SBM STATE BAR OF MICHIGAN

2023 ECONOMICS OF LAW REPORT

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2023 ECONOMICS OF LAW IN MICHIGAN

2023 ATTORNEY INCOME AND BILLING RATE SUMMARY REPORT

The survey was conducted in 2023 and requested 2022 income and 2022 billing rate information

The State Bar of Michigan Economics of Law Survey provides Michigan attorneys with a resource that allows access to the most current law practice economic information available. The survey results are provided as a service to members of the State Bar of Michigan. The survey has two primary objectives:

- To provide timely, relevant and accurate information to inform and guide the practical management decisions of Michigan Attorneys
- To track and illustrate changes and trends within the legal profession

The survey monitors and reports on several points of information useful to attorneys:

- Attorney income
- Prevailing average hourly billing rates by several indicators including fields of practice, judicial circuit, and geographic location
- Time allocated to billable and non-billable professional activities
- Management practices
- Perceptions regarding current and future economic circumstances related to the practice of law
- Additional questions were added to the 2023 survey to gather information about the impact of the pandemic

The key finding report contains information pertaining to attorney income and billing rates. It is produced as an early and separate report to provide attorneys with this target information as quickly as possible, as it is the most requested information from all attorneys. All other information will be contained in the full 2023 Economics of Law Practice Desktop Reference Report that will follow.

METHODS AND MEASURES

The 2023 Economics of Law Practice Survey was conducted in 2023. In 2023 45.0% of active members identified as private practitioners and 55.0% identified as non-private practitioners. Surveys were emailed to 41,065 active members. Based on the proportions of both groups of active members an electronic survey was emailed to approximately 18,479 private practitioners and 22,586 non-private practice members of the State Bar of Michigan, inviting their participation.18,292 members opened the survey. A total of 3,819 individuals completed the survey for an overall response rate of 20.9% of members who viewed the survey request. However, the response rate for private practitioners is significantly higher than for non-private practitioners.

Questionnaires were tabulated by Dr. James McComb, an independent consultant statistician. The economic data provides measures of central tendency and spread.

To help interpret the information presented in the surveys the following is a brief description of statistical terms of measures of central tendency (median and mean) and measures of dispersion (spread).

MEAN—The mean (also called the average) is calculated by adding the values of all responses then dividing by the number of responses. Example: Three responses (30, 1, 2) are reported. The average or mean is calculated by adding 30+1+2=33 and then by dividing by 3=11.

MEDIAN—The median is the middle value in a series or distribution of values (50th percentile, which is initially rank-ordered (from low to high or vice versa). By definition half of the numbers are greater and half are less than the median. Example: Three responses (30, 1, 2) are reported. The median is the middle number of the order of distribution (1, 2, 30), or 2. By comparison, the average of this distribution as shown above is 11. Use of the median as a statistical metric of central tendency reduces the effects of 'outliers' (extremely high or low values, such as the data point of 30 in the previous example) while the average does not. Median values are utilized throughout the survey results to denote the measure of central tendency.

PERCENTILES—In addition to the median, four other percentile values are used in the survey results to reveal the spread of a particular data distribution. The percentiles include:

• 25th percentile—Also referred to as the "lower quartile." One-fourth of the values are less and three-fourths are more than this value.

- Median or 50th percentile—Half of the values are less and half are more than the "median" value.
- 75th percentile—Also referred to as the "upper quartile." Three-fourths of the values are less and one-fourth are more than this value.
- 95th percentile—Ninety-five percent of the values are less and five percent of the values are more than this value.

NOTE OF CLARIFICATION— Extreme values were excluded due to their unrepresentative qualities. Thirty-five cases where private practitioners reported gross income over \$2,000,000 and two cases where non-private practitioners reported over \$2,000,000 were not included in the financial distributions because they were not typical of the population and skewed the distributions. Two cases in the private practitioner group were excluded for reporting hourly billing rates over \$5,000 (\$32,500 and \$48,333 respectively). All cases were included in the remainder of the analysis.

Comparison of Active Michigan Members and Survey Respondents

	Total Members	Percent	Survey Respondents	Percent
Private	16,610	47.5	2,702	69.5
Non-Private	18,391	52.5	1,183	30.5
Total	35,001	100.0	3,885	100.0

Private Practitioners were more likely to respond to the survey than non-Private Practitioners; It is likely they are more interested in survey results.

Active Michigan Residents in Private Practice and Private Practice Survey Respondents by Geographic Region

	Private	Percent	Survey Respondents	Percent
Southeast Michigan	10,783	64.9	1,316	57.5
Remainder of Michigan	5,827	35.1	971	42.5
Total	16,610	100.0	2,287	100.0

Southeast Michigan Includes Wayne, Oakland, Macomb, Washtenaw and Livingston Counties. Out of state respondents are not included.

Michigan Residents in Non-Private Practice and Non-Private Practice Survey Respondents by Geographic Region

	Non Private	Percent	Survey Respondents	Percent
Southeast Michigan	11,263	61.2	514	43.9
Remainder of Michigan	7,128	38.8	656	56.1
Total	18,391	100.0	1,170	100.0

Southeast Michigan Includes Wayne, Oakland, Macomb, Washtenaw and Livingston Counties. Out of state respondents are not included.

Active Michigan Residents in Private Practice and Private Practice Survey Respondents by Gender

	Private	Percent	Survey Respondents	Percent
Male	11,901	55.9	1 <i>74</i> 1	65.3
Female	4,693	44.1	847	31.8
Other	Not collected	0	79	3.0
Total	16,594	100.0	2,667	100.0

Active Michigan Residents in Non-Private Practice and Private Practice Survey Respondents by Gender

			, ,	
	Non Private	Percent	Survey Respondents	Percent
Male	10,253	55.9	568	49.8
Female	8,081	44.1	564	49.5
Other	Not collected	0	8	0.7
Total	18,344	100.0	1,140	100.0

CHARACTERISTICS OF THE RESPONDENTS

Practice Classification for Private Practitioners Responding to the Survey

	Number	Percent
Sole Practitioner, office outside of home	414	17.6
Sole Practitioner, working out of home office	335	14.3
Sole Practitioner, sharing space	105	4.5
Managing Partner	184	7.8
Equity Partner/Shareholder	484	20.6
Non-Equity Partner	198	8.4
Of Counsel	76	3.2
Senior Associate	125	5.3
Associate	314	13.4
Arbitrator/Mediator	13	.6
Assigned Counsel	6	.3
Other	96	4.1
Total	2,350	100.0

