



Law Firm Performance Metrics within the ProLaw XII Reporting Framework

HILDEBRANDT
BAKER ROBBINS

PEER MONITOR

Legal Industry Performance

It is without question that the legal industry and the economy overall has experienced one of the most traumatic economic events in years, perhaps made all the more stressful following a period of lengthy prosperity for law firms, as illustrated below in revenue growth for the industry compared to inflation.

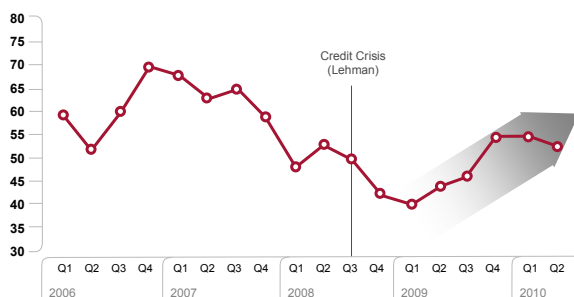
PERCENTAGE CHANGE IN LEGAL MARKET REVENUES vs. INFLATION (1999-2008)



These volatile conditions and the reactions of clients and law firms alike may be creating an environment of real positive change – with the hope of a better climate for client service and perhaps more satisfied lawyers in the profession.

A more recent view of profitability performance from the Hildebrandt Baker Robbins (HBR) Peer Monitor¹ economic database reveals that law firms across the industry have been experiencing profitability pressure for some time, and are now searching for ways to become more efficient to respond to many pricing and competitive stresses that may have become the “new normal” for the industry.

PEER MONITOR ECONOMIC INDEX (PMI)



And in spite of significant cost cutting which improved margins for many firms shortly after the start of the economic crisis (as marked by Lehman Brothers bankruptcy), the Peer Monitor Economic Index (PMI) economic indicator for its most recent quarters has been reporting flat performance for the past year. This reveals the presence of industry stagnation, due to the lack of revenue growth resulting from a dearth of billable hour growth and rate increases.

Measures for Managing Performance

These pressures are creating real change in the industry, and driving the need for improvement in the management of law firms, including the better use of traditional metrics used in law firm management and decision-making, with additional consideration for new metrics that may be required in the coming years to respond to an emerging new operating environment. And while it will likely take some time for new metrics to be adopted, there is quite a bit of thinking going on now about new metrics required for law firms over the next few years. Changes will drive new ways of doing things and will result in the use of new metrics within more sophisticated performance management systems.

Suggested Metric Framework

The chart below sets out seven different management categories for law firms, each focusing on performance areas for law firms, listing metrics in common use today, and offering a list of potential new metrics for use over time. Note that some of these new metrics may be unfamiliar to many readers, but they all represent potential measurement tools that have been proposed by various observers in the legal market.

Management Category	Today's Key Metrics	Possible Future Metrics
Firm Performance	Profits per Equity Partner Profits per Partner Revenue per Lawyer (Profitability Indices) Leverage Realization	Profit per Employee Extended Leverage Return on Capital/Equity (accrual basis) Risk-Adjusted Performance Profit per Share (in excess of partner "salaries") Value of Income Stream
Expense Management	Expense per Lawyer Staffing Ratios Functional Expenses per Lawyer	Efficiency Index Return on Assets Employees per \$1 Million Compensation per \$1 Million
Practice Performance	Fees and Growth Realization Utilization Leverage Matter Profitability	Matter Contribution to Profit/Margin Practice Contribution to Profit Profit per Practice Member Profit per Employee Market Share Extended Leverage Profit Contribution by Client Decile
Partner Performance	Organizations Working Attorney Fees Realization Billable Hours Leverage	Profit per Share of Practice Managed Total Profit of Work Originated or Managed Unit Cost of Work Originated or Managed Client Satisfaction Rating Employee Satisfaction Rating Cross-Selling or Cross-Working
Client Development/Market Strength	Client Turnover Rate Client Diversification Index Fee Growth Realization Originations	Brand Strength Wallet Share for Target Clients Growth in Share for Target Clients
Balance Sheet and Risk	Capital per Partner Debt per Partner Debt/Equity Ratios Debt/Net Fixed Asset Ratio	Value Index/Firm Valuation Return on Capital Risk Index
Management and Leadership	PPEP Growth Fee/Revenue Growth Turnover Firm Rankings	Market Share Growth Leadership Index Client Satisfaction Index Return on Human Capital Employee Satisfaction Index Management Value Index (value/cost)

