2019 KBA Economics & Law Office Management Survey

Thank you for your interest in participating in the KBA's Economics & Law Office Management Survey.

You can begin the survey and return to it as needed until complete and your answers will be saved. The survey will take 15-20 minutes. If you don't know the answer or do not have access to the information, please leave blank.

The survey will remain open until September 13. As an incentive the ABA Division for Bar Services staff will randomly select a participant to win a $500 American Express gift card. If you have questions, please contact KBA Executive Director Marsha Watson at 865-522-6522.

Thank you in advance for your time.

Demographics

DEMOGRAPHICS

What is your gender?

- Male
- Female
- Prefer not to answer
- Prefer to self-describe: 

What is your age?

- 35 years of age or younger
- 36-49 years of age
- 50-65 years of age
- Over 65 years of age

How many years have you been a practicing attorney?

- Less than one year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21-25 years
- 26-30 years
- Over 30 years
- Not currently practicing law

How many years have you been a member of the KBA?

- Less than five years
- 6-10 years
- 11-20 years
- 21-30 years
- Over 30 years

What is your racial/ethnic background? Please select all that apply.
Current position and practice setting

CURRENT POSITION AND PRACTICE SETTING

Which of the following BEST describes your current employment setting? Check one.

☐ Private practice of law
☐ Judiciary
☐ State government attorney
☐ Local government attorney
☐ Federal government attorney
☐ For-profit corporation or business (in-house counsel)
☐ For-profit corporation or business (non-legal)
☐ Legal aid/legal services
☐ Retired
☐ Currently unemployed
☐ Other: ____________________

Which best describes your employment status?

☐ Full-time
☐ Part-time
☐ Other: ____________________
Which BEST describes your current position in private practice?

☐ Solo practitioner
☐ Partner or shareholder in firm
☐ Associate
☐ Of counsel
☐ Other salaried employee
☐ Other

What is the size of your firm?

☐ Solo practice
☐ 2-5 attorneys
☐ 6-10 attorneys
☐ 11-15 attorneys
☐ 16-20 attorneys
☐ 21-25 attorneys
☐ 26-30 attorneys
☐ 31+ attorneys

YOUR LEGAL PRACTICE

YOUR LEGAL PRACTICE

In what County of Tennessee is your primary law practice or place of employment?

☐ Anderson
☐ Blount
☐ Claiborne
☐ Putnam
☐ Roane
☐ Sevier
How many hours per week do you typically devote to the legal profession? (include all hours devoted to practice of law - not just billable hours)

- Under 20 hours
- 20-29 hours
- 30-39 hours
- 40-49 hours
- 50-59 hours
- 60 hours or more
- Not applicable

About how many hours per week do you spend engaging in the following activities?

- Billable work
- Office administration
- Keeping current on non-billable legal work
- Other matters related to the practice of law
What level of impact do each of the following factors have on your ability to successfully practice law?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Major impact</th>
<th>Minor impact</th>
<th>No impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client expectations</td>
<td></td>
<td></td>
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<tr>
<td>Work-life balance</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Economy</td>
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<tr>
<td>Court operations</td>
<td></td>
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<td></td>
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<tr>
<td>Quality of the judiciary</td>
<td></td>
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<tr>
<td>New/advanced technology</td>
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<td></td>
<td></td>
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<tr>
<td>Increased competition</td>
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<tr>
<td>Image of lawyers</td>
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<td></td>
<td></td>
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<tr>
<td>Unauthorized practice of law</td>
<td></td>
<td></td>
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<tr>
<td>Pro se litigants</td>
<td></td>
<td></td>
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</tbody>
</table>

Compared to the past, how much of the following are you experiencing with clients?

<table>
<thead>
<tr>
<th>Category</th>
<th>Substantial increase</th>
<th>Slight increase</th>
<th>No change</th>
<th>Slight decrease</th>
<th>Substantial decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clients having a higher level of expectations</td>
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<tr>
<td>Clients seeking discounts</td>
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<tr>
<td>Clients seeking to pay bills over time</td>
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<tr>
<td>Clients paying bills later</td>
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</tbody>
</table>
Please rate your concern level about the following issues as they relate to your own life and career. Please rate on a scale of 1 to 5 where 1 = Not at all concerned and 5 = Very concerned.