Practice Classification for Non-Private Practitioners Responding to the Survey

	Number	Percent
Academia	44	3.7
Federal Government	<i>7</i> 1	6.0
Governmental Relations	5	.4
In-House Counsel	252	21.3
Judge	70	5.9
Law School	6	.5
Legal Service Agency	81	6.9
Local Government	144	12.2
Military	4	.3
Non-Law Related	28	2.4
Non-Profit Org	58	4.9
Other Judiciary	63	5.3
Retired	56	4.7
State Government	1 <i>7</i> 0	14.4
Other (please specify)	130	11.0
Total	1,182	100.0

Private Practitioners and Non-Private Practitioners by full- or part- time Work Status and Gender

	Private Number	Private	Non-Private Number	Non-Private Percent
Female, working part time	1 <i>7</i> 1	6.4	35	3.1
Female, working full time	676	25.3	529	46.4
Male, working part time	386	14.5	51	4.5
Male, working full time	1355	50.8	51 <i>7</i>	45.4
Other, working part time	55	2.1	0	0.0
Other, working full time	24	.9	8	0.7
Total	2,667	100.0	1,140	100.0

Survey Respondents in Private Practice by Years in Practice

	•		
	Number	Percent	
1 to 2	83	3.5	
3 to 5	142	5.9	
6 to 10	251	10.4	
11 to 15	276	11.5	
16 to 25	456	19.0	
26 to 30	241	10.0	
31 to 35	208	8.7	
>35	745	31.0	
Total	2,402	100.0	

Survey Respondents in Private Practice by Office Size

	Number	Percent
1	744	32.1
2	240	10.4
3	176	7.6
4 to 6	259	11.2
7 to 10	193	8.3
11 to 20	206	8.9
21 to 50	247	10.7
Over 50	251	10.8
Total	2,316	100.0

Law School Attended, Private Practitioners

	Number	Percent
Ave Maria School of Law	9	.3
MSU/DCL	400	16.5
Western Michigan University Thomas M. Cooley Law School	423	17.5
University of Detroit Mercy School of Law	316	13.1
University of Michigan Law School	247	10.2
Wayne State Law School	481	19.9
Other Law School	541	22.4
Total	2,417	100.0

Law School Attended, Non-Private Practitioners

	Number	Percent
Ave Maria School of Law	6	.5
MSU/DCL	229	19.6
Western Michigan University Thomas M. Cooley Law School	234	20.1
University of Detroit Mercy School of Law	128	11.0
University of Michigan Law School	92	7.9
Wayne State University Law School	217	18.6
Other law school	261	22.4
Total	1,167	100.0

BILLING RATES FOR PRACTITIONERS

2023 Attorney Hourly Billing Rates by Years in Practice

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
1 to 2	73	200	250	251	300	350
3 to 5	129	228	275	300	340	530
6 to 10	237	250	300	322	385	585
11 to 15	253	250	305	330	395	575
16 to 25	424	250	315	337	425	600
26 to 30	228	275	350	375	450	635
31 to 35	195	260	342	369	450	645
>35	652	250	300	339	400	650
Total	2,191	250	300	337	400	620

Excludes missing values and cases reporting over 67 years in the bar and hourly rates over 5000

2023 Attorney Hourly Billing by Primary Office Location

2023 Anothey Hoorly bining by Frinary Office Location								
	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile		
Ann Arbor area	114	275	325	358	438	640		
Battle Creek area	13	53	220	191	275	300		
Bay City/Saginaw/Midland area	30	175	250	244	300	405		
Detroit, not Downtown	34	208	263	306	400	575		
Downtown Detroit and New Center area	132	293	448	454	593	760		
Flint area	61	228	260	286	300	450		
Grand Rapids area	274	275	350	368	450	625		
Jackson area	24	204	250	252	300	400		
Kalamazoo area	69	250	317	332	415	600		
Kent County (outside of Grand Rapids area)	6	200	250	268	395	400		
Lansing area	120	250	300	333	375	667		
Livingston County	34	200	259	249	300	345		
Macomb County (outside of Mt. Clemens area)	73	250	300	320	350	510		
Mid-Michigan area (outside of Lansing area)	23	247	275	269	315	350		
Mount Clemens area	32	250	300	307	338	550		
Muskegon area	32	195	250	235	300	380		
Northern Michigan, Lower Peninsula	55	200	250	274	300	450		
Oakland County, north of M-59	56	250	300	318	379	500		
Oakland County, south of M-59	545	267	325	354	425	600		
Other metro areas	9	1 <i>7</i> 5	250	217	250	300		
Out state, Lower Peninsula	11	200	225	242	300	400		
Southeast Michigan	45	215	262	277	337	450		
Southfield	78	250	317	339	400	600		
Traverse City area	42	225	279	284	350	450		
Upper Peninsula	29	200	250	242	275	350		
Wayne County (outside of Detroit)	101	240	283	295	350	425		
Western Michigan	45	275	300	323	370	565		
Out of State	126	275	366	395	492	700		
Total	2,213	250	300	338	400	620		