¹ HBR Peer Monitor is a benchmarking service where participants provide electronic monthly updates, enabling a near up-to-the-moment view on the legal industry by major law firm financial performance measures.

Our experience shows that some of these innovative metrics are already having a material impact on improving performance in a number of firms. It is important to emphasize, however, that measuring the health and effectiveness of a law firm requires the use of several different measurement tools, including both financial and non-financial performance assessments. In our view, some of the serious misuses of metrics in the past few years have been the overreliance on profits per equity partner as the defining index of a firm's value and quality. Going forward, more flexible and comprehensive tools will be required to measure the ability of firms to deliver the kind and quality of legal services that clients will demand.

ProLaw XII within the Metric Framework

ProLaw XII reporting offers a firm the capability to turn data into knowledge for law firm performance management. The new reporting features within ProLaw XII provide key financial and operational metrics necessary to monitor firm performance – many of which can be self-defined by the firm.

New ProLaw XII reporting features with custom report capabilities provide:

- a platform built on Microsoft's SQL Reporting Services,
- integration with and export capabilities to Excel, Word, HTML, Acrobat PDF, CSV, and TIFF,
- easy customization of ProLaw XII standard reports,
- flexibility to create new reports based on available ProLaw XII data sets,
- functionality of drag and drop fields,
- capability of adding custom fields to data sets,
- availability of multiple parameters and multiple level sorts,
- handy document maps outlining a report's headings and allowing for quick movement through a report without losing place,
- availability of charts and graphs to present data in easily understandable formats,
- interactive functions making it easy to change a report view to better suit a user's needs, and
- convenient drill down and roll up functions to more easily retrieve detail information.

Following an extensive report examination, this document, prepared by Hildebrandt Baker Robbins, reviews the above current key metric framework against that of the new ProLaw XII reporting system.

Firm Performance

The need for better tools and metrics to manage a law firm's business has never been more pronounced than in today's legal climate. Traditionally firms have used measures like profits per partner to measure bottom-line performance. Consequently, to measure firm performance and profitability, FTE (Full-Time Equivalent values) tracking is required to allocate revenue and profits.

FTE tracking is implemented in ProLaw XII along with a 'Profitability Indicators' report, which takes into account FTEs and a variety of performance indicators such as realization, utilization by percent of capacity, contributions per equity partner, leverage, and other metrics.

In addition, ProLaw XII offers the capability of creating custom fields, adding those fields to a data set, and creating a user-defined custom report from that set. As long as a firm categorizes their attorneys by professional titles, performance measures such as profits per equity partner (PPEP), profits per partner (PPP), revenue per lawyer (RPL), leverage can be readily calculated.

ProLaw XII also offers a suite of reports for general performance such as realization, billing analysis summary, fee analysis performance to goal, and other reports included in the system's firm analysis report bundle. These reports can assist in providing key components for predicting future results against established firm goals – WIP/AR analysis, average days to payment, professional budget, and the aforementioned profit indicators report. The table below summarizes the application's capabilities for the firm performance metric:

Management Category: Firm Performance

Current Key Metric(s)	ProLaw XII Report	Meets Metric Needs?	Comments
Profits per Equity Partner, Profits per Partners, Revenue Per Lawyer, Profitability Indicators	From Firm Analysis Report Bundle – Profit Indicators	Meets – from Profit Indicators and Report Builder use	FTE is added as a new, standard field in ProLaw XII. Firm would need to classify Partners by more than just 'Partner' category (unless all are considered Equity Partners which would make this metric the same as 'Profits per Partner' below). Additional perspectives outside of Profit Indicators report could be created using the Report Builder functionality.
Leverage	From Firm Analysis Report Bundle – Profit Indicators	Meets both hourly leverage and per various lawyer leverage	FTE is added as a new, standard field in ProLaw XII. Additional perspectives outside of Profit Indicators report could be created using the Report Builder functionality.
Realization	Billing Analysis Realization - also contained within Firm Analysis Report Bundle - Profit Indicators report; Billing Analysis Summary, and Fee Analysis Performance to Goal	Meets for simple collected and billing	Standard reports combine straight worked value for the period requested, billed values for the period requested (vs. the actual fees worked making up those billing values), and paid fees for the period requested (vs. the fees worked).

Expense Management

The increased pressure to reduce costs resulting in part by the current flat demand trend for legal services, has created an environment in which improvements to a firm's cost structure and cost accountability are paramount. Areas such as changes in staffing models, adoption of more systematic procurement models, and the delivery of legal services are driving change. Expense management allows a firm to determine appropriate ways to invest in and benefit from proper staffing levels and compensation. This type of analysis also helps a firm identify potential partnerships with efficient legal service providers, as well as effectively leveraging technology and staff.

Using the Report Builder, ProLaw XII contains data elements and functionality allowing a firm to create custom reports to assist in expense assessment. However, like most timekeeping systems, ProLaw XII might be improved to include analysis on staffing ratios, an area of great emphasis by firms today. The table below summarizes general Expense Management metrics:

Management Category: Expense Management

Current Key Metric(s)	ProLaw XII Report	Meets Metric Needs?	Comments
Expenses per Lawyer	A standard report is not currently available	Meets - subject to Report Builder use	Data available in GL and FTE values available in billing makes this metric available via the Report Builder.

Staffing Ratios	A standard report is not currently available	Does not fully meet - typically few practice and financial management applications meet needs or have a standard report available	Law firm leaders are examining effective staffing models to offer compelling and cost-effective legal solutions to their clients. Keys to staffing ratios are a clear definition of appropriate personnel roles within the firm, all personnel included in the professionals table, records count availability (by title or staff code), and segregated compensation values by distinct staff type in the General Ledger. Unless these conditions are met, staffing ratios will not be available.
-----------------	--	---	--

Partner and Timekeeper Performance

Although the traditional measure for law firms has been the 'billable hour', today more clients are demanding alternative pricing models - some of which require the firm to take on an element of risk in a matter's success. New pricing models and requests for fee caps, threshold discounting, fixed fees, and other alternative fee arrangements are driving an increased need to accurately measure partner performance. Measuring partners as both purveyors of business and as a part of the general working timekeeper productivity and profitability assists in reflecting the value of a firm's real profitability.

Practice Performance

In response to issues associated with today's tight economy, practice group performance management is increasing in importance in areas such as commoditization of legal work and pricing pressures. As a result, greater emphasis and accountability is being placed within the practice group level. Monitoring and managing practice groups allows a firm to review the current trends and better plan for their future. ProLaw XII provides key practice performance measurements: fees and growth, profitability, realization, leverage, and timekeeper utilization, as summarized below:

Management Category: Practice Performance

Current Key Metric(s)	ProLaw XII Report	Meets Metric Needs?	Comments
Fees and Growth	From Fee Analysis Report Bundle - Fees by Month/Year/ Office; From Financials Report Bundle - Income Statement w/comparatives	Meets	Matrix report grouped by year/month on rows with drill down for months. Can group and/or filter by office and practice group. Contains billable, billed, and collected values. Provides review of where firm stands within the requested time range. GL reports comparatives; can include MTD and YTD; can include budgets.
Realization	Billing Analysis Realization - also contained within Firm Analysis Report Bundle - Profit Indicators report; Billing Analysis, and Fee Analysis Performance to Goal	Meets for simple collected and billing	Standard reports combine straight worked value for the period requested, billed values for the period requested (vs. the actual fees worked making up those billing values), and paid fees for the period requested (vs. the fees worked).
Utilization	Transaction Hours by Month and other Transaction-based reports	Meets	Reports display worked activity (in summary format) by month. Reports can be sorted in a variety of ways allowing this type of report to be used for a variety of categories. Nice snapshot of monthly productivity.
Leverage	Firm Analysis Report Bundle - Profit Indicators	Meets both hourly leverage and per various lawyer leverage	FTE is added as a new, standard field in ProLaw XII. Additional perspectives outside of Profit Indicators report could be created using the Report Builder functionality.
Matter Profitability	Various reports contain matter data	Does not meet - not a good matter-based allocation for costs HOWEVER other matter-based reports are available	When looking at base matter reports, ProLaw XII provides good data - WIP, AR, Paid, and Trust balances by matter, Transaction Profitability, Matter Budget Comparison, Transactions Billed and Paid. Provides snapshot of matter history at a glance. However, true matter profitability is not tracked. Variety of higher level sorts available. Use of interactive tool can create different views and data sets.

ProLaw XII contains a wide variety of working timekeeper reports focusing on fee analysis, transactional values, timekeeper performance to budget, and originations that can show the continuity of work. While the system provides the standard reports, the enhanced capabilities introduced with the new reporting features offer flexibility to provide data more pertinent to the changing legal environment. ProLaw XII provides partner and timekeeper performance metrics as highlighted below:

Management Category: Partner and Timekeeper Performance

Current Key Metric(s)	ProLaw XII Report	Meets Metric Needs?	Comments
Originations	Available in the Fee Analysis Report Bundle	Meets	'Origination' defined as timekeeper who acquired the work for the firm. Variety of reports presenting worked/ billed/ collected value - can be sorted and filtered by 'Origination' timekeeper (if firm uses that personnel title or one with a similar meaning).
Working Attorney Fees	Various Fee Analysis reports (including Fee Analysis Performance to Goal); also reports from the Firm Analysis Report Bundle - WIP/ AR, Profit Indicators, etc.)	Meets	Working timekeeper reports are relatively standard and straightforward. Further, with interactive reporting features and Report Builder, different variations can be created.
Realization	Billing Analysis Realization - also contained within Firm Analysis Report Bundle - Profit Indicators report; Billing Analysis Summary, and Fee Analysis Performance to Goal	Meets for simple collected and billing	Standard reports combines straight worked value for the period requested, billed values for the period requested (vs. the actual fees worked making up those billing values), and paid fees for the period requested (vs. the fees worked).
Billable Hours	Reports within Fee Analysis Report Bundle plus Fee Analysis Hours Worked , Fee Analysis Worked and Billed, Transaction Hours by Month	Meets	Billable hours and productivity reports are standard and straightforward. With interactive reporting features and Report Builder, different variations can be created.
Leverage	From Firm Analysis Report Bundle - Profit Indicators	Meets both hourly leverage and per various lawyer leverage	FTE is added as a new, standard field in ProLaw XII. Additional perspectives outside of Profit Indicators report could be created using the Report Builder functionality.

Client Development / Market Strength

Measuring strength of client relationships and market share can be a subjective exercise. Feelings and personal temperament tend to cloud reality. The ability to measure the nature and strength of a firm's client relationships is key in determining client development and continued success. Hard metrics remove ambiguity and focus on facts.

ProLaw XII provides a variety of reports addressing various aspects of client development and retention. The 'Top X Client/ Matters/ Areas of Law' Report Bundle provides a good look at the diversification of clients/ matters within a firm's various areas of law. Within those areas, the reports also show which are at the top in billings and collections.

'Top X' reports supply information regarding growth within an industry, firm growth relative to its clients' growth, leverage within a specific industry, and perhaps uncover business tangential to an industry that can be targeted for new client development. These 'Top X' reports can also aid a firm in measuring its client strength and relationships to industries and adjust its marketing goals accordingly.