<table>
<thead>
<tr>
<th>Issue</th>
<th>5 - Very concerned</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1 - Not at all concerned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keeping current in the practice of law</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Managing my practice</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Earning a living</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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</tr>
<tr>
<td>Keeping up with and using technology</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<td>○</td>
</tr>
<tr>
<td>Preparing for retirement</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Economics of practice issues</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Balancing work and personal issues</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Finding clients</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Billable hours</td>
<td>○</td>
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<td>○</td>
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<tr>
<td>Finding time for organizations and professional activities</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Diversity and inclusion in the profession</td>
<td>○</td>
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<tr>
<td>Attacks on the judiciary</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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</tr>
<tr>
<td>Getting law firm support for professional activities</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Stress management</td>
<td>○</td>
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<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

Would you pursue the legal profession as a career if you were making the decision again?

- ○ Yes
- ○ No
- ○ Not sure
What is the annual deductible for your professional liability insurance?

- $2,500 or less
- $5,000
- $10,000
- $15,000
- $25,000
- Over $25,000
- Does not apply to my employment setting
- Don't know
- Other:  

Where do you generally go when you need advice regarding a legal matter?
Check all that apply.

- Other lawyers in similar practice areas
- Partner/lawyer in your firm or legal office
- Former colleague(s)
- KBA website/resources
- Other bar association website/resources
- KBA Mentor for the Moment
- KBA areas of practice listings
- CLE presenter
- Social media
- Other: 

Please indicate whether you are satisfied or dissatisfied with each of the following aspects of your legal position.

<table>
<thead>
<tr>
<th>Satisfied</th>
<th>Dissatisfied</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Segment</th>
<th>Satisfied</th>
<th>Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relations with co-workers</td>
<td></td>
<td></td>
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<tr>
<td>Challenging responsibilities</td>
<td></td>
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<tr>
<td>General working conditions</td>
<td></td>
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<tr>
<td>Available technology</td>
<td></td>
<td></td>
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<tr>
<td>Job security</td>
<td></td>
<td></td>
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<tr>
<td>Respect/prestige</td>
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<tr>
<td>Hours</td>
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<tr>
<td>Attorney to support staff</td>
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<tr>
<td>Advancement opportunities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**How many hours per month do you typically spend on non-legal volunteer work?**

- [ ] None
- [ ] 1 to 5 hours
- [ ] 6 to 10 hours
- [ ] 11 to 15 hours
- [ ] More than 15 hours

**How many hours of pro bono legal work did you complete in 2018?**

[ ] Hours of pro bono legal work completed in 2018.

**Billing**

**HOURLY BILLING/BILLABLE HOURS**
Did you have billable hours in 2018?

- Yes
- No

Please indicate your estimated personal total billable hours for 2018.

- 1,000 hours or less
- 1,001-1,200 hours
- 1,201-1,400 hours
- 1,401-1,600 hours
- 1,601-1,800 hours
- 1,801-2,000 hours
- More than 2,000 hours

Do you charge on an hourly basis?

- Yes
- No

What is your average or standard hourly rate?

- $100 or less
- $101-$125
- $126-$150
- $151-$175
- $176-$200
- $201-$225
- $226-$250
- $251-$275
How has your standard hourly billing rate changed over the past two years?

- It has stayed the same
- It has increased
- It has decreased
- Not applicable

What changes do you expect to make to your standard hourly billing rate in 2020?

- It will stay the same
- It will increase
- It will decrease
- Undecided at the moment
- Not applicable

CLIENT BILLING AND FEES

Do you keep time records?

- Always
- Always, except in contingency or fixed fee cases
- Sometimes
What is the primary method for billing that is used in your law firm or legal office?

- Hourly rate
- Fixed or flat fee
- Contingency fee
- Non-refundable retainer plus a combination of methods
- Value-based fee
- Volume discount
- A combination of methods
- Not applicable to my employment setting
- Other: [ ]

Do you handle any contingency fee cases?

- Yes
- No

What percent of your cases are handled on a contingency-fee basis?

- Less than 25%
- 26%-50%
- 51%-75%
- More than 75%

How often does your firm or legal office use written fee agreements, retainer letters or fee contracts?
What do you regularly include in your billing statements to clients? Check all that apply.

☐ Itemized list of services performed
☐ Prior unpaid balance
☐ Hourly rates of lawyers
☐ Itemized list of disbursement
☐ Narrative summary of services
☐ Time spent by individual lawyers
☐ Total time spent by lawyers
☐ Legal assistant/paralegal charges
☐ Remaining trust account balance
☐ Don’t know
☐ Not applicable to my employment setting

Which of the following methods of payment does your law firm or legal office accept? Check all that apply.

☐ Checks
☐ Cash
☐ Wire transfer
☐ MasterCard
☐ Visa
☐ American Express
☐ Debit cards
FIRM PRACTICES

FIRM OR LEGAL OFFICE PRACTICES

Did your firm or legal office institute any of the following within the last year? Check all that apply.