Attorney Hourly Billing Rates by Field of Practice

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	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
Administrative Law	52	250	348	359	468	700
Appellate Law	107	250	350	356	435	625
Arbitration/Mediation	84	283	350	357	400	600
Auto (not lemon) Law	30	235	363	381	495	850
Auto no fault	94	175	225	307	450	650
Bankruptcy, Creditor	47	250	320	336	390	610
Bankruptcy, Debtor	53	250	300	311	400	540
Business/Commercial Litigation	312	300	373	392	450	660
Civil Litigation	408	250	325	351	425	625
Civil Rights	54	250	350	381	450	710
Collections, creditor	48	250	295	288	333	450
Collections, debtor	8	60	200	208	350	400
Condemnation law	8	173	400	333	460	550
Construction law	59	250	325	323	405	540
Consumer law (including lemon law)	27	235	330	330	450	600
Contracts	141	250	325	348	450	600
Corporate and business	318	300	350	380	440	675
Criminal (misdemeanor)	127	200	250	259	300	400
Criminal (felony)	144	250	300	316	400	500
Drivers License Revocation Restoration	20	250	250	275	325	400
Elder Law	73	250	300	304	350	425
Election Law	8	275	375	355	450	585
Employment law (plaintiff)	59	300	400	412	475	650
Employment law (defense)	65	250	325	354	435	580
Entertainment Law	7	200	300	256	350	400
Environmental law	18	300	413	409	490	650
Family law	386	250	300	299	350	450
Foreclosure, debtor	3	40	285	208	300	300
Foreclosure, lender	10	225	275	304	350	550
General Civil	75	225	275	295	350	595
Health & Hospital law	38	350	415	429	525	665
Immigration law	43	200	295	300	350	600
Indian Law	11	75	250	271	400	630
Insurance law (plaintiff)	45	350	450	447	550	700
Insurance law (defense)	99	160	185	201	210	310
Intellectual property	78	335	400	419	480	700
Labor and Employment	80	250	350	364	475	645
Landlord/tenant (commercial)	20	223	250	265	330	388
Landlord/tenant (residential)	59	175	250	228	275	350
Libel, slander and defamation	1	450	450	450	450	450
Marijuana Law	13	275	350	365	420	630
Medical malpractice (plaintiff)	15	350	600	635	900	1,200

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
Medical malpractice (defendant)	18	185	203	249	250	650
Municipal Law	93	165	200	217	250	380
Veterans and Military Law	3	50	240	180	250	250
Other Civil law	66	250	300	327	400	650
Other Professional Liability	21	225	250	295	350	500
Personal Injury (defendant)	60	173	195	217	225	425
Personal Injury (plaintiff)	96	298	400	425	500	900
Probate litigation	122	275	300	324	385	525
Guardianship & conservatorship	98	250	285	284	350	425
Probate, trust administration	267	250	300	31 <i>7</i>	350	500
Probate estate planning, wills, and trusts	484	250	300	308	350	490
Product liability	13	250	280	275	400	500
Property Damage	6	165	283	305	500	550
Public benefits	7	45	300	269	450	500
Real Estate	366	250	300	318	370	510
Schools and Education	20	260	290	325	375	585
Securities Law	14	350	375	466	600	1065
Tax Law	73	300	400	419	525	700
Workers' Compensation (employee)	13	250	350	365	400	800
Workers' Compensation (employer)	10	135	145	145	150	185
Total	5,197	250	300	330	400	600

Attorney Hourly Billing Rates by County

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
Alcona	2	168	186	186	205	205
Alger	6	183	267	229	300	300
Allegan	55	250	300	316	370	525
Alpena	10	60	184	160	250	300
Antrim	24	200	250	253	321	400
Arenac	5	48	145	107	158	158
Baraga	6	53	204	188	300	325
Barry	13	250	350	321	385	490
Bay	32	156	247	247	300	585
Benzie	14	113	21 <i>7</i>	220	295	450
Berrien	34	215	300	297	365	550
Branch	9	195	292	220	295	310
Calhoun	37	225	295	302	350	525
Cass	21	200	267	258	310	365
Charlevoix	19	217	280	262	31 <i>7</i>	425
Cheboygan	9	250	283	280	325	367
Chippewa	7	107	200	184	245	275
Clare	13	267	300	285	315	350

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
Clinton	53	250	300	301	330	450
Crawford	6	145	241	238	350	400
Delta	6	150	167	181	250	300
Dickinson	7	150	200	200	285	350
Eaton	71	250	300	303	350	500
Emmet	20	208	282	273	321	450
Genesee	109	228	275	292	300	530
Gladwin	5	233	250	257	300	325
Gogebic	1	267	267	267	267	267
Grand Traverse	47	213	275	294	350	450
Gratiot	12	275	300	285	318	425
Hillsdale	11	200	250	253	300	335
Houghton	9	250	267	267	300	350
Huron	5	200	250	242	275	337
Ingham	151	250	300	334	383	640
lonia	11	258	280	295	375	450
losco	2	158	182	182	205	205
Iron	5	47	150	122	180	200
Isabella	21	250	300	278	315	400
Jackson	38	225	250	265	300	440
Kalamazoo	112	250	350	366	450	600
Kalkaska	2	183	204	204	225	225
Kent	338	285	364	374	450	620
Keweenaw	3	57	275	211	300	300
Lake	5	47	180	161	225	308
Lapeer	33	228	250	293	350	585
Leelanau	25	250	300	323	395	463
Lenawee	26	180	250	241	300	350
Livingston	83	250	295	305	350	425
Luce	3	107	200	196	280	280
Mackinac	4	75	178	169	263	275
Macomb	540	250	300	327	393	550
Manistee	10	295	308	401	333	1167
Marquette	16	205	263	261	310	350
Mason	10	207	267	246	308	325
Mecosta	2	158	229	229	300	300
Menominee	3	200	200	233	300	300
Midland	10	267	296	314	350	585
Missaukee	5	47	150	178	300	350
Monroe	29	207	260	265	300	450
Montcalm	9	200	300	307	375	497
Montmorency	5	47	50	128	250	250

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
Muskegon	59	213	280	273	325	440
Newaygo	13	183	300	254	325	440
Oakland	1045	250	325	356	425	637
Oceana	11	200	225	246	308	385
Ogemaw	3	158	267	235	280	280
Osceola	5	300	300	297	350	350
Oscoda	2	52	201	201	350	350
Otsego	10	200	238	229	250	270
Ottawa	162	285	340	355	415	595
Presque Isle	2	228	239	239	250	250
Roscommon	6	57	258	221	300	400
Saginaw	45	200	250	279	310	585
Sanilac	11	150	200	192	233	275
Schoolcraft	3	45	183	143	200	200
Shiawassee	20	238	256	307	325	625
St. Clair	32	208	278	286	325	550
St. Joseph	9	200	290	242	295	310
Tuscola	12	164	200	210	263	308
Van Buren	33	250	300	301	375	565
Washtenaw	223	250	325	342	420	600
Wayne	972	250	330	357	425	650
Wexford	11	183	208	256	350	363
Statewide Practice	39	300	350	396	485	<i>7</i> 10
Out of state practice	130	300	400	410	500	737
Total	5,037	250	300	334	400	600

