2024
IMLA Local Government Attorney

Compensation Survey

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IMLA Local Government Attorneys Compensation Survey 2024

INTRODUCTION

At various points throughout IMLA's 89-year history, IMLA released results from compensation surveys of local government attorneys to its members. The IMLA Compensation Survey separates a local government law office into different job types to represent a broad array of occupations in a local law office. Considering the quantity and quality of data we received this year, we will most likely tweak the questions for future years, but the goal is to continue a compensation survey to be able to determine various trends for local government attorneys.

The survey consisted of 37 questions. Roughly half the survey requested general information from respondents and the other half focused on the actual salary data for law departments. We want to provide respondents with a broad picture of the entities responding before moving on the salary data. For the salary data, we created 25 job titles (10 attorney-level/14 support staff) where respondents could enter in the number of staff and for each position. Respondents could also choose to include additional positions under the "other" category. The positions listed in the survey are:

1. Chief Legal Officer/General Counsel
2. Deputy Chief Legal Officer
3. Managing Attorney
4. Senior Assistant Attorney (20+ years)
5. Assistant Attorney (10-20 years)
6. Assistant Attorney (5-10 years)
7. Assistant Attorney (2-5 years)

8. New Lawyer with Law Review
9. New Lawyer with Judicial Clerkship
10. New Lawyer
11. Non-Lawyer Office Manager
12. Paralegal Supervisor
13. Senior Paralegal (10+ years)
14. Paralegal (Under 10 years)
15. Law Clerk
16. Legal Assistant
17. Budget/Accounting/Bookkeeping
18. Secretary
19. Collections Manager
20. Non-lawyer Collections Staff
21. Human Resources Manager
22. Other Human Resources Staff
23. Information Technology (IT) Staff
24. Investigator
25. Other

For the compensation questions, IMLA used the above attorney and staff positions. Respondents whose offices have a criminal as well as a civil function were also separately asked information regarding compensation for full-time attorneys that primarily handle

criminal matters. Respondents who worked in-house for a public entity who worked on criminal matters were asked to submit the average salary figure for each of the staff positions listed above.

For those respondents who answered that they did not work as a full-time government employee, but rather as an independent contractor (law firm/solo practitioner with a fee arrangement with the local entity), we asked for the following information: 1) hourly rate); 2) flat fee amount; and/or 3) a combination of the just mentioned fee arrangements (ex. Attorney A agrees to $20,000 flat fee for 200 hours, but any hours worked more than 200 hours is charged at $250/hour).

This year, we asked state municipal leagues / associations and multi-jurisdictional agencies not to take the survey as we have found in past years that the questions in this survey do not lend themselves to these entities.

METHODOLOGY AND RESPONSES

IMLA used an online survey service called SurveyMonkey, available at www.surveymonkey.com. The survey was distributed to members through IMLA's website, an online link to the survey through IMLA e-blasts (emails sent to IMLA members) and various online listservs hosted by or accessible to IMLA. IMLA Staff also sent the survey link to its Board members, State Chairs, Regional Vice Presidents, and state league / association members asking them to take and/or forward the survey to their contacts. The survey consisted of 37 questions. Some of the original survey questions have been incorporated but are not separately listed in this report. The survey also included the following directions:

> *Thank you for taking the time to complete the 2024 IMLA Local Government Attorney Salary Survey.*
>
> *Your responses will be used to create a salary management tool for local government attorneys that you can use to support your budget. If you **complete*** this survey, you will receive the results of the survey absolutely free. …*

We estimate that it will take 20 - 30 minutes to complete. ***Please do not skip any questions.***

BEFORE YOU BEGIN - You will need information about the population of your jurisdiction, your budget, your local government and your staff, including information about individual salaries and the salary schedule for your law office. Having personnel files available will be handy so you can determine how long someone has been with your office, how long they have practiced law, and what they are paid. In most instances, we anticipate that the chief legal officer for a local entity will be the person completing this survey.

State/Municipal Leagues should not fill out the survey as the questions are not relevant to associations. However, should a State League wish to receive a free copy of the survey results, please contact Caroline Storer to discuss opportunities.

If you represent more than one jurisdiction or entity, please complete the survey for the jurisdiction you have the most information for. If you have equal information for numerous jurisdictions, choose the one with largest population size. After completing the survey for one jurisdiction, feel free to go back and complete another survey for additional entities.

If a Question has an * next to it, this means that the question is required.

IMLA received more than 500 responses from local government attorneys, of which 343 were usable responses. IMLA removed responses that were duplicative, clearly erroneous, or incomplete to the point that there was no useable data available in the entry. Next, we formed another round of review of each entry with respect to each question on the survey. For example, if a respondent sufficiently answered the question concerning attorney compensation, but did not answer the question regarding staff size, we still used the response regarding compensation in calculating the average, median, range and mode for that question. This explains why the quantity of responses used for data analysis may vary for each separate question. Use of the word "responses" hereafter will refer to usable responses.

IMLA added new questions to the salary survey, questions 18- 21, to learn the demographics of our membership.

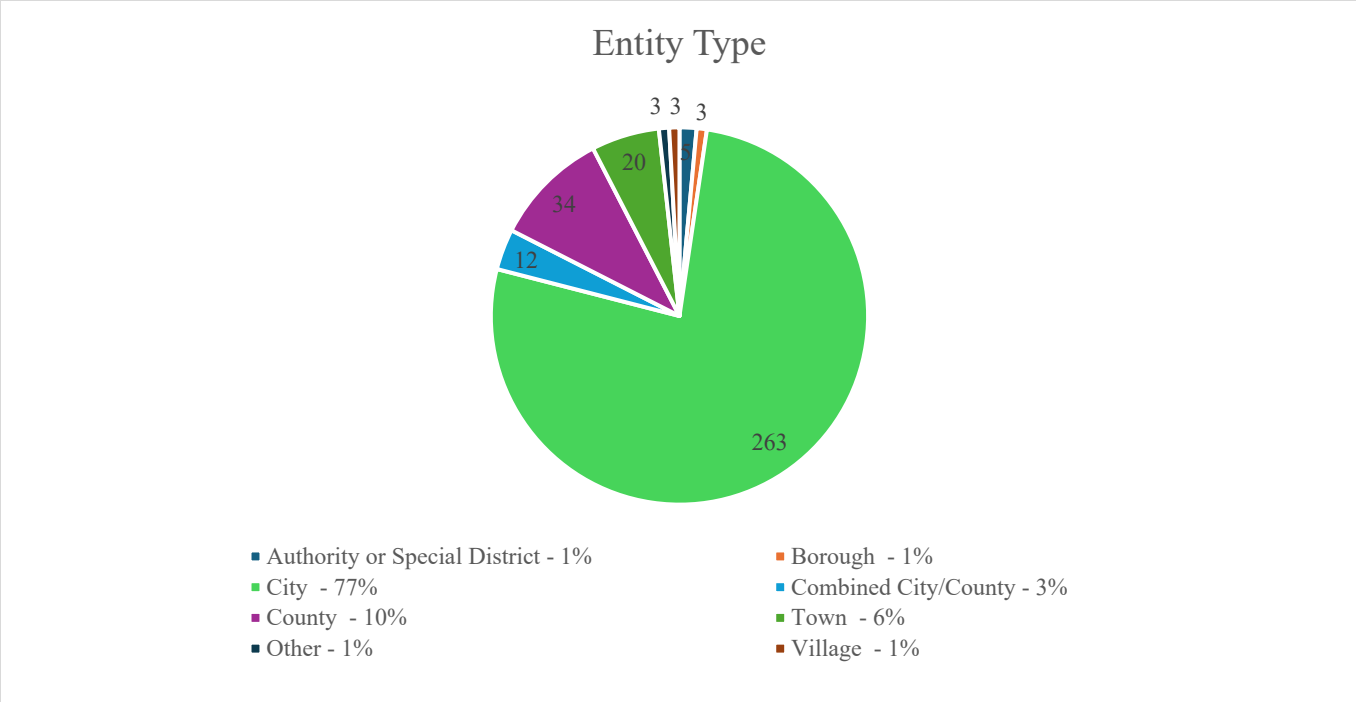
SUMMARY OF FINDINGS

Question 1 asked respondents about their IMLA membership status. Out of the 343 responses, the vast majority (85%) of respondents were IMLA members as of the date they took the survey (February – April 2024). Respondents were asked to fill out personal data and contact information (**Question 2**) and the specific name for the local government entity represented (**Question 3**). This data is not included in this report.

Survey Question 4. Which of the following best describes the local entity you represent?

IMLA provided the following choices: City, Village, Parish, Region, Authority/Special District, Combined City/State, Borough, Town, County, Region, Combined City/County, or Other. The vast majority of respondents indicated they represent a city (77%). Categories with two responses were added to the "Other" category on the chart. Chart 1 below shows the breakdown of local entity type represented by respondents to this survey:

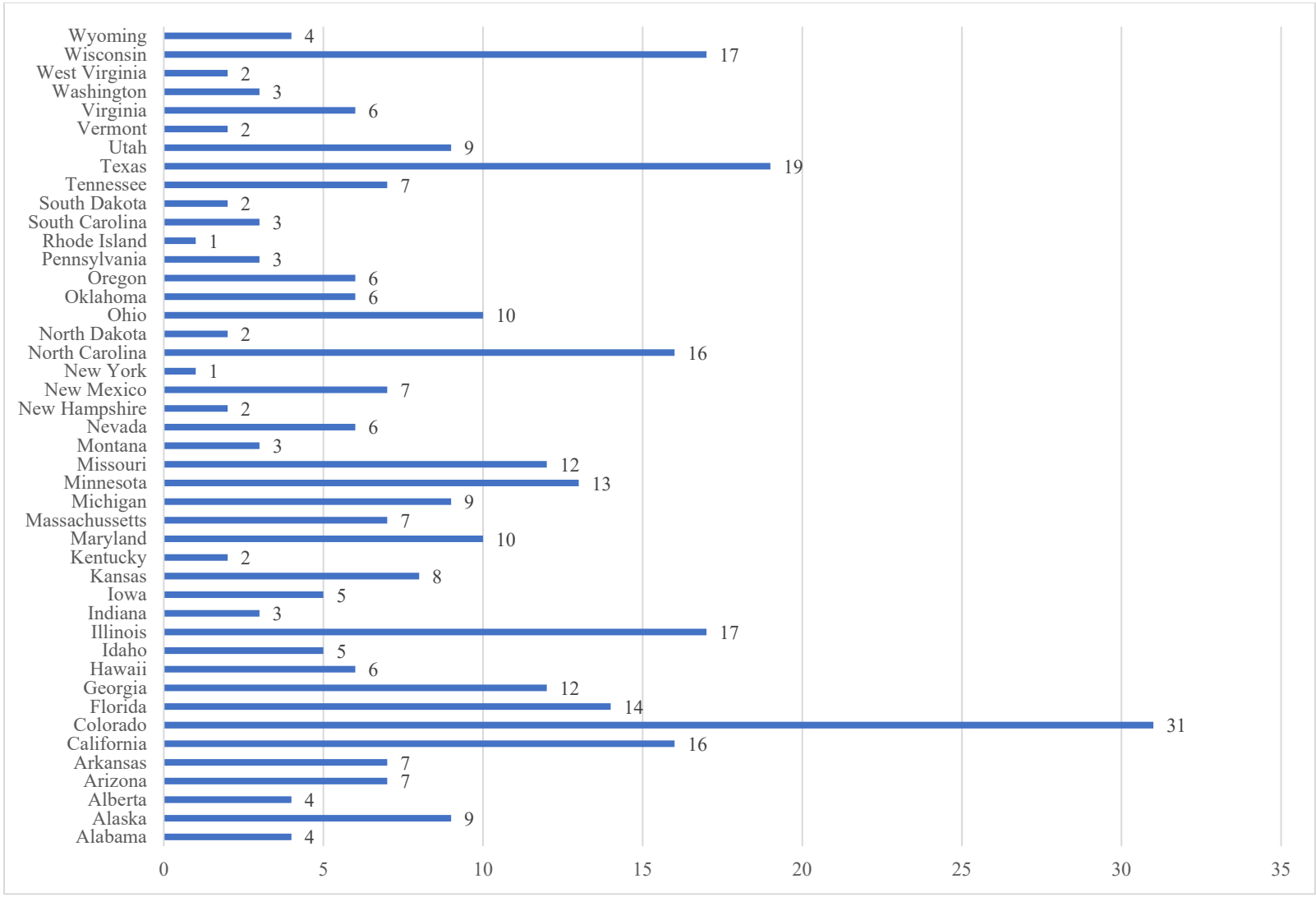
Chart 1- Type of Entity



Survey Question 5. Please identify your State, Territory or Province.

Of the useable responses, IMLA did not receive any responses in 2024 from U.S. localities located in the following jurisdictions: Delaware, Louisiana, Maine, and New Jersey. The following chart lists the entries organized by U.S. jurisdiction.

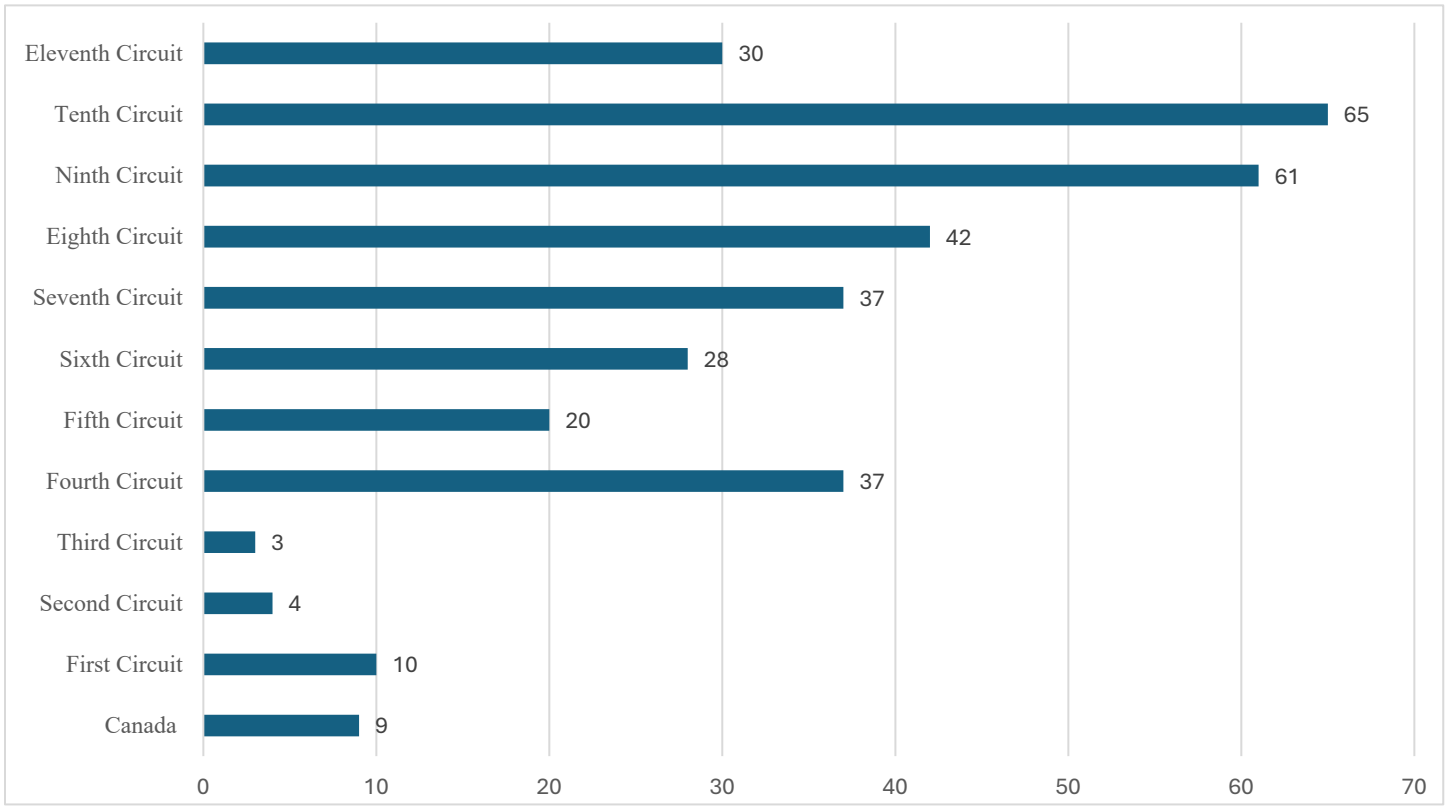
Chart 2- Response by U.S. Jurisdictions



IMLA received 9 responses from Canadian jurisdictions: Alberta, Quebec, Saskatchewan, British Columbia, and Ontario.

Here are the responses organized by regional categories. For this, we have decided to break up responses by U.S. Federal Circuit Court of Appeals & Canada:

Chart 3 - Number of Responses by U.S. Federal Circuit Court of Appeals & Canada



Survey Question 6. General Population Data

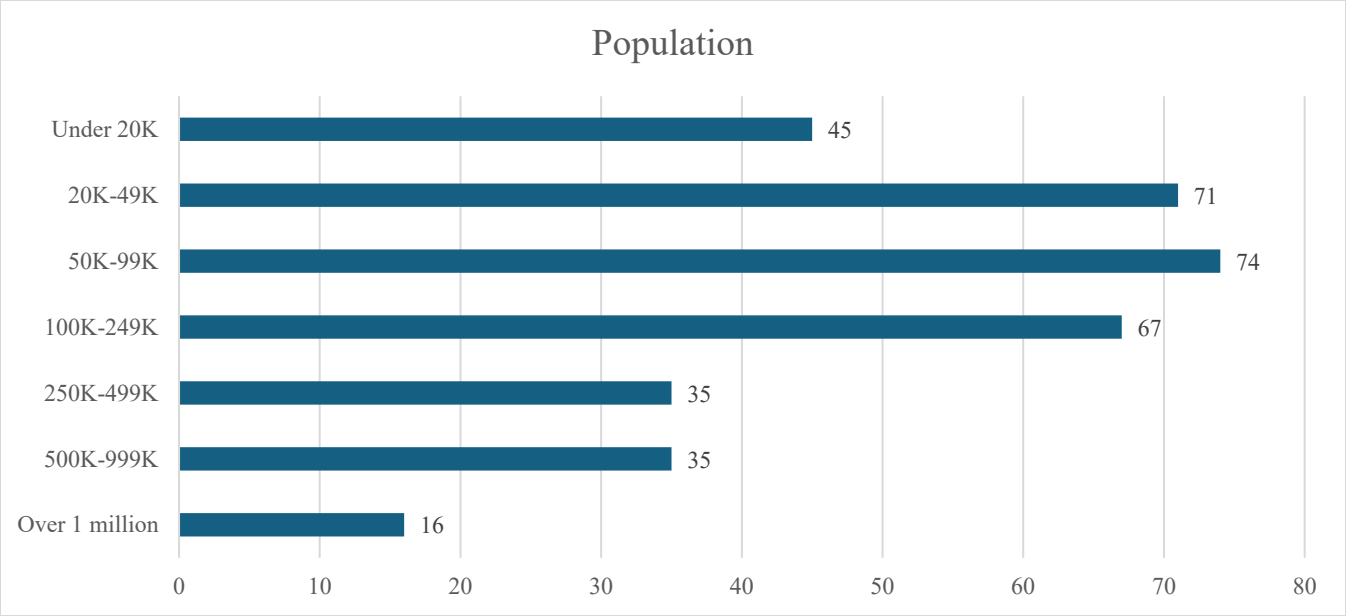
Survey responses came from local entities with very different population sizes. The table below demonstrates we had a range of population size from just 72 citizens in the smallest jurisdiction to the largest respondent with 10 million citizens. For comparison purposes, we've included the data from the survey responses from 2021.

Chart 4 - Average Population Data 2021 & 2024

	General Population Data from 2024 (Current)	General Population Data from 2021
Total Population of all entities included in Report	95,886,985	95,846,752
Average	277,933.28	325,863.2
Median	84,526	78,000
Mode	65,000 (6 responses)	25,000
Minimum	72	1,923
Maximum	10,000,000	10,000,000

Responses have also been sorted by population size (**Question 6**). The number of entities included in this category is 294. The following chart shows the number of responses we received for each population range.

Chart 5 - Number of Responses by Local Entity Population Size



Survey Question 7. What was the total operating budget for your jurisdiction's most recent fiscal cycle?

IMLA used 302 responses for data analysis regarding the respondent's total operating budgets. The chart below details the mean, median, mode, and range of the total operating budgets for respondents.

Chart 6 - Total Operating Budget – 2024 Fiscal Year

Total Operating Budget - 2024 Fiscal Year

Mean	**$ 1,354,053,663**
Median	**$ 198,637,968**
Mode	**$ 40,000,000**
Range	**$ 150,000 - $ 43,000,000,000**

Survey Question 8. What is the legal budget for the governmental entity (jurisdiction)? This is your budget if you are internal counsel and the amount the jurisdiction budgets for legal representation if you are outside counsel.

IMLA used 340 responses for data analysis regarding the respondent's legal budget. We requested people not to include amounts budgeted for damage awards.

Chart 7 - Legal Budget – 2024 Fiscal Year

Legal Budget - 2024 Fiscal Year	
Mean	**$5,113,269.50**
Median	**$1,230,550.50**
Mode	**$200,000**
Range	**$2,000 - $182,144,000**

Survey Question 9. Do you anticipate your law department budget will increase, decrease or stay the same next fiscal year?

Out of 343 responses, 332 (96.8%) of respondents did not anticipate a decrease in their law department budget. 177 (51.6%) anticipated an increase to their law department budget, 155 (45.19%) anticipated no change to their department budget, and 11 (3.2%) anticipated a decrease in their budget. Several responses indicated that they anticipated a change in the budget, or the budget to stay the same, but the amount was unknown due to salary or budget negotiations.