☐ Adjustments of billing rates
☐ Delay of lawyer salary increases
☐ Use of contract lawyers
☐ Renegotiation of office leases
☐ Non-lawyer staff hiring freeze
☐ Outsource non-lawyer functions
☐ Elimination of lawyer bonuses
☐ Increase in partner capital contributions
☐ Lawyer layoffs
☐ Offshore non-lawyer functions
☐ New lawyer offers retracted
☐ Offshore legal work

Please indicate which of the following your firm or legal office currently has in place. Check all that apply.

☐ Hurricane/disaster preparedness plan
Does your firm or legal office have cyber liability insurance?

- Yes
- No
- Not sure

TECHNOLOGY

Where do you generally go for technology or cyber security (virus/phishing attacks) assistance? Check all that apply.

- Outside consultant or technology support group
- In-firm consultant (IT department)
- Self/own knowledge
- Friend or family member
- Internet/websites
- Other lawyers in office
- Local/voluntary bars
- Social media
- Other source(s): [ ]
In which of the following areas would you like the Knoxville Bar Association to provide technology-based programs or resources to assist attorneys in making their practices more effective, efficient or convenient? Check all that apply and add additional comments if desired.

- [ ] Basic technology/computer courses
- [ ] Software training
- [ ] Legal research
- [ ] Disaster recovery
- [ ] Cyber security
- [ ] Other:

Which practice management software applications do you primarily use?

- [ ] LexisNexis Time Matters
- [ ] Abacus Law
- [ ] Amicus Attorney
- [ ] Client Profiles
- [ ] Clio
- [ ] CosmoLex
- [ ] Houdini Esq
- [ ] MyCase
- [ ] Perfect Law
- [ ] PracticeMaster
- [ ] Practice Panther
- [ ] Prevail
- [ ] Rocket Matter
- [ ] TrialWorks
- [ ] Unknown
- [ ] I do not use a practice management program
Which document management system do you primarily use?

☐ Dropbox
☐ Google Drive
☐ Worldox
☐ iManage Work (WorkSite)
☐ Laserfiche
☐ Microsoft OneDrive
☐ ProDoc
☐ Amazon S3
☐ Box
☐ Citrus File Share
☐ NetDocuments
☐ Unknown
☐ I do not use a document management system
☐ Other: ___

Which of the following tools do you use for your online legal research needs? Check all that apply.

☐ Westlaw
☐ LexisNexis
☐ Fastcase
☐ Google Scholar
☐ Findlaw
☐ Lois Law
☐ Casemaker
☐ Casetext
☐ Ravel

Which smartphone platform do you use for work?

- Apple iOS (iPhone)
- Android (Samsung, Motorola, LG, HTC)
- Windows Phone
- I do not use a smartphone
- Other: 

Please indicate which of the following social networking/online communities in which you participate. Check all that apply.

- LinkedIn
- Facebook
- Instagram
- Twitter
- YouTube
- Pinterest
- I do not participate in any social networks or online communities
- Other: 

Budget/finances

BUDGET/FINANCES
Upon graduation from law school, please indicate approximately how much educational debt you had (college and law school combined).

- None
- $1 to $25,000
- $25,001 to $50,000
- $50,001 to $100,000
- $100,001 to $150,000
- $150,001 to $200,000
- Over $200,000

Based on your legal office or law firm’s gross receipts, please indicate the percentage attributable to each of the following expenses. If you do not know or have access to this information, please leave blank.

- % All lawyer compensation
- % Support staff compensation
- % All other expenses

Do you anticipate that your firm or legal office’s budget for each of the following will increase, decrease or remain the same in 2020?

<table>
<thead>
<tr>
<th></th>
<th>Increase</th>
<th>Decrease</th>
<th>Remain the same</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td></td>
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<tr>
<td>Website modifications</td>
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<tr>
<td>Social media</td>
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<tr>
<td>Online advertising</td>
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<tr>
<td>Travel</td>
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<tr>
<td>Continuing legal education</td>
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<tr>
<td>Direct mail</td>
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</tbody>
</table>
COMPENSATION AND BENEFITS

Please indicate the average annual salary levels (not including additional bonuses or compensation) for the following attorneys within your firm or legal office. If you do not know or have access to this information, please leave blank.

- $ □ Recent law school graduates with no experience
- $ □ Recent law school graduates with experience (internship, clerkship)
- $ □ Current attorneys with less than 3 years of experience
- $ □ Current attorneys with 3 to 5 years of experience
- $ □ Current attorneys with 6 to 8 years of experience
- $ □ Current attorneys with more than 8 years of experience
- $ □ Partner, shareholder or member

Please indicate the average annual salary levels (not including additional bonuses or compensation) for legal secretaries that are employed within your firm. If you do not know or have access to this information, please leave blank.
Which of the following benefits does your employer offer to attorneys? Check all that apply.