Attorney Hourly Billing Rates by Circuit

Circuit/County(s	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
1 Hillsdale	11	200	250	253	300	335
2 Berrien	34	215	300	297	365	550
3 Wayne	972	250	330	357	425	650
4 Jackson	38	225	250	265	300	440
5 Barry	13	250	350	321	385	490
6 Oakland	1045	250	325	356	425	637
7 Genesee	109	228	275	292	300	530
8 Ionia, Montcalm	20	229	290	300	375	473
9 Kalamazoo	112	250	350	366	450	600
10 Saginaw	45	200	250	279	310	585
11 Alger, Luce, Mackinac, Schoolcraft	16	107	200	192	271	300
12 Baraga, Houghton, Keweenaw	18	180	263	231	300	350
13 Antrim, Grand Traverse, Leelanau	96	221	275	291	350	450

Circuit/County(s	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
14 Muskegon	59	213	280	273	325	440
15 Branch	9	195	292	220	295	310
16 Macomb	540	250	300	327	393	550
17 Kent	338	285	364	374	450	620
18 Bay	32	156	247	247	300	585
19 Benzie, Manistee	24	200	285	295	321	500
20 Ottawa	162	285	340	355	415	595
21 Isabella	21	250	300	278	315	400
22 Washtenaw	223	250	325	342	420	600
23 Alcona, Arenac, Iosco, Oscoda	21	158	200	189	250	270
24 Sanilac	11	150	200	192	233	275
25 Marquette	16	205	263	261	310	350
26 Alpena, Montmorency	15	48	168	149	250	300
27 Newaygo, Oceana	24	192	268	251	312	385
28 Missaukee, Wexford	16	163	204	232	343	363
29 Clinton, Gratiot	65	250	300	298	330	450
30 Ingham	151	250	300	334	383	640
31 St. Clair	32	208	278	286	325	550
32 Gogebic, Ontonagon	1	267	267	267	267	267
33 Charlevoix	19	217	280	262	317	425
34 Ogemaw, Roscommon	9	158	267	225	280	400
35 Shiawassee	20	238	256	307	325	625
36 Van Buren	33	250	300	301	375	565
37 Calhoun	37	225	295	302	350	525
38 Monroe	29	207	260	265	300	450
39 Lenawee	26	180	250	241	300	350
40 Lapeer	33	228	250	293	350	585
41 Dickinson, Iron, Menominee	15	150	200	181	200	350
42 Midland	10	267	296	314	350	585
43 Cass	21	200	267	258	310	365
44 Livingston	83	250	295	305	350	425
45 St. Joseph	9	200	290	242	295	310
46 Crawford, Kalkaska, Otsego	8	163	204	230	325	400
47 Delta	6	150	167	181	250	300
48 Allegan	55	250	300	316	370	525
49 Mecosta, Osceola	7	183	300	277	350	350
50 Chippewa	7	107	200	184	245	275
51 Lake, Mason	15	155	225	218	308	325
52 Huron	5	200	250	242	275	33 <i>7</i>
53 Cheboygan, Presque Isle	11	228	280	273	325	367
54 Tuscola	12	164	200	210	263	308
55 Clare, Gladwin	18	233	300	277	315	350

Circuit/County(s	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
56 Eaton	<i>7</i> 1	250	300	303	350	500
57 Emmet	20	208	282	273	321	450
84 Statewide Practice	39	300	350	396	485	710
85 Out Of State Practice	130	300	400	410	500	737
Total	5,037	250	300	334	400	600

ATTORNEY INCOME 2022

This section summarizes attorney gross income from the practice of law for the calendar year 2022. Information is displayed by practice category or classification, income group, gender and work status, field of law and firm size.

2022 Reported Attorney Gross Income - Private Practice

	Number	25th Percentile	Median	Mean	75th Percentile	95th Percentile
Sole Practitioner, office outside of home	384	97,350	165,000	232,312	279,500	750,000
Sole Practitioner, working out of home office	281	13,500	45,000	79,425	103,000	275,000
Sole Practitioner, sharing space	72	72,500	1 <i>7</i> 2,126	198,243	245,000	500,000
Managing Partner	157	190,000	300,000	432,291	510,000	1,300,000
Equity Partner/Shareholder	425	200,000	350,000	449,440	600,000	1,200,000
Non-Equity Partner	172	160,000	225,000	282,591	31 <i>7,</i> 500	<i>75</i> 0,000
Of Counsel	69	35,000	150,000	184,897	260,000	700,000
Senior Associate	111	118,000	145,000	182,585	200,000	589,733
Associate	269	75,000	100,000	130,346	150,000	305,000
Arbitrator/Mediator	12	27,500	65,000	92,360	116,059	360,000
Assigned Counsel	6	87,000	93,000	133,833	130,000	350,000
Other	81	7,000	78,000	148,734	180,000	520,000
Total	2,039	85,000	165,000	252,738	300,000	780,000

Excludes 35 cases reporting over 2,000,000 in income and 628 cases where either or both occupation and income were not reported

2022 Reported Attorney Gross Income - Non-Private Practice

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
Other (please specify)	119	80,000	100,006	126,148	132,500	329,000
Academia	41	77,000	110,000	128,029	150,000	275,000
Federal Government	66	121,000	148,982	168,577	175,000	195,000
Governmental Relations	5	87,000	124,000	118,400	150,000	160,000
In-House Counsel	244	120,500	165,000	200,279	230,000	400,000
Judge	67	155,000	160,000	153,246	168,000	187,400
Law School	5	62,000	70,000	84,300	108,000	120,000
Legal Service Agency	80	64,474	75,000	<i>7</i> 9,363	86,685	153,000
Local Government	140	75,000	94,799	96,850	119,500	153,000
Military	4	147,500	159,000	161 <i>,75</i> 0	176,000	184,000
Non-Law Related	24	79,000	112,500	178,208	198,000	500,000
Non-Profit Org	56	62,500	78,500	101,031	115,500	275,000
Other Judiciary	61	79,000	95,000	99,356	116,000	143,000
State Government	165	90,000	115,000	113,268	138,000	167,426
Total	1,077	82,500	115,000	136,282	160,000	290,000

Excludes one case with income over 2 million, 64 cases without income data and cases without occupational area specified. Excludes retired.