Survey Question 10. By what percentage will your law department budget increase?

Out of the 178 respondents who expected a budget increase, 98 provided specific percentages for how much their budget was anticipated to grow. The average anticipated increase was 8%.

Survey Question 11. By what percentage will your law department budget decrease?

Among the 11 respondents who expected a budget increase, 5 provided specific percentages for how much their budget was anticipated to decrease. The average anticipated decrease was 7.5%.

Survey Questions 12-13. Number of employees working in the 1) jurisdiction overall and 2) only in the law department.

Question 12 asked "How many employees does the governmental entity employ?" (Either Full-Time and Part-Time; or Full-Time Equivalents (FTEs). We were able to use 345 responses for this question. The average municipality in our survey had 1,772.5 full-time employees, 143.6 part-time employees, or 2,427.8 FTEs.

In Question 13, we asked "How many employees does the chief legal officer supervise? Include all attorneys & support staff in the legal department plus any other employees that report to the chief legal officer." The average municipality in our survey had 27.6 full-time employees, 7.32 part-time employees, or 38.6 FTEs, working in the law department. The number of total Part Time- and Full-time employees in 2024 is significantly higher than in 2021 and 2018. The number of total FTEs in 2024 is slightly lower than 2021 and 2018.

Chart 8 - Information on Employee Size Based on Population

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
72		1				
120		5				
500	3	2				
900	29	3		29	3	
900	6					
2200	53	20				
2300	13	2				
3093			170			1

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
4400	17	1				
4500	35			1		
4800			114			1
5000	1	1			1	
5600	40					
6000	65	5				
6000	600					2
6207	65	5	67	1		1
7200	31	12				
7500	36				1	
7700	20			2	1	
8000	84	40		2	1	
8000	135	20		1		
8700	99	15				
8800	98	15				
9000			150		1	
9800			175	3		
10000	375	250		2	1	
10000	114	32				1
10025	65	100			1	
10100		4				
11000	103	20			2	
13000	1					
13759	220				2	

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
14000	80	86				
14000	148			3	1	
14206	50			10		
14473	142	140		1		
15000	300					
15000	162	1		1		
15000	2			1		
15068	264	3		2		
15279	116	64		3		
15545			180			
17000			20		2	
18500			2	1		
19000			772			6
20000	500			2		
20000	184					
20000	190	20		1		
20000	100	16		1		
20300	105	71				
20394	200	50		3		
21000			214			3
21000	203	295				
22000			135	1		
22885	220	200		2	1	
24000			496			2

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
24000	180			3	1	
24408	153	53		3		
24729			185			
25000	1					
25000	150	150		1		
25000	60			2		
25000	1	1			1	
25000	200		200	1		1
25142	117	42	110	1	1	
26000	235	67			1	
27141	134	71			1	
27500	365	14		1		
28000	2	1		1	1	
28000	399			1		
28000			175			2
29000	2			1		
30000	255	17			1	
30000			353	1		
31000	250	50				4
32000	10			6		
32000	249	170			7	
33000			287			2
33000			240	2		
33500			430	3	1	

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
34285	400	50		4		
34500	250	102	403	1	1	2
34977	295	43		3		
35000			412	6		
35000	3			2		
35000	105	200		3	1	
35252	279	62				
36000	205	212		1	2	
36000			91			5
36738	435	100		4	1	
38387			320			3
39000	150	100		1	3	
39000	616	16	632	9	1	10
39000			266			2
39970	500	300		7		
40000	4			3		
40000	500	50		4	1	
40000	1	6			6	
40000	100	25		3	1	
41000	300	18		6	2	1
42000	3	1		2		1
42000	345	5		5		
42000	2	1		1	1	
42187			242	1	2	2

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
42891	419	198		2		
43420			327			9
44000	597	218		8		
44595	3			2		
44755	305	29		4		
45000	280		280			
45700	400		400			
46500	480	5	482	5		5
47000	1500	300		6		
47000	1	1			1	
49773			451	4		
49800			496			3
50000			600	2		
51432	437	132		3		
52000	240	400		2		
52185			608	5		
52838			400	4		
53000	479	96		1	1	
53219			867			5
53224			397	3	1	
54149			200		1	
55000	550			14		
55000	217	187		3	2	
56000	441	430		15		

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
57000	560	100		8		
57000	465	35		3		
57875	454	15		4	1	
58000			559			9
58000	356	89			3	
58000	4			3		
58656			331	5		
58800			337			4
58846	902			5	1	
60000	652	130		7		
60000	15			1		
62000			502	6	3	
63000			722	7	1	
64000	6			5		
64610			481	5		
65000	650	400		4		
65000	6	1		5	1	1
65000	3			3		
65000	8			7		
65000	11	1		10	1	
65000	240			6		
66000	730	300		5	1	
69000			550	6		
69500	890	50		3		

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
70291	475			6		
70741	496	52	544	5		
71825	500			3		
72000	510	50	535	3		3
73598			570	6		
74000	1276			18	1	
74445			668	5		
74828	6	1		5	1	
75000	46	1		6		
75325	780	120		10		
76000			639	3		
77000	700	400		8		
78000	680			3		
79000	1200			12	1	
80000			2400	8		
81252			10			9
82000			800	5		
82874			619			16
83993	765			765	435	
84000	900			7		
84526	350	75				
86500	900			7		
87000	842			8		
87018			956			14

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
89008			1300			19
89244	629	193		20	1	
89245	484	10		9	4	
90000			2800	5		
90000	799			4		
90000	783	25		6		
92324	716	103		4		
93000			642			17
93776	1359			7		
95356			415	5	1	
96578	641	25		17	3	
97029			1450	10	1	
98500	600	300		12	1	
99285			926			14
100000	800	200		3		
100380			2500			8
101165			627			9
102781			600			12
103000			1100			10
103453	1451			13		
104000	1156	202		6		
105000			1509			8
105000	600			8	1	
105000	5000			12		

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
107015	840	38		7		
108000	850	250		16	1	
110000			1159			21
110000			900	12	5	
110000	8			7		
111026			917			6
111456	9			8		
113150	10			9		
113540	865	8		8		
116000			976			8
117000	1000			13		
117286	1604	29		20		
117643			1163			13
118000	360	400		6		
120000	7			6		
120000		330	1054	21		
125000	1000			10		
125500	18			18		
128000	13		13	3		3
130000	1786	300		6	1	
130000	608	1		4		
130000			1605			16
135000	940			9		
136467			1267	7		

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
139594			1700			10
139698	2300			21		
142610			1137			16
145000	1900	500		15		
146000	1800	50		13	1	
148004	2500			3		
150000	700	200		12	1	
150000			996	9		
150372	700	25		4		
153501			450	9		
155000			1075			27
159000			1269	20	1	
164221			2500			25
164351	2500	100	2550	30		30
164351						
169724	1800	500		21		
170000			300	8		
170000	1500	200		9		
172321			1720	25	1	
180000			15			5
180000			1328			3
189382	9		1	9		1
190000	2200			30		
200000	3000			47		

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
200000			1768			20
200000	2704			33		
200000	1042	156	1120	13		
200000	2000	700		16		
204615		3	23	2		
207000	2800			3		
208000	1720			12		12
215000	20			19		
220000			2296	12	1	
227000	500			2		
250000			1600	10		
256054	650	50		1		
258201	3600			23	2	
269000			1540			29
275000	1000	150		14	1	
285000	1700			35		
289000	2927	795		24	1	
293310	4209	3041		59		
293678	30			14		
298000			1858	25		
300000	46			45		
302898	36	7		38	7	
306495	2333	312		13		
308000	96			1		

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
309000	6000			95		
316000	3980			22		
321819	1651	496		12	1	
326596			3981	32	5	
335411			3115			28
336892	2300			22		
343486			2785	52	9	
346824			2091	36		
366000			1400	5		
380000	1500			12		
399913			3226	68	3	
400000	27	1				9
411400			3722	35		
424367			2600			10
430000	680	450	800	3		
437166	6000		1	53		1
439902	4085			27		
450000	40	1		39	1	
477084			4515	31		
477544			4322			58
486248			3785			60
508000	4451	60	4511	79	1	79
520000	60	3		6		

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
523000	2463			12		
525041			5075	63		
540000	2600			72		
546101			2935	30		
550099	7056			63		
562599	7020	110		69	1	
590336	4788			34		
600037			2000	14	1	
619000			4270			16
635067			7322			87
646000			2200	14	1	
650000	70			14		
650000	95			4		
675000	2970	784		69		
717688			8770			54
723000	137			2	1	
729181			5805			50
729239			14844			256

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
750000	13000			200		
798175	5128	246		71	3	
804000	2438			71		
833719	44			44		
850000	9000			25		
900000	50	5		50	5	
905748			9261	151	33	
938000	200	50		1		1
950000			10000			75
971000			8000			47
974447			16000			110
975000			13000			140
982154	8000			44		
990000	2600			68		
995638			442			108
1000000	1300	350		70		
1000000	85			85		
1018000	63	4		62	4	

Population	Total Employee Data for Jurisdiction (Question 12)			Law Department Only (Question 13)		
	Full-Time	Part-Time	Full-Time Equivalents (FTEs)	Full-Time	Part-Time	Full-Time Equivalents (FTEs)
1053000	10000			68		
1326000			257			257
1472909	86			86		
1522814			30000	350		
1628259			10399			75
1820000	1076	104		10		
2000000	5740			26		
2000000			4149	28		
2000000	28000			530		
2697000	36000			500		
3800000			50000			1008
4972664			721			11
10000000	113000			683		

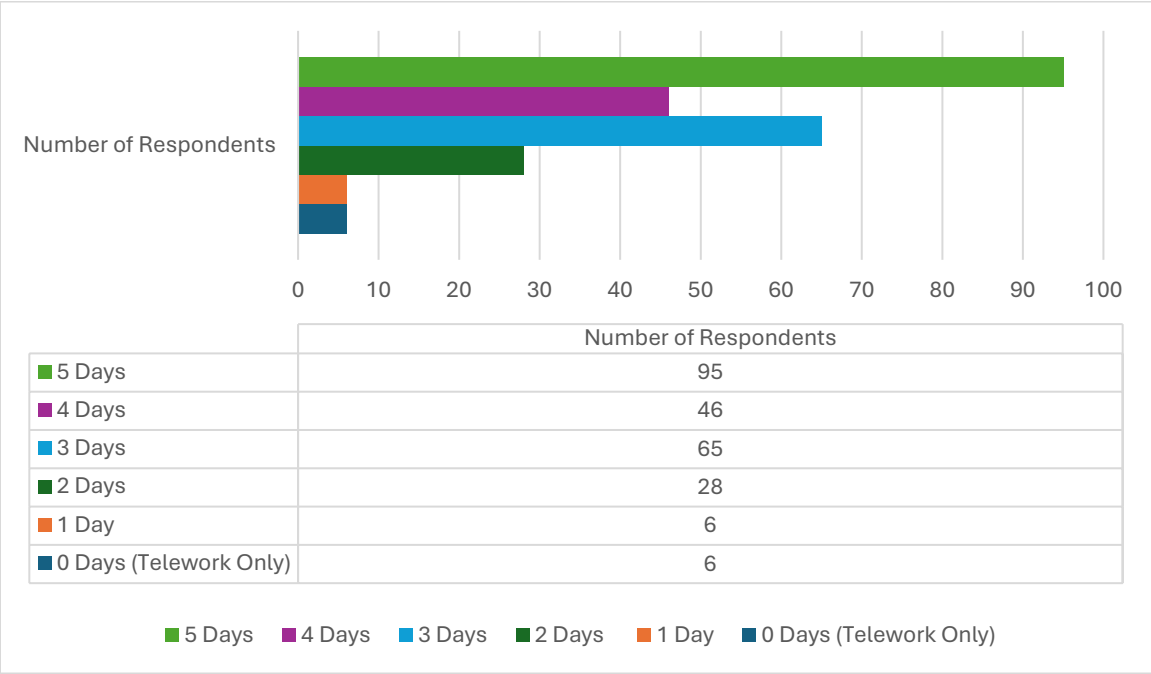
Survey Question 14. Do you allow telework?