- [ ] Paid vacation
- [ ] Medical insurance
- [ ] Paid bar dues
- [ ] Paid registration for CLE courses
- [ ] Maternity leave
- [ ] Life insurance
- [ ] Dental insurance
- [ ] Remote access
- [ ] Telecommuting
- [ ] Annual bonuses
- [ ] Cell phone
- [ ] Laptop/tablets
- [ ] Flexible work schedule
- [ ] Disability compensation
- [ ] Paid parking
- [ ] Pension
- [ ] Paternity leave
- [ ] Profit sharing
- [ ] Reimbursed certification/recertification expenses
- [ ] Reimbursed bar exam costs
- [ ] Club/gym membership
- [ ] Relocation expenses
- [ ] College tuition
- [ ] Other:

What holidays does your law firm or legal office observe annually? Check all that apply.

- [ ] New Year’s Day
- [ ] Martin Luther King, Jr., Day
- [ ] President’s Day
- [ ] Memorial Day
- [ ] Independence Day
- [ ] Veterans’ Day
- [ ] Day before Thanksgiving
- [ ] Thanksgiving Day
- [ ] Day after Thanksgiving
- [ ] Christmas Eve
PARALEGALS/LEGAL ASSISTANTS

Does your law firm or legal office employ paralegals? (Defined as an employee working under your supervision who performs a task that otherwise you as the attorney would perform. NOTE: Not secretarial work.

○ Yes
○ No

Are any types of standards or certifications required by your firm or legal office for paralegals?

○ Yes
○ No
○ Unsure

What is the average or standard hourly rate billed for paralegals?

○ $60 or less
○ $61-$80
○ $81-$100
○ $101-$120
How many billable hours did paralegals average in your firm or legal office during 2018?

- $121-$140
- More than $140
- Unsure
- Not applicable

Please indicate the average annual salary levels (not including additional bonuses or compensation) for the following paralegals within your firm or legal office. If you do not know or have access to this information, please leave blank.

- New hires without experience
- Current paralegals with less than 5 years experience
- Current paralegals with 5-10 years experience
- Current paralegals with more than 10 years experience

KBA
KNOXVILLE BAR ASSOCIATION

Taking into account the array of public and professional services the KBA provides, how satisfied are you with the value you receive for your dues dollar?

- Very satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Very dissatisfied

How would you prefer to receive the KBA magazine DICTA in the future?

- I prefer the print format
- I prefer the electronic format
- I prefer to have access to both an electronic and a print format
- No preference

How did you use your KBA membership during the past year? Check all that apply.

- Committee or section participation
- Member discounts
- Classified listings
- Mentor for the Moment
- Law Practice Today Expo
- Live CLE courses
- CLE Season Pass
- Free Best Educated Bar Online Courses (without CLE credit)
- Online CLE courses
- Lawyer Referral Service panel member
How would you rate the KBA in its encouragement and accomplishment of diversity across all aspects of practice within the legal profession?

- Excellent
- Good
- Fair
- Poor
- No opinion

During a typical month, how many times do you visit the KBA's website?

- None
- Once
- Twice
- 3 to 4 times
- 5 to 10 times
- More than 10 times

Which features of the KBA website do you feel could be improved in the future? Check all that apply.

- Social events
- Judicial profiles
- Mediator profiles
- Legal advice clinics
- Legal history videos
- Attorneys' Directory
- Online Legal Marketplace
- Online searchable Attorneys' Directory
- Other: [ ]
Please rate the importance of the following considerations in your decision to attend CLE programming. Please rate on a scale of 1 to 5 where 1 = Not at all important and 5 = Very important.

<table>
<thead>
<tr>
<th>Consideration</th>
<th>5 - Very important</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1 - Not at all important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content</td>
<td></td>
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</tr>
<tr>
<td>Speakers</td>
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<tr>
<td>Location</td>
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<tr>
<td>Cost</td>
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<tr>
<td>Number of credits</td>
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<tr>
<td>Program format (lecture, panel, interactive discussion)</td>
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<tr>
<td>Meals provided</td>
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<tr>
<td>Interesting venue</td>
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</tbody>
</table>

Optional: All respondents are eligible to be entered into a raffle for a $500 American Express gift card. If you would like to be entered, please provide your name and email address below. Your name and email will not be associated with your responses, will not be distributed to the KBA and will remain confidential. If you prefer to not provide your name and email here, you may send an email with your name to joanne.oreilly@americanbar.org when you complete the survey to be entered in the raffle.

Name:
Thank you for your time in responding to the survey. Please click on the submit button below to submit your response.