Reported Attorney Gross Income by Gender and Full- or Part-Time Status - Private Practice

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
Female, working part time	107	25,000	50,000	120,973	118,000	410,000
Female, working full time	530	95,000	150,000	209,558	261,000	550,000
Male, working part time	274	17,000	51,500	108,236	145,000	335,000
Male, working full time	1,156	135,000	225,000	323,772	401,000	950,000
Other, working part time	2	120,000	138,953	138,953	157,905	1 <i>57</i> ,905
Other, working full time	8	105,000	167,500	219,375	287,500	600,000
Total	2,077	89,000	170,000	255,166	305,000	780,000

Reported Attorney Gross Income by Gender and Full- or Part-Time Status - Non-Private Practice

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
Female, working full time	511	79,000	108,530	119,901	145,000	200,000
Female, working part time	21	25,000	40,000	<i>7</i> 0,810	107,000	200,000
Male, working full time	499	95,000	132,000	159,673	170,000	351,918
Male, working part time	35	10,000	63,000	91,273	95,000	300,000
Other, working full time	7	54,161	73,000	70,166	88,000	96,000
Total	1,073	82,000	115,000	136,178	160,000	290,000

Total 2022 Gross Income from Legal Work by Primary Field of Law - Private Practitioners

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	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
Administrative Law	23	50,000	145,000	190,631	290,000	574,000
Appellate Law	38	88,000	160,000	217,499	215,000	750,000
Arbitration/Mediation	33	25,000	80,000	99,969	157,000	250,000
Auto (not lemon) Law	14	120,000	147,500	355,071	410,000	2,000,000
Auto no fault	65	105,000	156,000	260,093	375,000	750,000
Bankruptcy, Creditor	18	100,000	237,500	335,306	400,000	1,953,000
Bankruptcy, Debtor	27	68,000	150,000	229,033	300,000	1,000,000
Business/Commercial Litigation	136	145,000	277,500	379,147	510,000	1,100,000
Civil Litigation	128	92,500	163,000	234,759	287,500	675,000
Civil Rights	18	125,000	192,825	251,278	225,000	1,600,000
Collections, creditor	21	55,000	145,000	167,354	300,000	350,000
Collections, debtor	3	80,000	142,000	190,667	350,000	350,000
Condemnation law	6	90,000	220,000	205,333	300,000	325,000
Construction law	21	105,000	156,000	259,724	350,000	750,000
Consumer law (including lemon law)	16	59,688	168,000	181,529	262,500	500,000
Contracts	28	63,500	109,372	217,872	272,500	800,000
Corporate and business	110	131,000	212,500	250,722	350,000	650,000
Criminal (misdemeanor)	46	30,000	72,500	85,591	120,000	250,000
Criminal (felony)	76	75,000	131,000	213,868	277,500	850,000
Elder Law	29	60,000	144,586	329,146	450,000	1,300,000
Election Law	3	120,000	200,000	330,000	670,000	670,000
Employment law (plaintiff)	28	100,750	200,000	297,435	444,000	700,000
Employment law (defense)	26	148,000	205,000	290,562	322,000	740,000
Environmental law	6	76,000	260,000	586,833	1,100,000	1,800,000
Family law	247	85,000	150,000	212,946	270,000	589,733
General Civil	14	12,000	120,000	251,398	350,000	1,400,000
Health & Hospital law	23	170,000	327,972	320,651	450,000	650,000
Immigration law	22	65,000	154,000	247,708	377,000	790,000
Indian Law	6	35,000	68,500	68,667	95,000	120,000
Insurance law (plaintiff)	22	110,000	272,423	447,561	600,000	1,800,000
Insurance law (defense)	40	108,423	172,500	240,598	297,500	680,000
Intellectual property	58	150,000	240,000	313,696	400,000	700,000
Labor and Employment	42	90,000	205,000	298,155	391,000	800,000
Landlord/tenant (residential)	12	66,000	110,000	186,292	264,500	550,000
Marijuana Law	9	75,000	150,000	396,466	530,190	1,739,000
Medical malpractice (plaintiff)	9	60,000	200,000	590,833	950,000	2,000,000
Medical malpractice (defendant)	14	117,000	177,500	216,786	300,000	600,000
Municipal Law	40	66,000	150,000	229,917	229,215	950,000
Veterans and Military Law	3	60,000	161,141	161,380	263,000	263,000
Other Civil law	25	52,000	96,000	174,147	185,000	475,000
Other Professional Liability	6	95,000	148,000	151,000	175,000	305,000
Personal Injury (defendant)	21	123,500	150,000	281,351	588,000	600,000

Total 2022 Gross Income from Legal Work by Primary Field of Law - Private Practitioners (Continued)

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
Personal Injury (plaintiff)	56	195,000	300,000	493,784	775,000	1,500,000
Probate litigation	42	135,000	244,900	267,579	300,000	650,000
Guardianship & conservatorship	17	35,000	100,000	158,941	150,000	1,100,000
Probate, trust administration	44	49,000	127,500	199,714	260,000	650,000
Probate estate planning, wills, and trusts	235	68,000	160,000	204,546	261,000	650,000
Product liability	4	127,192	1 <i>7</i> 6,000	183,096	239,000	300,000
Real Estate	119	90,000	165,000	277,568	355,000	812,000
Schools and Education	6	100,000	199,500	224,000	270,000	485,000
Securities Law	3	140,000	266,000	635,333	1,500,000	1,500,000
Tax Law	27	80,000	1 <i>57</i> ,000	260,056	405,000	800,000
Workers' Compensation (employee)	16	70,000	240,000	361,688	487,500	1,300,000
Workers' Compensation (employer)	7	89,000	235,000	312,632	435,000	950,000
Total	2,116	85,250	170,000	255,229	302,450	790,000

Full and Part-Time Private Practitioners by 2022 Gross Income and Years in Private Practice

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
1 to 2	<i>7</i> 1	45,000	<i>7</i> 5,000	84,027	103,000	165,000
3 to 5	116	68,500	100,000	134,938	155,500	374,209
6 to 10	222	95,000	150,000	193,141	227,500	589,733
11 to 15	244	105,000	172,500	238,992	305,500	670,000
16 to 25	410	120,000	206,500	289,439	350,000	800,000
26 to 30	225	150,000	258,000	356,610	450,000	1,000,000
31 to 35	1 <i>7</i> 9	105,000	200,000	344,859	450,000	1,300,000
36 plus	648	50,000	150,000	231,663	300,000	800,000
Total	2,115	85,000	165,000	252,277	300,000	773,120