Additionally, the ProLaw XII report suite offers fees by month/ year/ office reports, realization reports, comparative financial statements, and origination reports that provide frameworks for objective client development and diversification analysis. The table below summarizes the application's capabilities for the client development/ market strength metric:

Management Category: Client Development/ Market Strength

Current Key Metric(s)	ProLaw XII Report	Meets Metric Needs?	Comments
Fees and Growth	From Fee Analysis Report Bundle - Fees by Month, Year, Office; From Financial Report Bundle - Financial Income Statement, Comparative Income Statement with month- by-month or year-by-year comparison	Meets	Matrix report grouped by year/month on rows with drill down for months. Can group and/or filter by office and practice group. Contains billable, billed, and collected values. Provides review of where firm stands within the requested time range. GL reports comparatives; can include MTD and YTD; can include budgets.
Realization	Billing Analysis Realization	Meets for simple collected and billing	Standard report combines straight worked value for the period requested, billed values for the period requested (vs. the actual fees worked making up those billing values), and paid fees for the period requested (vs. the fees worked).
Utilization	Transaction Hours by Month, Fee Analysis Performance to Goal, reports contained in the Fees Analysis bundle, and other Transaction-professional based reports	Meets	Various reports display worked activity (in summary format) by month. Reports can be sorted in a variety of ways allowing this type of report to be used for a variety of categories. Nice snapshots of monthly productivity and performance reports.
Leverage	From Firm Analysis Report Bundle - Profit Indicators	Meets both hourly leverage and per various lawyer leverage	FTE is added as a new, standard field in ProLaw XII. Additional perspectives outside of Profit Indicators report could be created using the Report Builder functionality.
Matter Profitability	A standard report is not currently available	Does not meet - does not provide a good matter-based allocation for costs HOWEVER other matter-based reports are available	While true Matter Profitability is not provided, ProLaw XII does offer a wide variety of matter-based reports (Matter Status report, Transaction Profitability, Matter Budget Comparison, Fee Budget Comparison, WIP/AR report in Fee Analysis bundle
Originations	Available in the Fee Analysis report bundle	Meets	'Origination' defined as timekeeper who acquired the work for the firm. Variety of reports presenting worked/ billed/ collected value - can be sorted and filtered by 'Origination' timekeeper (if firm uses that personnel title or one with a similar meaning).

Balance Sheet and Risk

Metrics for balance sheet and risk assess the financial well-being of a firm pertaining to its capital structure. These measures include capital per partner, debt per partner, debt to equity ratio, and debt/net fixed asset ratio. Metrics like these report the effectiveness of asset and debt management, assist in identifying the need for more discipline or greater innovation in pursuing firm goals, and are useful in monitoring and measuring a firm's financial leverage, liquidity, and overall health.

With the availability of the Microsoft Report Builder tool, the new FTE field, professional titles, and a flexible general ledger structure, ProLaw XII provides a firm the report creation capabilities mentioned above and outline the relative financial leverage and capital structure of the firm. Additionally, ProLaw XII offers a variety of balance sheet reports with month-to-date year-to-date comparative (including percentages) and a statement of cash flows, as summarized below:

Management Category: Balance Sheet and Risk

Current Key Metric(s)	ProLaw XII Report	Meets Metric Needs?	Comments
Capital per Partner	A standard report is not currently available	Meets - subject to Report Builder use	Financial Balance Sheet Report does show the equity balances and net income. Report Builder could be used to produce report. Need to link titles (and record counts) to GL values.
Debt per Partner	A standard report is not currently available	Meets - subject to Report Builder use	Financial Balance Sheet Report does show the equity balances and net income. Report Builder could be used to produce report. Need to link titles (and record counts) to GL values.
Debt / Equity Ratio	A standard report is not currently available	Meets - subject to Report Builder use	Financial Balance Sheet Report does show the equity balances and net income. Report Builder could be used to produce report. Does have Statement of Cash Flows.
Debt /Net Fixed Assets Ratio	A standard report is not currently available	Meets - subject to Report Builder use	Financial Balance Sheet Report does show the equity balances and net income. Report Builder could be used to produce report. Does have Statement of Cash Flows.