Out of 343 usable responses, 248 (72%) of respondents allow telework.

Survey Question 15. How many days a week are your attorneys in the office?

Out of 246 usable responses, Chart 9 below shows a breakdown of how many days a week attorneys are in the office, from 0 (telework only) -5 days, as provided by respondents:

Chart 9 – Days a Week Attorneys are in the Office

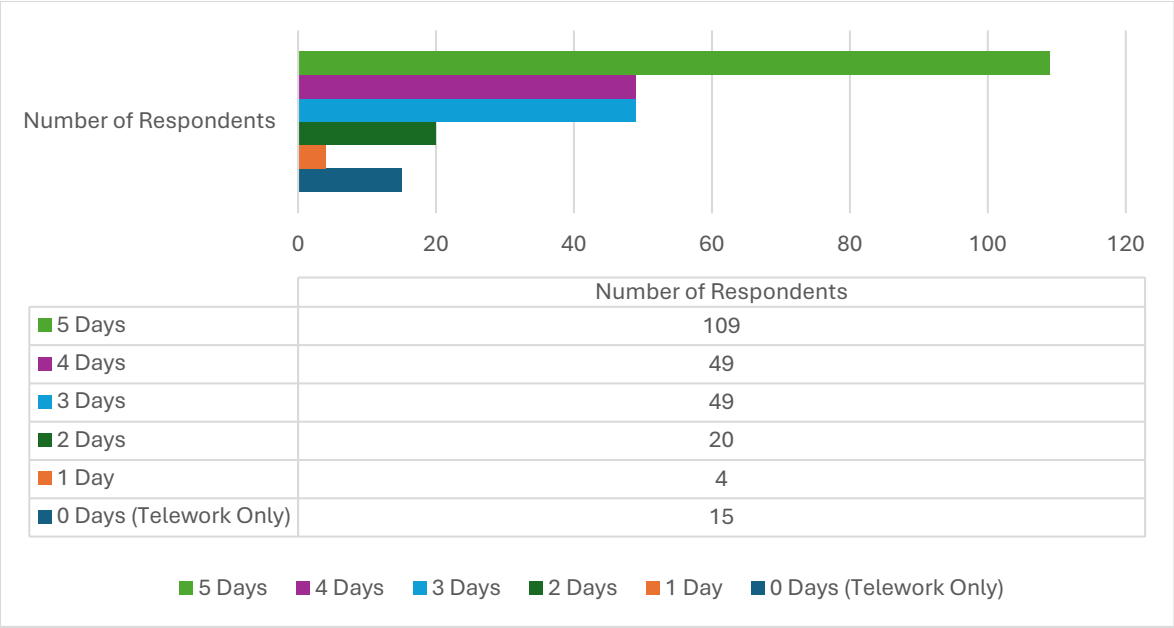


	Number of Respondents
5 Days	95
4 Days	46
3 Days	65
2 Days	28
1 Day	6
0 Days (Telework Only)	6

Survey Question 16. How many days a week is your support staff in the office?

Out of 246 usable responses, Chart 10 below shows the breakdown of how many days a week support staff is in the office, from 0 (telework only)-5 days, as provided by respondents:

Chart 10 – Days a Week Support Staff is in the Office



	Number of Respondents
5 Days	109
4 Days	49
3 Days	49
2 Days	20
1 Day	4
0 Days (Telework Only)	15

Survey Question 17. How many attorneys in total are in your office?

Out of the 320 usable responses, there is an average of 15 attorneys (not including vacant positions) in the office with a range of 1 to 560 attorneys.

Survey Question 18. Age

Question 18 asked, "How many attorneys do you have in your office in the following age ranges: 20-29, 30-39, 40-49, 50-59 and 60+." There were 276 usable responses. Chart 11 below shows the breakdown of age range provided by respondents to this survey:

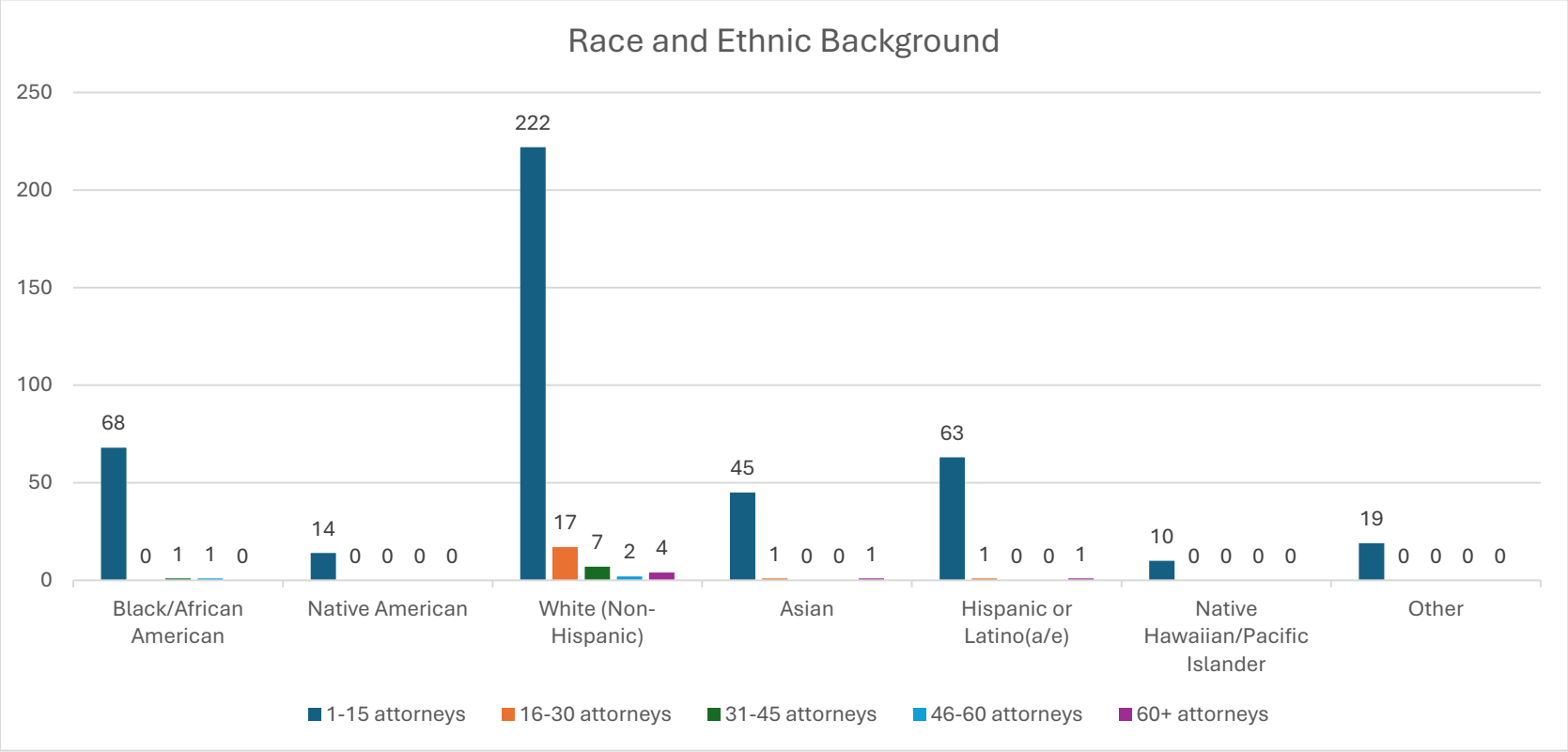
Chart 11 – Ages of Attorneys

	20-29 years old	30-39 years old	40-49 years old	50-59 years old	60+ years old
1-15 attorneys	60	175	193	167	132
16-30 attorneys	4	3	4	5	2
31-45 attorneys	0	0	0	0	0
46+ attorneys	0	3	3	1	1

Survey Question 19. Racial and Ethnic Background

Question 19 asked, "How many attorneys of the following racial and ethnic backgrounds do you have in your office: Black / African American, Native American, White (non-Hispanic), Asian, Hispanic or Latino(a/e), Native Hawaiian / Pacific Islander, or Other." Out of 261 usable responses, respondents indicated they have at least 1 attorney who identifies as White (Non-Hispanic) (97%); Black/African American (27%); Asian (18%); Hispanic or Latino(a/e)(25%); Native Hawaiian/Pacific Islander (4%); and Other (7%). Chart 12 below shows the breakdown of racial and ethnic backgrounds provided by respondents to this survey:

Chart 12 – Racial and Ethnic Background for Attorneys

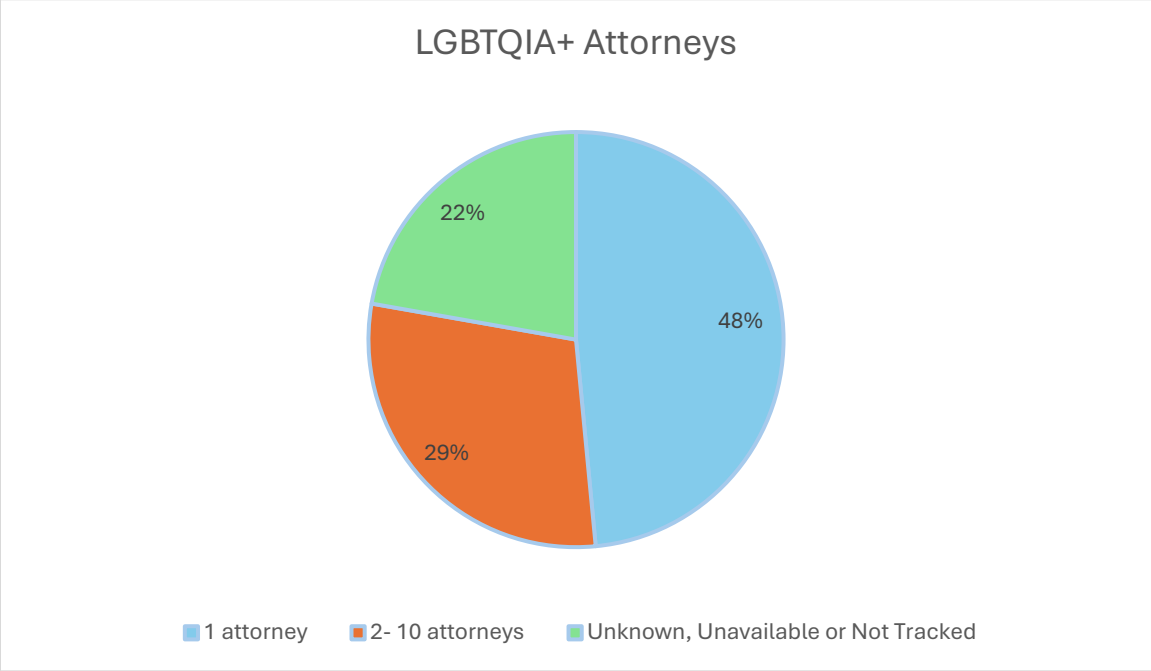


Survey Question 20. LGBTQIA+ Attorneys

Question 20 asked, "How many LGBTQIA+ attorneys do you have in your office?" Out of 58 usable responses, roughly 48% of respondents said they have 1 LGBTQIA+ attorneys; 29% have 2-10 attorneys; and 22% of respondents said the information is

unknown, unavailable or not tracked. Chart 11 below shows the breakdown of LGBTQIA+ attorneys provided by respondents to this survey:

Chart 13 – LGBTQIA+ Attorneys



Survey Question 21. Attorneys Self-identification

Question 21 asked "How many attorneys do you have in your office that self-identify as: female, male or non-binary. Out of 264 total usable responses, Chart 12 below breaks down how attorneys in their office self-identify based on what was provided by respondents. The average below for each self-identification only includes respondents who included the self-identification in their response.

Chart 14 – Attorneys Self-Identification

	Female	Male	Non-Binary
Average	8	6	1
Range	1-287	1-273	N/A
Total Responses	211	235	1

Survey Question 22. In-house or outside counsel?

Question 22 asked "Which one of the following best described your practice: a) Private practice/independent contractor. I represent the public entity based on a contract (either full time or part-time); **OR** b) Public service. I am employed by the local entity NOT as an independent contractor, but as a full status employee." Out of 334 usable responses, 301 (approximately 89%) responded that they worked as a full status employee inside law department. 34 respondents (approximately 11%) answered that they are in private practice or an independent contractor. These percentages are consistent with the 2021 Salary Compensation Report. The purpose of this question was to direct each type of practitioner (private or public) to a different set of follow-up questions. If the respondent answered that they are in public service, then they were directed to Questions 13 – 30, discussed below. If someone answered that they are in private practice, then they were asked Questions 31– 37.

Survey Question 23. Please enter the number of full-time legal staff that are employed by (or who represent) your local government.

For question 23, we included the number of affirmative responses (survey taker entered in actual value, not left blank) for each staff position. If a position was left blank, but that respondent had filled in response for other positions, it was assumed that the jurisdiction had zero such positions. For example, if a respondent entered 1 for Chief Legal Officer, but then left the remainder of the selections blank, zeros were entered for those selections.

Attorneys

Participants were asked to submit the staff size for the following attorney or management-level positions:

*** Chief Legal Officer/General Counsel**

*** Deputy Chief Legal Officer**

*** Managing Attorney**

*** Senior Attorney (Over 20 Years)**

*** Assistant Attorney (10-20 Years)**

*** Assistant Attorney (5-10 Years)**

*** Assistant Attorney (2-5 Years)**

*** Assistant Attorney (1-5 years)**

*** New Lawyer with Judicial Clerkship**

*** New Lawyer with Law Review**

*** New Lawyer**

The table below shows the number of jurisdictions who answered the survey for each job classification plus a breakdown of the number of people for each staff position. For example, the column titled Chief Legal Officer/General Counsel will show that 272 jurisdictions provided data and that 256 of those jurisdictions state that they have 1 employee classified as Chief Legal Officer/General Counsel. Similarly, 125 jurisdictions state that they have 1 employee classified as a Deputy Chief Legal Officer. Respondents did not offer data for the "New Lawyer with Law Review" or the "Assistant (1-5 years) categories. Those positions are therefore not included in the charts below.

Chart 15 - Number of Attorney-level Staff Currently Employed by Jurisdiction

Number of Employees	Chief Legal Officer/ General Counsel	Deputy Chief Legal Officer	Managing Attorney (20+ years)	Senior Attorney (20+ years)	Mid-Level Attorney (10-20 years)	Attorney (5-10 years)	Attorney (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
0	12	108	222	148	121	138	183	269	238
1	256	125	15	36	54	48	35	3	20
2	1	27	7	19	22	31	20	0	4
3	0	6	6	17	17	17	12	0	2
4	1	4	11	14	8	4	1	0	1
5 – 10	1	3	7	25	32	22	13	0	4
11 – 20	1	0	3	8	11	9	3	0	2
21 – 30	0	0	0	3	4	1	2	0	0
31 – 40	0	0	0	0	5	1	0	0	0
41 – 50	0	0	0	0	1	0	0	0	0

Over 50	0	0	1	2	1	1	2	0	1

The table below shows the same data converted into a percentage format. For example, under the Deputy Chief Legal Officer column, notice that 49.96% of all the persons who responded to this question indicate that they have 1 Deputy Chief Legal Officer currently employed. Similarly, 94.12% of people who responded to this question indicate that they have 1 Chief Legal Officer.

Chart 16 - Number of Attorney-level Staff Currently Employed by Jurisdiction – Percentage

Number of Employees	Chief Legal Officer/ General Counsel	Deputy Chief Legal Officer	Managing Attorney (20+ years)	Senior Attorney (20+ years)	Mid-Level Attorney (10-20 years)	Attorney (5-10 years)	Attorney (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
0	4.42%	39.71%	81.62%	54.41%	44.48%	50.74%	67.28%	98.90%	87.5%
1	94.12%	49.96 %	5.51%	13.24%	19.85%	17.67%	12.87%	1.10%	7.35%
2	0.37%	9.93%	2.57%	6.99%	8.09%	11.34%	7.35%	0.00%	1.47%
3	0.00%	2.21%	2.20%	6.25%	6.25%	6.25%	4.41%	0.00%	0.74%
4	0.37%	1.47%	4.04%	5.15%	2.94%	1.47%	0.37%	0.00%	0.37%
5 – 10	0.37%	1.1%	2.57%	9.19%	11.76%	8.1%	4.78%	0.00%	1.47%
11 – 20	0.37%	0.00%	1.03%	2.94%	4.04%	3.31%	1.10%	0.00%	0.40%
21 – 30	0.00%	0.00%	0.00%	1.10%	1.47%	0.37%	0.74%	0.00%	0.74%
31 – 40	0.00%	0.00%	0.00%	0.00%	1.84%	0.37%	0.00%	0.00%	0.00%
41 – 50	0.00%	0.00%	0.00%	0.00%	0.37%	0.00%	0.00%	0.00%	0.00%
Over 50	0.00%	0.00%	0.37%	0.74%	0.37%	1.37%	0.74%	0.00%	0.37%

Support Staff

Along with collecting data concerning attorney and management-level staff size, we also collected information on support staff. We asked specifically about the following staff positions:

*** Non-Lawyer Office Manager**
*** Paralegal Supervisor**
*** Senior Paralegal (10+ Years)**
*** Paralegal (Under 10 Years)**
*** Law Clerk**
*** Legal Assistant**
*** Budget/Accounting/Bookkeeper**
*** Secretary**
*** Collections Manager**
*** Non-Lawyer Collections Staff**
*** Human Resources Manager**
*** Other Human Resources Staff**
*** Information Technology (IT)**
*** Investigator**

We received 272 useable responses for this question. The following chart lists the number of employees for the above-mentioned support staff positions:

Chart 17 - Number of Support Staff Currently Employed by Job Position

Number of Employees	Non-lawyer Office Manager	Paralegal Supervisor	Senior Paralegal (10+ years)	Paralegal (under 10 years)	Law Clerk	Legal Assistant	Budget/ Accounting/Bookkeeper	Secretary	Collections Manager	Non-Lawyer Collections Staff	Human Resources Manager	Other Human Resources	IT	Investigator
0	196	242	158	175	241	145	250	203	263	266	252	250	250	251
1	71	24	57	48	16	70	14	36	9	3	17	4	13	13
2	3	3	26	15	4	24	2	9	0	0	2	2	1	3
3	0	2	15	9	3	9	0	7	0	2	1	0	1	3
4	1	0	4	10	0	6	4	1	0	0	0	3	2	0
5 – 10	1	0	8	10	4	12	0	14	0	0	0	4	2	1
11 – 20	0	1	2	1	3	4	2	1	0	1	0	0	3	1
21 – 30	0	0	1	3	1	1	0	0	0	0	0	0	0	0
31 – 40	0	0	1	0	0	1	0	0	0	0	0	0	0	0
41 – 50	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Over 50	0	0	1	0	1	0	0	1	0	0	0	0	0	0

The table below shows the same data converted into a percentage format.

Chart 18- Individual Survey Responses Compared to Aggregate Survey Responses

Number of Employees	Non-lawyer Office Manager	Paralegal Supervisor	Senior Paralegal (10+ years)	Paralegal (under 10 years)	Law Clerk	Legal Assistant	Budget/Accounting/Bookkeeper	Secretary	Collections Manager	Non-Lawyer Collections Staff	Human Resources Manager	Other Human Resources	IT	Investigator
0	72.05%	88.97%	58.1%	64.34%	89%	53.30%	91.9%	74.6%	96.69%	97.79%	92.64%	91.91%	91.91%	92.3%
1	26.01%	8.82%	20.9%	17.65%	5.8%	25.73%	5.15%	13.2%	3.3%	1.1%	6.25%	1.47%	4.77%	4.77%
2	1.1%	1.1%	9.56%	5.51%	1.47%	8.82%	0.74%	3.3%	1%	0%	0.74%	0.74%	0.37%	1.1%
3	0%	1%	5.51%	3.30%	1.1%	3.30%	0%	2.57%	0%	0.74%	0.37%	0%	0.37%	1.1%
4	0.37%	0%	1.47%	3.68%	0%	2.21%	1.47%	0.37%	0%	0%	0%	1.1%	0.74%	0%
5 – 10	0.37%	0%	2.94%	3.68%	1.47%	4.41%	0%	5.1%	0%	0%	0%	1.47%	0.74%	0.37%
11 – 20	0%	0.37%	0.74%	0.37%	1.1%	1.47%	0.74%	0.37%	0%	0.37%	0%	0%	1.1%	0.37%
21 – 30	0%	0%	0.37%	1.1%	0.37%	0.37%	0%	0%	0%	0%	0%	0%	0%	0%
31 – 40	0%	0%	0.37%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
41 – 50	0.37%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over 50	0%	0%	0.37%	0%	0.37%	0.37%	0%	0.37%	0%	0%	0%	0%	0%	0%

In the survey, we also created separate categories, titled "Other 1," "Other 2," and "Other 3" that allowed respondents to enter staff positions we have missed. Over 185 respondents indicated that they had a non-attorney support position that was not listed above. Below are examples of positions that did not have a specific category in the survey, but may be included in future releases because respondents indicated these positions in the "Other" categories:

*** Administrative/Office Assistant**
*** Risk Manager**
*** Victim Rights Advocates**
*** Clerk**
*** Real Estate Appraisers, Negotiators, and Property Agents**
***Open Records/Public Records Specialist**
***Claims Manager/Adjuster**
***Courier**
***Safety Manager**
***Management Analyst**
***Law Clerk**
***Non-lawyer- bylaw prosecutor**
***Tribal Liaison**

Respondents also offered one (1) attorney position under the "Support Staff" category. This position included the following category:
***Contracts Attorney**

Survey Question 24. Please provide the average actual salaries for attorneys in your office that primarily handle civil matters.

