exp)	15.0	9.0	14.5	15.0	0.0	10.0	14.5	12.0	15.0	15.0	
Vacation days (10-15 yrs of svs/exp)	15.0	-	15.0	15.0	0.0	12.0	15.0	15.0	15.0	15.0	
Vacation days (15+ yrs of svs/exp)	15.0	-	15.0	18.0	0.0	12.0	15.0	15.0		15.0	
Sick days	5.0	2.5	5.0	6.0	0.0	5.0	5.0	5.0		5.0	
Holidays Other PTO	8.0 0.0	7.5	8.0 0.0	8.0 0.0	0.0	8.0	8.0 0.0	8.0 0.0	8.0 0.0	8.0	
PTO - incl holidays (0-5 yrs of svs/exp)	18.5	14.0	16.5	22.0	0.0	9.0	15.0	19.0	20.5	22.0	
PTO - incl holidays (5-10 yrs of svs/exp)	22.0	-	16.0	24.0	0.0	9.5	15.0	21.5	23.0	26.0	29.0
PTO - incl holidays (10-15 yrs of svs/exp)	23.0	-	20.0	27.0	0.0	9.0	18.0	22.5	25.0	27.0	
PTO -incl holidays (15+ yrs of svs/exp)	24.0	-	20.0	27.0	0.0	9.0	20.0	23.0	26.0	28.0	33.0
Paid Time Off - Non-Exempt											
Vacation days (0-5 yrs of svs/exp)	10.0	10.0	10.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	
Vacation days (5-10 yrs of svs/exp)	12.0	10.0	10.0	15.0	0.0	10.0	14.0	10.0	15.0	15.0	
Vacation days (10-15 yrs of svs/exp)	15.0	-	15.0	15.0	0.0	10.0	15.0	15.0		15.0	
Vacation days (15+ yrs of svs/exp) Sick days	15.0 5.0	12.0 5.0	15.0 5.0	15.0 6.0	0.0	10.0 5.0	15.0 5.0	15.0 5.0	15.0 5.0	15.0 6.0	
Holidays	8.0	9.0	8.0	8.0	0.0	7.5	7.0	8.0		8.0	
Other PTO	0.0	-	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
PTO - incl holidays (0-5 yrs of svs/exp)	21.0	14.5	19.0	22.5	0.0	9.5	15.0	19.0	21.0	22.0	23.0
PTO - incl holidays (5-10 yrs of svs/exp)	23.0	-	20.0	24.0	0.0	10.0	15.0	24.0	23.0	25.0	
PTO - incl holidays (10-15 yrs of svs/exp) PTO - incl holidays (15+ yrs of svs/exp)	24.0 24.5	-	21.0 21.0	27.0 27.0	0.0	11.5 14.0	20.0 20.0	24.0 24.0	23.8 25.0	27.0 28.0	
PTO - Ilici Holidays (15+ yis oi svs/exp)	24.5	_	21.0	27.0	0.0	14.0	20.0	24.0	25.0	26.0	30.0
Benefit Options											
D (1) D											
Benefit Programs Offered Cafeteria Plan	38%	8%	18%	72%	4%	12%	22%	31%	62%	94%	82%
Continuing education course	86%	75%	82%	98%	58%	79%	87%	90%	94%	97%	94%
CPA examination fees	45%	17%	42%	64%	9%	25%	46%	46%	64%	65%	82%
CPA examination review courses	35%	17%	30%	47%	9%	15%	17%	27%	42%	74%	82%
Dental insurance	32%	13%	15%	53%	15%	14%	30%	26%	51%	68%	94%
Dependent health insurance Graduate degrees	35% 9%	21% 17%	21% 6%	53% 9%	17% 9%	16% 4%	15%	37% 13%	54% 7%	71% 13%	76% 12%
Health insurance	77%	50%	67%	100%	32%	52%	61%	79%	98%	100%	100%
Life insurance	47%	17%	21%	83%	13%	19%	30%	51%	80%	90%	94%
Long term disability	32%	8%	12%	62%	13%	4%	20%	24%	64%	74%	94%
Professional dues	83%	54%	85%	98%	57%	63%	91%	87%	97%	97%	100%
Professional licenses Retirement plan	84% 71%	54% 38%	85% 70%	98% 94%	55% 28%	60% 53%	87% 72%	88% 85%	98% 92%	94%	100%
Voluntary benefits (Life, LTD, and/or Accident Plans)	24%	30%	9%	47%	6%	4%	17%	23%	38%	77%	88%