Management and Leadership

Pressures within the legal industry to create real change and the need for improvement in the management of law firms accelerates the requirements for more sophisticated firm management and smarter approaches to managing human capital. Continued industry consolidation and competition force firms to rethink traditional ways of leading partners, working effectively with staff, monitoring market position, delivering value to clients, and determining strategic firm direction.

In many respects, few practice and financial management applications can provide insights into what is happening in the greater legal environment. Data regarding firm rankings, comparatives to peer firms, and satisfaction surveys typically come from outside sources. Those data points that can be measured internally tend to be tied to growth and financial strength from within. While ProLaw XII reporting does not contain direct links to outside data sources, it can provide insights into a firm's well-being and firm management with information to lead and create a firm vision.

To quote Warren G. Bennis, a pioneer in the field of leadership studies, “Leadership is the capacity to translate vision into reality.” Reports outlining fee revenue and growth, staff turnover, matter profitability, and collection realization offer components for predicting future results against established firm goals and drive change. The table below summarizes the application’s capabilities for the management and leadership metric:

Management Category: Management and Leadership

Current Key Metric(s)	ProLaw XII Report	Meets Metric Needs?	Comments
PPEP Growth	From Firm Analysis Report Bundle - Profit Indicators	Meets	FTE is added as a new, standard field in ProLaw XII. Firm would need to classify Partners by more than just ‘Partner’ category (unless all are considered Equity Partners which would make this metric the same as ‘Profits per Partner’ below). Additional perspectives outside of Profit Indicators report could be created using the Report Builder functionality (also to provide year after year growth).
Fee Revenue/ Growth	From Financials Report Bundle - Financial Income Statement w/ comparative plus Billing Realization and other billing reports	Meets	Income Statement Comparative to last year / same period 1 year ago. Additional perspectives could be created using the Report Builder functionality (also to provide year after year growth).
Turnover	A standard report is not currently available	Does not meet	However, Report Builder could be used in conjunction with titles and employment/termination dates – if information is tracked in professionals table – to create report. Could possibly use Professionals Employment report as base for further customization.
Firm Rankings	A standard report is not currently available	Does not meet	Data typically comes from external sources; would not be able to get info unless connected into or have data available via outside products or services.

Conclusion

New ProLaw XII reporting features present firms with a practical means of reporting and creating metrics that aid in turning data into knowledge for firm management. However, metrics are only actionable when a firm uses them as a collective (and over a continuum) with an open mind to explore innovative ways of looking at its performance, as opposed to simply selecting one or two metrics to prove pre-determined ideas.

The industry is beginning to develop extended metrics for firms, ranging from indices that measure relative efficiency, relative risk to returns, to extended leverage calculations and return on capital. The question being asked now is whether law firms are indeed ready for such change and a call to action as opposed to being complacent. ProLaw XII reporting capabilities provide a means and a starting point for the discovery of new ways to manage, review data and foster strategic insights, delivering on the core metrics required to manage today, while preparing law firms to report on the metrics required tomorrow.

See the At-A-Glance Chart of Law Firm Performance Metrics within the ProLaw Reporting Framework for a summary of all findings. Chart can be found on page six of this report.

About Hildebrandt Baker Robbins

Hildebrandt Baker Robbins is a multidisciplinary consulting firm, helping professional service organizations plan, implement, and achieve their management and strategic goals. Hildebrandt Baker Robbins’ expertise in professional services firm management is unmatched. This, combined with the company’s reputation for helping firms implement practical solutions, has made Hildebrandt Baker Robbins a consultant of choice for many of the world’s leading professional firms. Hildebrandt Baker Robbins is a business unit of West Publishing Company and part of Thomson Reuters.

PEER MONITOR

**HILDEBRANDT
BAKER ROBBINS**

At-A-Glance Law Firm Performance Metrics within the ProLaw XII Reporting Framework

This chart summarizes the findings in the report.