Question 24 asked respondents to provide the average actual salaries for attorneys employed in the jurisdiction. The tables below show the positions and then breakdown the data by population size. The following positions are listed below:

*** Chief Legal Officer**

*** Deputy Chief Legal Officer**

*** Managing Attorney**

*** Senior Assistant (20+ Years)**

*** Assistant Attorney (10 - 20 Years)**

*** Assistant Attorney (5-10 Years)**

*** Assistant Attorney (2-5 Years)**

*** New Lawyer with Judicial Clerkship**

*** New Lawyer**

Respondents did not offer data for the "New Lawyer with Law Review" or the “Assistant (1-5 years) categories. Those positions are therefore not included in the charts below.

Chart 19- Average Actual Salary of Attorneys in Law Department Handling Civil Matters Organized in Ascending Order by Population

Presentation of Raw Data for Civil Attorney Salaries (Organized in Descending Order by Population)									
Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
2300	$126,219								
4800	$165,000								
5000	$130,000				$130,000				
5600	$180,000								
6000	$205,073								
6207	$146,160								
8000	$105,000								
8700	$156,860								
9000	$163,800								
9800	$163,800			$130,000					
10000	$163,800								
10000	$163,800								
13000	$163,800								
14473	$163,800								
15000	$163,800								
15000	$163,800			$75,000					
15000	$163,800								
15068			$250,000		$171,000				
15279	$131,519								
15545	$123,000								
19000	$210,015	$166,515			$135,703				
20000					$148,000				

Presentation of Raw Data for Civil Attorney Salaries (Organized in Descending Order by Population)									
Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
20000	$122,500	$107,000							
20000	$127,000								
20300	$138,439								
20394	$162,153				$102,819				
21000	$215,156	$165,974							
22000	$225,000								
22885	$113,235								
24000	$150,000								
24408	$145,122						$76,274		
25000	$125,844								
25000	$127,000								
25000	$123,000	$110,000							
26000	$183,287								
27141			$196,700				$62,000		
27500	$124,400								
28000	$156,000							$108,000	
28000	$170,000				$134,000				
28000	$180,000								$115,000
29000	$106,000								
30000	$180,000								
30000	$168,609								
32000	$208,667				$162,255	$163,052			
32000	$102,000			$118,000					

Presentation of Raw Data for Civil Attorney Salaries (Organized in Descending Order by Population)									
Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
33000	$155,000								
33000	$135,000	$100,000							
33500	$273,105	$185,300				$125,800			
34500	$133,000								
34977	$136,796	$83,545				$68,392			
35000	$164,000	$120,000			$115,000	$105,000			
35000	$164,000								
35252	$95,000								
36000	$80,765								
36000	$154,833	$121,957			$104,523				
36738	$140,000	$96,000							$86,000
38387	$151,133				$100,464				
39000	$170,000				$30,000				
39000	$183,000				$110,000	$95,000			$95,000
39000	$125,000								
39970	$285,000	$220,000		$189,000	$170,000				
40000	$169,000	$90,000							
40000	$105,000					$97,000	$83,000		
40000	$127,000			$120,000					
41000	$167,000			$138,000					
42000	$239,000	$148,000				$98,588			
42000	$151,000								
42187	$180,000								

Presentation of Raw Data for Civil Attorney Salaries (Organized in Descending Order by Population)									
Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
42891	$137,500			$83,381					
43420	$203,148	$166,752							
44000	$136,000	$124,000		$124,000	$101,208	$113,385			
44595	$150,137	$79,966							$66,478
44755	$238,264	$176,925		$153,567	$98,821				
45700	$190,000								
46500	$148,809			$85,000			$75,000		
47000	$133,000	$98,000							
47000	$178,000								
49773	$134,320					$100,485			
49800	$151,000	$128,000							
50000	$154,000								
51432	$157,681	$102,623							
52000	$225,000								
52185	$132,184	$115,440				$100,838			
52838	$178,000	$120,000			$97,000				
53000	$174,000								
53219	$213,075			$133,900	$128,544	$108,575			
53224	$190,000			$116,880					
54149	$138,000								
55000	$192,593	$150,453				$132,978			
55000	$161,000			$101,000			$90,000		
56000	$235,000	$165,000				$98,000		$90,000	

Presentation of Raw Data for Civil Attorney Salaries (Organized in Descending Order by Population)									
Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
57000	$194,633	$159,013				$107,788			
57000	$169,000				$110,000				
57875	$313,268	$212,513			$180,000	$165,900			
58000	$172,500	$141,000				$105,000			
58000	$165,000	$124,000	$110,000						
58656	$150,000			$115,000					
58800	$137,000	$120,000							
60000				$160,914					
63000	$155,000	$128,000		$132,000	$125,000				
64000	$166,000					$103,000	$105,000		
64610	$132,000	$110,000		$96,500	$65,000	$65,000			$72,000
65000	$200,000								
65000	$138,000	$118,000		$94,000	$101,000				
65000		$155,404			$132,626				
65000	$187,000								
65000	$150,000				$115,000				
66000	$155,000	$110,000							
69000	$240,000	$205,000		$180,000	$155,000				
69500	$163,000	$83,000							
70291	$180,000								$105,000
70741	$173,516	$164,665				$136,000	$95,000		
71825		$141,300							
72000	$155,000	$125,000			$110,000				

Presentation of Raw Data for Civil Attorney Salaries (Organized in Descending Order by Population)									
Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
73598	$181,650				$90,000	$85,000			
74000	$158,640	$142,776		$136,512	$136,512	$136,512	$123,000		
74445	$149,233					$61,112			
74828	$174,886	$133,840			$114,285				
75000	$198,000	$145,000	$182,000	$130,000			$75,000		
75325	$272,272	$184,808		$163,342	$154,793	$151,944	$106,059		
76000	$211,252	$147,687					$106,375		
77000	$190,000	$138,000			$126,000				
78000	$139,000				$85,000	$78,000			
79000	$183,500	$113,090		$102,722	$67,059	$72,243			
81252	$121,000	$100,000		$93,000			$85,000		
82000	$215,655	$164,499				$120,622			
82874	$283,270			$189,457	$149,844				
83993	$300,000	$250,000			$180,000	$175,000			
84000	$167,786	$136,425			$112,201				
84526	$169,500								
86500	$209,632	$173,006		$165,193	$150,000	$133,124			
87000	$210,000				$135,000	$120,000			
87018	$177,011	$144,314	$129,679	$122,932	$110,510		$90,025		
89008	$145,000			$116,000	$92,000	$86,000			
89244	$205,944	$165,911	$132,542		$131,960	$131,960			
89245	$159,084	$139,468			$102,891		$105,000		
90000	$160,000	$140,000			$118,000				

Presentation of Raw Data for Civil Attorney Salaries (Organized in Descending Order by Population)									
Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
90000	$213,000			$130,000	$110,000				
90000	$208,000		$150,000			$10,000			
92324	$237,931	$180,244		$155,502			$122,289		
93000	$212,222	$160,930		$139,526	$136,240				
93776	$214,288	$154,350			$134,739	$154,142	$94,500		
95356	$185,600				$155,000	$141,510			$101,224
96578	$189,947			$160,436	$152,414	$124,328			
97029	$225,000	$150,000		$135,000	$110,000				
98500	$205,000	$165,000							
99285	$148,454	$117,880					$92,040		
100000	$168,000	$123,000				$117,000			
100380	$195,000		$170,000		$155,000	$135,000			
101165	$208,000				$161,230	$111,500			
102781	$181,220			$124,766					
103000	$216,000	$185,000		$173,000					
103453	$141,428	$113,765	$107,500	$99,329	$99,329				
104000	$207,723	$147,065	$109,371	$91,351	$73,461				
105000	$151,880		$257,000		$185,130	$121,750	$95,000		
105000	$185,000	$116,000			$112,000		$105,000		
107015	$127,005					$87,693			
108000	$198,706	$172,009				$122,000	$106,000		
110000	$250,000	$220,000	$160,000	$150,000	$135,000	$115,000			
110000	$165,000	$112,817		$116,552		$110,950	$81,783		

Presentation of Raw Data for Civil Attorney Salaries (Organized in Descending Order by Population)									
Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
110000	$183,750	$122,920		$101,677					
111026	$240,323	$137,800		$109,470	$99,361	$92,700			
111456	$176,904	$150,185			$117,996	$100,416	$83,208		
113150	$177,736	$170,000				$90,817	$77,150		
116000	$290,080								
117000	$240,000	$160,000		$120,000	$65,000	$60,000	$55,000	$100,000	$100,000
117643	$185,000	$127,757		$111,738		$85,376			
118000	$208,000	$162,000			$125,000				
120000	$175,000			$95,000	$90,000				
120000	$183,417	$150,318		$120,758	$114,269	$99,413	$104,815		
125000	$206,000	$165,000		$130,000		$103,000			
125500	$167,505				$129,597	$109,961	$85,000		$63,835
128000	$220,000	$167,000							
130000	$183,000	$117,055			$103,338				
130000	$179,862	$117,272							
130000	$175,000			$108,000	$103,000		$90,000		
135000	$254,000			$119,670		$92,000	$92,000		
136467	$198,000				$136,000	$87,500			
139594	$273,000	$149,100		$135,056		$111,163			
139698				$110,352		$95,327			
142610	$252,015	$214,607		$171,827	$177,727	$158,550			
145000	$305,000	$135,000		$125,000		$90,000			
146000	$250,000	$180,000	$175,000	$175,000	$150,000	$130,000			