Full-Time Private Practitioners by 2022 Gross Income and Years in Private Practice

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
1 to 2	67	50,000	75,000	84,682	100,000	150,000
3 to 5	109	75,000	100,000	132,773	1 <i>57</i> ,000	350,000
6 to 10	209	99,500	150,000	195,500	230,000	589,733
11 to 15	216	120,000	185,500	253,854	332,000	675,000
16 to 25	358	146,000	230,000	316,087	372,000	850,000
26 to 30	202	160,000	280,000	378,227	475,000	1,000,000
31 to 35	150	1 <i>57</i> ,000	243,500	381,289	490,000	1,300,000
36 plus	376	130,500	230,000	329,571	400,000	950,000
Total	1,687	115,000	200,000	288,388	350,000	815,000

Part-Time Private Practitioners by 2022 Gross Income and Years in Private Practice

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
1 to 2	4	3,600	63,600	73,050	142,500	165,000
3 to 5	7	39,501	60,000	168,643	151,000	741,000
6 to 10	13	10,000	40,000	155,231	100,000	1,150,000
11 to 15	28	12,500	37,500	124,339	140,000	657,000
16 to 25	52	26,330	70,000	105,978	145,000	341,931
26 to 30	23	30,000	60,000	166,759	223,850	679,000
31 to 35	29	8,000	52,000	156,425	125,000	700,000
36 plus	272	12,000	45,000	96,320	125,000	320,000
Total	428	15,000	48,999	109,939	132,500	375,000

Full-Time Attorney Income by Firm Size, Private Practitioners

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
1 or fewer	439	80,000	150,000	203,353	260,000	550,000
2	183	106,000	200,000	297,823	362,328	950,000
3	136	113,750	208,000	319,589	400,000	1,052,000
4-6	203	100,000	175,000	285,186	315,000	850,000
6-10	156	126,000	200,000	290,965	343,500	936,000
11-20	168	124,500	220,000	293,697	363,750	750,000
21-50	199	150,000	255,000	342,057	425,000	850,000
Over 50	186	156,000	278,000	389,068	525,000	983,000
Total	1,670	115,000	200,000	287,604	350,000	815,000

Part-Time Attorney Income by Firm Size, Private Practitioners

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
1 or fewer	250	8,600	30,000	59,239	90,000	200,000
2	36	42,499	100,000	208,047	245,000	850,000
3	21	30,000	80,000	111,000	156,000	350,000
4-6	26	41,000	94,000	281,620	378,618	1,040,000
6-10	1 <i>7</i>	75,000	175,000	169,332	225,000	350,000
11-20	14	35,000	135,000	166,448	200,000	741,000
21-50	20	30,000	112,500	198 <i>,75</i> 0	175,000	914,500
Over 50	20	80,000	187,500	243,200	310,000	728,500
Total	404	15,000	50,000	113,863	145,000	378,618

LAW PRACTICE MANAGEMENT

This section addresses a variety of practice manage issues. Topics include hours worked in the average work week, uncollectable fees, and service charge policies.

Hours Worked per Week, Full- and Part-Time Private Practitioners

	Valid N	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
Full-time	1,883	40	45	46	50	60
Part-time	454	10	20	20	30	50
Total	2,337	35	45	41	50	60

Individuals with reporting over 80 hours were excluded

Hours Worked Per Week on Non-Billable Activities, Full- and Part-Time Private Practitioners

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
Full-time	1,818	5	10	10	15	25
Part-time	436	1	3	5	8	15
Total	2,254	5	10	9	12	25

Individuals with reporting over 80 Hours were excluded

Hours Worked per Week, Full and Part-Time Non-Private Practitioners

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
Full-time	1040	40	45	45	50	60
Part-time	81	2	12	14	20	35
Total	1121	40	42	43	50	60

Individuals reporting over Hours were excluded

UNCOLLECTABLE FEES AND SERVICE CHARGE POLICIES

Percent of Fees that are Uncollectable - Private Practitioners

	Less than 3%	4-9%	10-15%	More than 15%	Total
Number	1,496	594	337	140	2,567
Percent	58.3%	23.1%	13.1%	5.5%	100.0%

Percent of Attorneys Who Sometimes or Always Work on a Contingency Basis, Private Practitioners

	Number	Percent
Yes	752	33.2
No	1,515	66.8
Total	2,267	100.0

Percentage of Cases Which Are on a Contingency Basis - Private Practitioners

	Less than 10%	10% to 25%	26% to 50%	51% to 75%	More than 75%	Not applicable	Total
Number	443	164	1 <i>7</i> 0	91	246	1,161	2,275
Percent	19.5	7.2	7.5	4.0	10.8	51.0	100.0

Percent of Attorneys Who Sometimes or Always Work on a Flat/Fixed Basis, Private Practitioners

	Number	Percent
Yes	1,695	63.5
No	975	36.5
Total	2,670	100.0

Percentage of Cases Which Are on a Flat/Fixed Basis - Private Practitioners

	Less than 10%	10% to 25%	26% to 50%	51% to 75%	More than 75%	Not applicable	Total
Number	667	374	270	192	270	703	2476
Percent	26.9	15.1	10.9	7.8	10.9	28.4	100.0

Percent of Attorneys Providing Limited Scope Representation, Private Practitioners

	Number	Percent
Yes	1,219	45.8
No	1,444	54.2
Total	2,663	100.0

Percentage of Cases Which are Handled on a Limited Scope of Representation, - Private Practitioners

	Less than 10%	10% to 25%	26% to 50%	51% to 75%	More than 75%	Not applicable	Total
Number	693	220	133	89	158	1,034	2,327
Percent	29.8	9.5	5.7	3.8	6.8	44.4	100.0

Percent of Cases That are Discounted, Private Practitioners

	Less than 10%	10% to 25%	26% to 50%	51% to 75%	more than 75%	Not applicable	Total
Number	754	542	214	113	102	877	2,602
Percent	29.0	20.8	8.2	4.3	3.9	33.7	100.0

ATTORNEY CONTACT, JOB SATISFACTION, AND EXPECTATIONS

Areas Indicated by Attorneys as One of Their Top Three Sources Business Generation, Private Practice