- MEETS with existing ProLaw report
- MEETS with use of Report Builder Capability
- ◐ MEETS for relevant subset of the Key Metric definition
- Does not meet, or could partially be met via somewhat related alternatives

Current Key Metrics	Meets Metric?	ProLaw XII Report	Meets Metric Needs? (See detailed comments in the report.)
Firm Performance			
Profits per Partners & Equity Partners, Revenue Per Lawyer, Profitability Indicators	●	From Firm Analysis Report Bundle – Profit Indicators	Meets – from Profit Indicators and Report Builder use
Leverage	●	From Firm Analysis Report Bundle – Profit Indicators	Meets both hourly leverage and per various lawyer leverages
Realization	◐	Billing Analysis Realization – and also contained within Profit Indicators report; Billing Analysis Summary, and Fee Analysis Performance to Goal	Meets for simple collected and billing
Expense Management			
Expenses per Lawyer	●	A standard report is not currently available	Meets – subject to Report Builder use
Staffing Ratios	○	A standard report is not currently available	Does not fully meet – typically few practice and financial management applications do not meet needs or have a standard report available
Practice Performance			
Fees and Growth	●	Fees by Month/Year/Office; Income Statement w/comparatives	Meets
Realization	◐	Billing Analysis Realization – and also contained within Profit Indicators report; Billing Analysis Summary, and Fee Analysis Performance to Goal	Meets for simple collected and billing
Utilization	●	Transaction Hours by Month and other Transaction-based reports	Meets
Leverage	●	From Firm Analysis Report Bundle – Profit Indicators	Meets both hourly leverage and per various lawyer leverages
Matter Profitability	○	Various reports contain matter data	Does not meet – not a good matter-based allocation for costs HOWEVER other matter-based reports are available
Partner and Timekeeper Performance			
Originations	●	Available in the Fee Analysis Report Bundle	Meets
Working Attorney Fees	●	Various Fee Analysis Report Bundle (including Fee Analysis Performance to Goal); also reports from the Firm Analysis bundle (WIP/AR Analysis, Profit Indicators, etc.)	Meets
Realization	◐	Billing Analysis Realization – and also contained within Profit Indicators report; Billing Analysis Summary, and Fee Analysis Performance to Goal	Meets for simple collected and billing
Billable Hours	●	Fee Analysis bundle plus Worked Hours, Fees Worked and Billed, Transaction Hours by Month	Meets
Leverage	●	From Firm Analysis Report Bundle – Profit Indicators	Meets both hourly leverage and per various lawyer leverages
Client Development/Market Strength			
Fees and Growth	●	Fees by Month, Year, Office; Comparative Income Statement	Meets
Realization	◐	Billing Analysis Realization	Meets for simple collected and billing
Utilization	●	Transaction Hours by Month, Fee Analysis Performance to Goal, reports contained in the Fees Analysis bundle, and other Transaction-professional based reports	Meets
Leverage	●	From Firm Analysis Report Bundle – Profit Indicators	Meets both hourly leverage and per various lawyer leverages
Matter Profitability	○	A standard report is not currently available	Does not meet – does not provide a good matter-based allocation for costs HOWEVER other matter-based reports are available
Originations	●	Available in the Fee Analysis Report Bundle	Meets
Balance Sheet and Risk			
Capital per Partner	●	A standard report is not currently available	Meets – subject to Report Builder use
Debt per Partner	●	A standard report is not currently available	Meets – subject to Report Builder use
Debt/Equity Ratio	●	A standard report is not currently available	Meets– subject to Report Builder use
Debt/Net Fixed Assets Ratio	●	A standard report is not currently available	Meets – subject to Report Builder use
Management and Leadership			
PPEP Growth	●	From Firm Analysis Report Bundle – Profit Indicators	Meets
Fee Revenue/Growth	●	Financial Income Statement with comparative plus Billing Realization and other billing reports	Meets
Turnover	○	A standard report is not currently available	Does not meet
Firm Rankings	○	A standard report is not currently available	Does not meet