Presentation of Raw Data for Civil Attorney Salaries (Organized in Descending Order by Population)									
Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
148004	$250,000	$184,000		$145,000		$125,000			
150000	$230,000	$180,000			$150,000	$115,000	$80,000		
150000	$189,842	$169,520		$143,699					
150372	$170,850						$108,501		
153501	$137,000	$100,000			$90,000				
155000	$210,036	$188,545			$138,000				
159000	$200,000	$150,000		$120,000	$100,000		$80,000		
169724	$200,000	$159,499							
170000	$230,000	$170,000		$145,000					
170000	$200,000	$150,000			$130,000	$122,000			
172321	$240,702	$187,975	$169,600	$141,472	$124,873	$110,737			$86,500
180000	$225,000	$142,500			$120,000				
189382	$193,300	$134,000		$120,000	$98,000	$97,000			
190000	$186,000	$150,000		$112,000	$109,000	$100,000	$78,000		
200000	$188,351	$160,830	$146,806						$60,000
200000	$190,000	$148,000		$110,000		$105,000			
200000	$187,000	$178,000	$166,980	$159,480	$142,000	$135,000	$125,548		
200000	$205,000			$135,000		$115,000			
200000	$220,000			$168,000		$149,000	$110,000		$112,000
204615	$230,048	$200,000		$182,963		$141,494	$126,732		
207000	$188,683	$134,788							
220000	$247,500	$204,279		$134,000	$120,000				
250000	$240,000			$150,000	$140,000	$130,000	$120,000	$120,000	$110,000

Presentation of Raw Data for Civil Attorney Salaries (Organized in Descending Order by Population)									
Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
256054	$124,109	$113,629							
269000	$181,988	$204,768			$175,000	$139,000	$115,000		
275000	$238,480	$216,462		$191,993	$174,539	$156,671			
285000	$235,000	$200,000			$140,000				$110,000
289000	$171,940	$179,056		$177,363	$160,911	$118,217	$93,632		
293678	$168,600			$155,000	$135,000	$125,000	$110,000		
300000	$178,000	$158,000			$134,000		$124,000		
302898	$129,000	$125,000	$117,065	$101,000	$98,800	$90,000	$88,500		$88,500
306495	$249,102	$189,913	$159,047	$159,309	$118,498	$106,909			$87,500
308000				$150,000	$130,000	$115,000	$96,000		
309000	$192,000	$181,000	$190,000	$125,665	$111,103	$93,176	$87,361		$52,000
321819	$270,000	$140,000			$200,000				
326596	$202,500	$180,000	$175,000	$150,000	$122,000				
335411	$243,892	$207,374		$184,672	$164,804				
343486	$229,000	$175,000		$289,000	$192,000				
346824	$302,796			$242,964	$213,996	$187,896	$168,528		
366000	$245,000						$136,000		
380000	$161,000	$104,000			$79,000		$72,000		
399913	$220,458	$215,759	$182,314	$168,220	$144,495	$122,456			$143,897
400000	$217,000	$176,000		$140,000	$110,000	$85,000	$75,000		
411400	$213,331	$181,156	$148,715	$121,127		$103,978			$87,000
424367	$280,000	$190,000			$120,000	$108,500	$90,000		$81,000
437166	$354,540	$273,595	$227,510		$168,079	$170,529	$164,054		

Presentation of Raw Data for Civil Attorney Salaries (Organized in Descending Order by Population)									
Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
439902									$109,878
450000	$264,000	$176,000		$140,000	$130,000	$111,000	$80,000		
477084	$255,000	$209,000	$189,027	$149,470	$140,313	$115,000	$104,738		$98,420
477544	$250,000	$185,000		$154,505	$154,505	$142,836	$115,000		
486248	$232,528	$220,252			$166,045	$114,294	$92,578		
508000	$204,108	$177,120	$163,440	$130,788	$92,436	$80,208	$80,208		$77,868
523000	$169,950	$123,600				$109,329			$92,797
525041			$259,461	$208,078	$203,003	$158,049			$107,113
540000	$224,000	$208,000		$175,000		$105,000	$90,000		$84,000
546101									
550099	$147,336	$168,883		$124,404	$105,793	$95,713	$84,427		$78,947
562599	$179,000	$147,000	$115,000	$101,000	$83,000	$88,000	$77,000		$75,000
590336	$235,171	$193,511		$153,994	$124,204	$91,184	$80,788		
619000	$272,542	$198,037			$152,673	$108,325			
635067	$264,077	$217,163		$199,937	$172,821	$143,021	$130,270		$104,926
646000	$158,500		$115,000			$90,000	$80,000		
650000	$190,000	$159,373	$147,970	$128,997	$130,467	$115,649	$94,080		$88,393
650000	$220,000			$180,000		$145,000			
675000	$250,000	$200,000		$165,000	$145,000	$12,000			
717688	$230,740	$226,633	$196,258	$145,267	$113,216	$97,050	$80,810		
723000	$230,000								$95,000
729181	$398,216	$330,220	$300,164	$272,459	$272,459	$272,459			$112,403
798175	$145,000		$144,700	$118,000	$87,000	$78,500	$76,000		

Presentation of Raw Data for Civil Attorney Salaries (Organized in Descending Order by Population)									
Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
850000	$316,146								
900000	$200,000	$185,000	$175,000	$125,000	$100,000	$90,000	$80,000		
905748	$216,340	$203,320	$175,533	$127,421	$123,980	$101,638	$87,959		$85,128
971000	$123,248	$74,250	$97,228			$83,576	$73,000		
974447	$400,000	$227,000		$154,613	$135,257	$106,774	$78,984		$77,965
975000	$250,000			$165,000	$135,000	$125,000	$95,000		
982154	$291,444	$209,260	$200,000	$175,000	$121,710	$110,419	$106,163		
995638			$187,488	$112,400		$103,950	$94,002		
1000000	$271,625	$205,000		$170,000	$135,000	$115,000	$99,000		
1018000	$250,443	$227,675	$196,721	$190,924	$128,495	$121,989			$91,759
1326000	$181,921	$159,432	$147,763	$110,344	$110,697	$94,107	$88,337		$85,000
1472909	$347,085	$256,526	$194,129	$131,476	$105,066	$91,197	$73,858		$70,667
1522814	$205,000	$166,202	$174,879	$127,604	$124,544	$91,581	$77,451		$77,451
1628259	$399,630	$363,834	$334,776	$292,094	$244,412	$152,834			
2000000			$199,999						
2000000	$234,000	$210,000	$193,000	$160,000	$135,000	$120,000	$90,000		
2697000	$207,000	$175,416	$162,000	$159,234	$138,612	$109,908	$90,000		$80,000
3800000	$310,465	$310,465	$213,538	$248,959	$238,049	$200,643	$184,057		$177,260

The next chart shows the average salaries for each position based on population range as well as the minimum and maximum for each population range.

Chart 20 - Average Salary / Minimum & Maximum Salary Based on Population Range

Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
Average Total	$191,874	$160,465	$175,998	$154,018	$132,604	$115,954	$93,614	$104,500	$92,323
Average Over 1 Million	$267,463	$230,506	$201,867	$176,737	$151,097	$121,918	$100,386		$97,023
Average 500K-999K	$231,123	$181,576	$191,576	$155,914	$136,001	$109,167	$87,570		$89,962
Average 250K-499K	$224,047	$182,651	$173,585	$163,905	$144,924	$122,919	$107,355		$96,820
Average 100K-249K	$204,173	$155,991	$162,473	$130,459	$121,810	$110,069	$93,541		$84,467
Average 50K-99K	$185,665	$145,182	$140,844	$133,470	$122,418	$115,783	$99,176		$92,741
Average 20K-49K	$157,808	$128,968		$126,369	$122,463	$107,411	$74,069		$90,620
Average Under 20K	$157,652			$102,500	$145,568				
Minimum Over 1 Million	$181,921	$159,432	$147,763	$110,344	$105,066	$91,197	$73,858		$70,667
Minimum 500K-999K	$123,248	$74,250	$97,228	$101,000	$83,000	$78,500	$73,000		$75,000
Minimum 250K-499K	$124,109	$104,000	$117,065	$101,000	$79,000	$85,000	$72,000	$120,000	$52,000
Minimum 100K-249K	$127,005	$100,000	$107,500	$91,351	$65,000	$60,000	$55,000	$100,000	$60,000
Minimum 50K-99K	$121,000	$83,000	$110,000	$93,000	$65,000	$61,112	$75,000	$90,000	$72,000
Minimum 20K-49K	$80,765	$79,966	$196,700	$83,381	$98,821	$68,392	$62,000	$108,000	$66,478
Minimum Under 20K	$105,000	$166,515	$250,000	$75,000	$130,000				
Maximum Overall	$400,000	$363,834	$334,776	$292,094	$272,459	$272,459	$184,057	$120,000	$177,260
Maximum Over 1 Million	$399,630	$363,834	$334,776	$292,094	$244,412	$200,643	$184,057		$177,260
Maximum 500K-999K	$400,000	$330,220	$300,164	$272,459	$272,459	$272,459	$130,270		$112,403
Maximum 250K-499K	$354,540	$273,595	$227,510	$289,000	$213,996	$187,896	$168,528	$120,000	$143,897
Maximum 100K-249K	$305,000	$220,000	$257,000	$182,963	$185,130	$158,550	$126,732	$100,000	$112,000
Maximum 50K-99K	$313,268	$250,000	$182,000	$189,457	$180,000	$175,000	$123,000	$90,000	$105,000

Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
Maximum 20K-49K	$285,000	$220,000	$196,700	$189,000	$170,000	$163,052	$83,000	$108,000	$115,000
Maximum Under 20K	$210,015	$166,515	$250,000	$130,000	$171,000				

The next chart shows the average salaries for each position organized by state. Average salary data was not included for states and/or positions that we did not receive enough data from to develop an average.