	Number
Networking	1,487
Online advertising	429
Print advertising	98
Pro bono	120
Public speaking	264
Referrals from clients	1,88 <i>7</i>
Referrals from lead generator platforms	163
Referrals from other attorneys	1,625
State Bar of Michigan Lawyer Referral Service	148
Social media	319
Television/Radio Websites	383

Attorneys' Who Have Updated Their State Bar of Michigan Online Directory Profile, Private Practitioners

	Number	Percent
Yes	1 <i>,</i> 733	64.9
No	<i>7</i> 21	27.0
I am not aware of how to up- date my SBM member profile	215	8.1
Total	2,669	100.0

Attorneys' Who Have Updated Their State Bar of Michigan Online Directory Profile, Non-Private Practitioners

	Number	Percent
Yes	1,000	85.1
No	128	10.9
I am not aware of how to up- date my SBM member profile	47	4.0
Total	1,175	100.0

Attorneys' Indication of Current Economics Compared to Three Years Ago, Private Practitioners

	Better	Worse	The same	In practice less than three years	Total
Number	1,065	505	950	145	2,665
Percent	40.0	18.9	35.6	5.4	100.0

Attorneys' Indication of Current Economics Compared to Three Years Ago, Non-Private Practitioners

	Better	Worse	The same	In occupation less than three years	Total
Number	615	126	353	68	1,162
Percent	52.9	10.8	30.4	5.9	100.0

Attorneys' Expectations of Future Economics Circumstances of Their Legal Work, Private Practitioners

	Better	Worse	The same	I plan to not be practic- ing in 3 years	Total
Number	958	423	1,029	257	2,667
Percent	35.9	15.9	38.6	9.6	100.0

Attorney's Expectations of Future Economic Circumstances in their Occupation

	Better	Worse	The same	Total
Number	401	165	595	1,161
Percent	34.5	14.2	51.2	100.0

Attorney Plans to Retire in the Next Three Years, Private Practitioners

	Yes	No	Uncertain	Total
Number	437	1,864	373	2,674
Percent	16.3	69.7	13.9	100.0

Attorney Plans to Retire in the Next Three Years, Non-Private Practitioners

	Yes	No	Uncertain	Total
Number	142	876	130	1,148
Percent	12.4	<i>7</i> 6.3	11.3	100.0

Attorney Plans to Retire in the Next Three Years, Non-Private Practitioners

	Very likely	Somewhat likely	Unlikely	Total
Number	100	253	810	1,163
Percent	8.6	21.8	69.6	100.0

Degree of Satisfaction from the Practice of Law, Private Practitioners

	A great deal	Enough	Too little	None	Total
Number	879	1,266	454	70	2,669
Percent	32.9	47.4	1 <i>7</i> .0	2.6	100.0

i	A great deal	Enough	Too little	None	Total
Number	497	501	136	22	1,156
Percent	43.0	43.3	11.8	1.9	100.0
	1010				

The Degree Which Various Factors Create Stress, Non-Private Practitioners

	A great deal	Some	None	Not applicable	Total
Current salary concerns					
Number	142	472	498	48	1,160
Percent	12.2	40.7	42.9	4.1	100.0
Demands of a second job					
Number	14	86	413	638	1,151
Percent	1.2	7.5	35.9	55.4	100.0
Family or other personal issues					
Number	208	625	273	51	1,157
Percent	18.0	54.0	23.6	4.4	100.0
Future salary concerns					
Number	207	514	389	48	1,158
Percent	17.9	44.4	33.6	4.1	100.0
Insufficient paid benefits					
Number	95	253	730	75	1,153
Percent	8.2	21.9	63.3	6.5	100.0
Keeping up with technology					
Number	67	412	636	42	1,157
Percent	5.8	35.6	55.0	3.6	100.0
Lack of advancement opportunity					
Number	152	369	527	107	1,155
Percent	13.2	31.9	45.6	9.3	100.0

LAW SCHOOL DEBT

Individuals graduating in 2012 or later were included.

Individuals Graduating in 2012 or Later Who Reported Borrowing for Law School, Private Practitioners

	Number	Percent
Yes	379	<i>7</i> 8.1
No	106	21.9
Total	485	100.0

Individuals Graduating in 2012 or Later Who Reported Borrowing for Law School, Non-Private Practitioners

	Number	Percent
Yes	212	82.2
No	46	17.8
Total	258	100.0

Amount borrowed by Individuals Graduating in 2012 or Later Who Reported Borrowing for Law School by Graduation Year, Private Practitioners

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
2012	41	60,000	120,000	115,890	150,000	225,000
2013	52	77,500	120,000	129,125	181,250	300,000
2014	51	50,000	120,000	125,412	170,000	300,000
2015	31	50,000	130,000	128,903	160,000	270,000
2016	32	66,000	100,000	122,532	200,000	230,000
201 <i>7</i>	23	60,000	160,000	145,370	180,000	340,000
2018	31	60,000	100,000	111,370	150,000	250,000
2019	34	60,000	100,000	121,765	165,000	300,000
2020	25	40,000	75,000	110,267	150,000	250,000
2021	22	60,000	85,000	98,818	140,000	200,000
2022	21	45,000	75,000	76,306	110,000	155,000
Total	363	60,000	108,000	119,141	160,000	250,000

Amount borrowed by Individuals Graduating in 2012 or Later Who Reported Borrowing for Law School

by Graduation Year, Non-Private Practitioners

	Number	25 th Percentile	Median	Mean	75 th Percentile	95 th Percentile
2012	34	55,000	85,000	97,232	135,975	180,000
2013	26	90,000	115,000	128,159	180,000	200,000
2014	29	60,000	130,000	123,576	160,000	240,000
2015	26	64,500	116,000	134,445	200,000	250,000
2016	16	<i>77</i> ,500	141,643	138,518	180,000	263,000
2017	1 <i>7</i>	55,000	110,000	114,765	175,000	280,000
2018	13	48,000	80,000	82,966	100,000	200,000
2019	6	140,000	180,000	155,936	200,000	235,515
2020	12	60,000	76,500	108,250	155,000	250,000
2021	12	72,500	149,000	146,833	200,000	300,000
2022	13	40,000	60,000	89,385	130,000	280,000
Total	204	60,000	106,000	118,244	173,500	250,000