None of these	5%	17%	3%	-	23%	7%	2%	1%	-	-	
Health Insurance Details											
Health insurance Options Offered											
HMO	13%	5%	26%	11%	5%	7%	6%	20%	16%	26%	12%
HSA	34%	5%	19%	55%	10%	17%	24%	20%	43%	58%	59%
MSA POS	1%	-	4% 4%	- 20/	-	-	- 6%	1%	- 7%	100/	-
PPO	2% 60%	19%	4%	2% 85%	18%	36%	32%	11% 32%	67%	10% 71%	6% 88%
Traditional	13%	10%	19%	13%	10%	19%	26%	24%	19%	19%	24%
Other	8%	24%	7%	2%	8%	14%	6%	12%	4%	10%	
None	11%	38%	11%	-	55%	25%	15%	8%	-		
Not sure	_	-	-	-	3%	2%	3%	-	_	-	<u> </u>
Firm Contribution to Health Insurance											
0-20%	3%	13%	-		11%	6%	13%	7%	2%		
21-40%	2%	-	-	4%	-	-	-	-	2%	6%	
41-60%	13%	4%	23%	9%	5%	13%	13%	17%	12%	6%	29%
61-80% 81-100%	11% 57%	4% 48%	10% 39%	15% 72%	2% 32%	7% 45%	5% 51%	12% 53%	25% 58%	19% 68%	24% 47%
N/A	15%	30%	29%	12/0	50%	29%	18%	11%		- 00%	4/70

	Al	CPA PCF	PS/TSCPA 20	14 Natio	onal MA	AP Survey						
			Теха	s State R	eport - A	ll Results are	Reported on	Median Valu	es			
Private and Confidential		TX	by Net Client F	ees			South Regio	n by Net Clien	n by Net Client Fees			
Private and Confidential	All TX	<500K	500K<1.5M	1.5M+	<200K	200<500K	500<750K	750K<1.5M	1.5<5M	5<10M	10M+	
Number of Firms	131	30	35	47	72	89	50	87	102	32	1	
											,	
Policies and Practices												
Technology Usage												
Accept credit cards	64%	48%	69%	67%	63%	60%	68%	64%	66%	73%	769	
Actively maintain a website	80%	76%	76%	81%	71%	64%	71%	85%	84%	97%	1009	
Provide remote access to the firm's network/server	71%	43%	69%	86%	44%	43%	71%	81%	85%	93%	1009	
Publish a blog	18%	14%	21%	16%	19%	9%	17%	11%	10%	27%	419	
Use cloud-based remote back-up	47%	62%	48%	42%	56%	46%	37%	44%	48%	57%	419	
Use cloud-based software	47%	43%	38%	56%	56%	33%	34%	32%	52%	50%	719	
Use cloud-based server(s)	18%	14%	10%	21%	19%	12%	15%	14%	26%	23%	249	
Use Skype or similar service	28%	24%	24%	33%	25%	9%	17%	17%	31%	33%	479	
	_											
Social Media Usage												
For business development	50%	46%	33%	56%	38%	30%	39%	37%	54%	72%	889	
For recruiting staff	25%	13%	3%	47%	7%	6%	16%	8%	42%	66%	949	
To provide timely content/reminders to clients	26%	13%	10%	40%	19%	10%	23%	18%	32%	48%	389	
To stay connected with existing clients	31%	29%	23%	33%	34%	20%	36%	26%	28%	45%	569	
Other	3%	-	3%	4%	3%	1%	5%	-	5%	-	139	
Firm does not promote use of social media	47%	54%	60%	40%	52%	61%	55%	60%	38%	21%	69	

	Al	CPA PCI	S/TSCPA 20	14 Nati	onal MA	AP Survey					
			Texa	s State R	eport - A	ll Results are	Reported or	Median Valu	es		
Bit at a self of the state		TX	y Net Client F	ees			South Regio	n by Net Clien	t Fees		
Private and Confidential	All TX	<500K	500K<1.5M	1.5M+	<200K	200<500K	500<750K	750K<1.5M	1.5<5M	5<10M	10M+
Number of Firms	131	30	35	47	72	89	50	87	102	32	18