PANDEMIC QUESTIONS

Has your Firm Experienced Increased Turnover/Resignations in the Last Three Years, Private Practitioners

	Number	Percent
Yes	879	34.0
No	1 <i>,7</i> 08	66.0
Total	2587	100.0

Has your Firm Experienced Increased Turnover/Resignations in the Last Three Years, Non-Private Practitioners

	Number	Percent
Yes	725	64.6
No	398	35.4
Total	1,123	100.0

Has Your Firm/Employer Offered Incentives to Encourage Individuals to Stay In Their Current Position,

Private Practitioners

	Number	Percent
Yes	1,019	39.9
No	1,532	60.1
Total	2,551	100.0

Has Your Employer Offered Incentives to Encourage Individuals to Stay In Their Current Position, Non-Private Practitioners

	Number	Percent
Yes	459	40.5
No	673	59.5
Total	1,132	100.0

	Number	Percent
Increased compensation	628	23.2
Bonuses	539	19.9
Remote work flexibility	641	23.7
Office perks	258	9.5
Childcare coverage or assistance	64	2.4
Paid leave	161	6.0
Not applicable	987	36.5
Other	47	1.7
Total	2,702	100.0

Incentives Offered to Retain Individuals, Non-Private Practitioners

Increased compensation	272	23.0
Bonuses	180	15.2
Remote work flexibility	381	32.2
Office perks	49	4.1
Childcare coverage or assistance	17	1.4
Paid leave	53	4.5
Not applicable	335	28.3
Other (please specify)	41	3.5
Total	1,130	100.0

Days Per Week Worked In Your Office At Your Employer's Location, Private Practitioners

	Number	Percent
1-2 days per week	274	10.5
3-4 days per week	610	23.5
5 days per week	1,1 <i>7</i> 1	45.0
0 days – I work fully remote	309	11.9
I work fully remote, but go into the office occasionally as necessary	237	9.1
Total	2,601	100.0

Days Per Week Worked In Your Office At Your Employer's Location, Non-Private Practitioners

	Number	Percent
1-2 days per week	297	26.1
3-4 days per week	236	20.8
5 days per week	347	30.5
0 days – I work fully remote	106	9.3
I work fully remote, but go into the office occasionally as necessary	151	13.3
Total	1,137	100.0

	1- Not concerned	2	3	4	5- Greatly concerned	Total
Balancing work and home demands						
Number	951	434	470	412	286	2,553
Percent	37.3	17.0	18.4	16.1	11.2	100.0
Managing stress						
Number	669	479	549	535	326	2,558
Percent	26.2	18. <i>7</i>	21.5	20.9	12.7	100.0
Fear of getting sick						
Number	990	652	467	284	152	2,545
Percent	38.9	25.6	18.3	11.2	6.0	100.0
How to reopen the office effectively and safely						
Number	1,328	541	391	208	81	2,549
Percent	52.1	21.2	15.3	8.2	3.2	100.0
Career advancement and training						
Number	1,346	421	397	260	113	2,537
Percent	53.1	16.6	15.6	10.2	4.5	100.0
Learning new technology						
Number	1,162	673	428	199	82	2,544
Percent	45.7	26.5	16.8	<i>7</i> .8	3.2	100.0
Serving clients/constituents who have limited access to technology						
Number	971	693	511	277	98	2,550
Percent	38.1	27.2	20.0	10.9	3.8	100.0
Cash flow						
Number	956	563	455	323	240	2,537
Percent	37.7	22.2	17.9	12. <i>7</i>	9.5	100.0

Pandemic Concerns Relative to Your Career, Non-Private Practitioners

i diideiiii deii	1- Not concerned	2	3	4	5- Greatly concerned	Total
	1- INOT CONCERNED	<u> </u>) 	4	3- Greatly concerned	Iotal
Balancing work and home demands						
Number	230	167	228	256	256	1,13 <i>7</i>
Percent	20.2	14.7	20.1	22.5	22.5	100.0
Managing stress						
Number	154	153	249	295	287	1,138
Percent	13.5	13.4	21.9	25.9	25.2	100.0
Fear of getting sick						
Number	277	258	278	197	117	1,127
Percent	24.6	22.9	24.7	17.5	10.4	100.0
How to reopen the office effectively and safely						
Number	410	244	234	143	91	1,122
Percent	36.5	21.7	20.9	12.7	8.1	100.0
How to reopen the office effectively and safely						
Number	410	244	234	143	91	1,122
Percent	36.5	21.7	20.9	12.7	8.1	100.0
Career advancement and training						
Number	335	212	297	18 <i>7</i>	97	1,128
Percent	29.7	18.8	26.3	16.6	8.6	100.0
Learning new technology						
Number	328	302	287	145	75	1,137
Percent	28.8	26.6	25.2	12.8	6.6	100.0
Serving clients/constituents who have limited access to technology						
Number	329	210	250	194	147	1,130
Percent	29.1	18.6	22.1	1 <i>7</i> .2	13.0	100.0
Financial concerns						
Number	293	232	286	169	154	1,134
Percent	25.8	20.5	25.2	14.9	13.6	100.0

Pandemic Concerns Related to Your Business Practices, 2023 Private Practitioners

	Number	Percent
Staying current with changing court directives and policies	865	32.0
Learning new technology to conduct remote court proceedings	486	18.0
Accessing online records	531	19.7
Inconsistencies in procedures between judges and courts	1,320	48.9
Lack of in-person networking opportunities	593	21.9
Limitations on in-person recruiting and retention strategies	18 <i>7</i>	6.9
Hiring new staff	656	24.3
Training new staff	521	19.3
Reduced ability to promote expertise within the community	274	10.1
Loss of business/cash flow	387	14.3
Reduced collaboration with colleagues due to remote work	767	28.4
Management of staff working remotely	364	13.5
Total	2,702	100.0

Pandemic Concerns Related to Your Business Practices, Non-Private Practitioners

	Number	Percent
Learning new technology	294	24.9
Lack of in-person networking opportunities	289	24.4
Limitations on in-person recruiting and retention strategies	154	13.0
Hiring new staff	374	31.6
Training new staff	300	25.4
Reduced ability to promote expertise within the community	139	11.7
Reduced collaboration with colleagues due to remote work.	416	35.2
Management of staff working remotely	236	19.9
Total	1,183	100.0