Owner-Partner Programs											
Owner-Partner Programs in Place											
Formal partner in training program	6%	-	=	13%	2%	4%	-	3%	9%	23%	44%
Malpractice insurance policy	76%	54%	77%	89%	47%	63%	77%	83%	90%	97%	100%
Partner Compensation Formula includes	25%	-	13%	48%	2%	5%	11%	23%	50%	67%	94%
Practice continuation agreement with another firm	3%	-	6%	-	3%	5%	5%	3%	1%	3%	6%
Written and approved succession plan	11%	-	3%	24%	2%	7%	5%	10%	23%	17%	50%
Written firm partnership agreement	42%	-	16%	83%	2%	4%	18%	29%	76%	87%	88%
None of these	21%	46%	26%	2%	47%	33%	23%	17%	2%	-	-
Partner Agreement											
Last Update to Partner Agreement											
Less than a year ago	17%	-	4%	32%	4%	8%	5%	5%	25%	32%	31%
1 - 3 years ago	22%	_	12%	39%	2%	2%	3%	15%	33%	39%	38%
4 - 5 years ago	4%	_		9%	4%	-	8%	3%	15%	11%	19%
5 - 10 years ago	8%	_	8%	11%	-	3%	8%	14%	12%	4%	6%
More than 10 years ago	3%	_	4%	5%	-	-	11%	8%	7%	4%	6%
No agreement in place	46%	100%	73%	5%	90%	88%	66%	56%	9%	11%	
Partner Agreement Terms include											
Buy-out	43%	-	13%	80%	4%	9%	25%	27%	81%	69%	88%
Cap on maximum payments to retired partners	19%	-	4%	36%	2%	2%	-	5%	27%	48%	53%
Conduct	34%	-	9%	64%	7%	5%	11%	17%	62%	66%	88%
Death	53%	-	22%	96%	7%	9%	33%	39%	85%	90%	94%
Disability	52%	-	22%	93%	11%	7%	19%	29%	77%	86%	88%
Early withdraw	41%	-	13%	76%	2%	5%	11%	17%	68%	79%	88%
Managing capital accounts	18%	-	-	36%	2%	5%	11%	15%	34%	34%	41%
Mandatory retirement age	24%	-	4%	47%	-	-	-	3%	35%	69%	71%
Non-competition	39%	-	4%	73%	2%	4%	14%	12%	62%	76%	88%
Notification requirement prior to retirement	29%	-	4%	56%	2%	5%	8%	5%	44%	66%	76%
Retirement	32%	-	9%	60%	2%	5%	11%	11%	59%	76%	88%
No agreement in place	46%	100%	74%	7%	89%	88%	67%	58%	10%	10%	6%
Mandatory retirement age	66.0	_		67.0	l _	_	<u> </u>	_	66.0	65.0	65.0
internation y retirement age	00.0			07.0					00.0	03.0	03.0
Partner Compensation Formula includes											
Administrative duties	60%	-	53%	64%	32%	47%	43%	53%	58%	72%	93%
Billing realization and collections	76%	-	79%	79%	36%	69%	52%	64%	65%	84%	100%
Client billing volume	57%	-	53%	64%	41%	50%	52%	49%	68%	68%	87%
Compliance w/business plan	19%	-	16%	29%	5%	16%	26%	9%	14%	24%	60%
Interest on capital	26%	-	16%	39%	9%	19%	13%	20%	32%	36%	47%
New business from present clients	34%		26%	39%	9%	34%	22%	31%	26%	44%	73%
New clients	40%	-	37%	39%	27%	38%	26%	36%	37%	48%	80%
Niche/new service developed	21%	-	26%	21%	5%	19%	26%	11%	12%	32%	60%
Personal billable time	53%	-	58%	54%	23%	53%	48%	56%	46%	60%	87%
Post-retirement comp formula	7%	-	11%	4%	-	13%	4%	4%	14%	16%	13%
Training/mentoring	10%	-	11%	14%	-	16%	9%	7%	14%	32%	53%
Years of service	29%	_	26%	29%	9%	34%	26%	31%	23%	28%	40%