Chart 21 - Average Attorney Salary by State

Average Salary for Civil Attorney Positions by State (US Dollars)								
State	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer
Alabama	$194,176	$160,830	$146,806					$60,000
Alaska	$183,453	$146,667			$144,064	$152,281	$124,000	$101,224
Arizona	$202,094	$168,851		$152,834	$127,500	$106,394	$122,289	$110,000
Arkansas	$145,927	$117,502		$121,638	$101,000	$105,000	$92,040	
California	$302,347	$245,555	$267,090	$225,007	$201,731	$179,657	$157,910	$132,259
Colorado	$215,457	$186,151	$203,783	$152,633	$141,193	$121,321	$89,474	$108,466
Florida	$237,950	$187,412	$175,000	$158,802	$131,692	$119,877	$96,433	$100,000
Georgia	$177,363	$136,769		$145,000	$103,338	$125,000		
Hawaii	$172,820	$160,388	$177,234	$136,131	$139,256	$125,154	$114,183	
Idaho	$157,356	$103,606				$68,392	$76,274	
Illinois	$176,513	$149,344	$162,000	$139,938	$113,222	$100,363	$95,163	$92,500

Average Salary for Civil Attorney Positions by State (US Dollars)								
State	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer
Indiana	$149,892	$101,338	$102,364	$99,329	$105,665	$83,576	$89,000	
Iowa	$178,601	$140,502			$125,143	$113,500	$95,000	
Kansas	$206,192	$165,364		$137,500	$128,254	$104,374	$80,000	$78,316
Kentucky	$134,700		$144,700	$118,000	$87,000	$78,500	$76,000	
Maryland	$212,866	$200,177	$189,333	$160,733	$134,144	$99,046	$83,596	$95,000
Massachusetts	$156,753	$143,896	$138,825	$127,976	$121,992	$106,325	$89,035	$88,393
Michigan	$170,456	$112,272	$110,000	$94,888	$90,000	$97,975	$100,928	
Minnesota	$181,455	$167,637	$132,542	$800,000	$130,980	$123,480	$96,000	
Missouri	$155,314	$145,480	$163,440	$111,734	$189,405	$234,153	$80,736	$77,868
Montana	$188,005	$150,386		$120,758	$114,269	$116,196	$104,815	
Nevada	$192,198	$193,256		$227,000	$170,667	$75,500	$115,000	
New Mexico	$161,288	$131,303	$148,500	$115,667	$100,176	$87,000	$76,000	$75,000
North Carolina	$212,475	$168,638	$182,691	$145,920	$126,466	$116,974	$106,355	$98,640
Ohio	$160,607	$181,251	$171,099	$120,358	$115,260	$96,307	$87,886	$74,043
Oklahoma	$177,194	$168,277	$180,712	$156,026	$128,495	$112,984	$62,000	$88,253
Oregon	$197,303	$217,163		$189,969	$167,026	$133,174	$130,270	$104,926
Pennsylvania	$164,167	$145,601	$135,648	$114,302	$111,672	$90,527	$81,984	$82,976
South Carolina	$201,500	$150,000		$110,352	$120,000	$101,914	$90,000	$81,000
South Dakota	$149,393	$136,425			$112,201	$85,000		
Tennessee	$190,570	$159,752	$173,129		$117,739	$109,525		
Texas	$238,914	$165,441	$159,500	$127,268	$115,586	$103,855	$81,614	$74,316
Utah	$159,529	$151,632		$120,175	$121,441	$122,000	$98,000	
Vermont	$129,250	$115,500		$124,000	$101,208	$113,385		
Virginia	$204,500	$146,363		$125,907	$110,265	$91,622	$80,000	$109,878

Average Salary for Civil Attorney Positions by State (US Dollars)								
State	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer
Washington	$191,032	$166,752		$160,436	$149,207	$124,328		$115,000
Wisconsin	$147,286	$143,478		$153,692	$124,008	$101,324	$89,353	$76,475
Wyoming	$143,000	$105,000		$105,750	$65,000	$65,000		$72,000

Survey Question 25. Does your office have a criminal as well as a civil function?

This question asked respondents if their office has a criminal as well as a civil function. Of the 274 respondents that answered this question, 139 answered yes. **Question 26** asked if salaries for attorneys differed based on function and of those that answered they had a criminal function, only 44 respondents indicated that salaries differ for criminal and civil attorneys.

Survey Question 26. Please provide the average actual salaries for attorneys in your office that primarily handle criminal matters.

Question 27 asked respondents to provide the average actual salaries for attorneys handling criminal matters employed in the jurisdiction. The tables below show the positions and then breakdown the data by population size. The survey asked about salaries for the following positions:

* **Chief Legal Officer**
* **Deputy Chief Legal Officer**
* **Managing Attorney**
* **Senior Assistant (20+ Years)**
* **Assistant (10 - 20 Years)**
* **Assistant (5-10 Years)**
* **Assistant (2-5 Years)**
* **New Lawyer with Judicial Clerkship**

* **New Lawyer with Law Review**
* **New Lawyer**

Chart 22- Average Actual Salary of Attorneys Handling Criminal Matters Organized in Ascending Order by Population

Population	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer with Judicial Clerkship	New Lawyer
10000				$45,000					
15000					$72,000				
20300		$84,000							
24000		$100,000							
32000					$148,283		$129,482		
33000		$93,000							
33500	$112,000								
35000					$120,000				
40000		$90,000							
43420						$127,080	$118,518		
56000	$123,000			$98,000					
58000		$124,000							
64610	$132,000	$110,000	$96,500	$65,000	$65,000				$72,000
66000							$80,000		
70741							$95,000		
89244	$205,944	$149,593		$142,182			$120,854		
98500				$130,000					
99285			$125,126			$92,113			
101165						$114,850			

108000			$151,000	$131,200					
110000					$94,416				
128000		$180,000				$122,000	$105,000		
139698					$95,327	$88,676			
146000					$145,000				
150000			$115,000				$80,000		
150000				$118,235	$88,465				
155000			$145,521	$135,000	$117,000				
200000	$115,000					$87,000			
269000					$139,000		$115,000		
285000	$155,000				$130,000		$105,000		
308000				$130,000		$97,000		$85,000	
309000			$130,291	$106,094	$87,000	$81,632	$70,776		
343486		$203,900		$109,000	$117,200	$115,700			
346824				$227,172	$210,528	$187,896	$168,528		$153,996
399913		$219,319	$161,302	$141,762			$109,695		$92,911
400000						$85,000	$75,000		
675000		$175,000							
750000					$100,000				
905748			$179,632	$111,775	$109,255	$86,037	$78,938		$74,464
974447					$124,347	$112,919	$79,818		$80,017
1326000	$181,921	$146,300	$144,125	$123,823	$93,133	$80,000	$72,800		$70,000

The next chart shows the average criminal attorney salaries for each position based on population range as well as the minimum and maximum for each population range. Average salary data or minimum or maximum data was not included for positions that we did not receive enough data from to develop an average.

Chart 23 - Average Salary / Minimum & Maximum for Attorneys Handling Criminal Matters Salary Based on Population Range

Population Range	Chief Legal Officer	Deputy	Managing Attorney	Senior Assistant (20+years)	Assistant (10-20 years)	Assistant (5-10 years)	Assistant (2-5 years)	New Lawyer
Average Total	$146,409	$139,593	$138,722	$120,950	$114,220	$105,565	$100,276	$90,565
Average Over 1 Million	$181,921	$146,300	$144,125	$123,823	$93,133	$80,000	$72,800	$70,000
Average 500K-999K		$175,000	$179,632	$111,775	$111,201	$99,478	$79,378	$77,241
Average 250K-499K	$155,000	$211,610	$145,797	$142,806	$136,746	$113,446	$107,333	$123,454
Average 100K-249K	$115,000	$180,000	$137,174	$128,145	$108,042	$103,132	$92,500	
Average 50K-99K	$153,648	$127,864	$110,813	$108,796	$65,000	$92,113	$98,618	$72,000
Average 20K-49K	$112,000	$91,750			$134,142	$127,080	$124,000	
Average Under 20K				$45,000	$72,000			
Minimum Overall	$112,000	$84,000	$96,500	$45,000	$65,000	$80,000	$70,776	$70,000
Minimum Over 1 Million	$181,921	$146,300	$144,125	$123,823	$93,133	$80,000	$72,800	$70,000
Minimum 500K-999K		$175,000	$179,632	$111,775	$100,000	$86,037	$78,938	$74,464
Minimum 250K-499K	$155,000	$203,900	$130,291	$106,094	$87,000	$81,632	$70,776	$92,911
Minimum 100K-249K	$115,000	$180,000	$115,000	$118,235	$88,465	$87,000	$80,000	
Minimum 50K-99K	$123,000	$110,000	$96,500	$65,000	$65,000	$92,113	$80,000	$72,000
Minimum 20K-49K	$112,000	$84,000			$120,000	$127,080	$118,518	
Minimum Under 20K				$45,000	$72,000			
Maximum Overall	$205,944	$219,319	$179,632	$227,172	$210,528	$187,896	$168,528	$153,996
Maximum Over 1 Million	$181,921	$146,300	$144,125	$123,823	$93,133	$80,000	$72,800	$70,000
Maximum 500K-999K		$175,000	$179,632	$111,775	$124,347	$112,919	$79,818	$80,017
Maximum 250K-499K	$155,000	$219,319	$161,302	$227,172	$210,528	$187,896	$168,528	$153,996
Maximum 100K-249K	$115,000	$180,000	$151,000	$135,000	$145,000	$122,000	$105,000	
Maximum 50K-99K	$205,944	$149,593	$125,126	$142,182	$65,000	$92,113	$120,854	$72,000
Maximum 20K-49K	$112,000	$100,000			$148,283	$127,080	$129,482	

Maximum Under 20K				$45,000	$72,000			

Survey Question 27. Please provide the average actual salaries for support staff in your office.

Question 25 asked respondents to list the actual salaries for support staff employed in the law office. The tables below show the positions and then breakdown the data by population size. The following positions are listed below.

* **Non-Lawyer Office Manager**
* **Paralegal Supervisor**
* **Senior Paralegal (10+ Years)**
* **Paralegal (under 10 Years)**
* **Legal Assistant**
* **Law Clerk**
* **Secretary**
* **Budget/Accounting**
* **Human Resource Manager**
* **Other Human Resource Staff**
* **Information Technology (IT) Staff**
* **Investigator**
* **Other 1**
* **Other 2**

Chart 24- Average Actual Salary of Support Staff in Law Department in Descending Order by Population

Population	Non-Lawyer Office Manager	Paralegal Supervisor	Senior Paralegal (10+ years)	Paralegal (under 10 years)	Legal Assistant	Law Clerk	Secretary	Budget/ Accounting	Human Resources Manager	Other Human Resources Staff	Information Technology (IT) Staff	Investigator	Other 1	Other 2
2300	$140,502							$119,024						
5000														
6207			$74,527											
8000							$43,000							
8000														
9000				$49,000										
9800					$58,000									
10000					$53,464									
10000			$90,000		$45,000									
15000				$80,000										
15000			$75,000											
15279			$61,772											
19000			$89,735		$75,019									
20000				$77,000										
20000			$55,000											
20000					$55,000									
20394				$65,740										
21000									$120,000	$60,000				
21000			$74,688										$112,200	
22885		$56,617	$56,617		$47,174									
24000	$78,000			$62,000										
24408					$46,322		$41,704							
25000					$35,000		$31,000	$100,000	$93,000	$35,000	$250,000			
27141				$62,400										
27500							$50,820							
28000					$77,000									
28000					$79,830									
29000					$45,000									
30000			$75,427											
30000					$40,000									
32000	$108,931		$76,809		$66,367									

Population	Non-Lawyer Office Manager	Paralegal Supervisor	Senior Paralegal (10+ years)	Paralegal (under 10 years)	Legal Assistant	Law Clerk	Secretary	Budget/ Accounting	Human Resources Manager	Other Human Resources Staff	Information Technology (IT) Staff	Investigator	Other 1	Other 2
32000					$50,000		$65,000							
33000			$65,000											
33000				$55,000										
33500				$77,000										
34500				$58,000										
34977					$68,932									
35000	$56,000				$42,000									
35000					$57,000								$62,000	
36000					$14,492									
36000					$71,916								$66,560	
36738		$45,000												
38387			$80,374											
39000	$75,000													
39000							$42,000							
39000	$80,000													
39970				$95,000									$60,000	
40000					$45,000									
40000			$58,000		$47,000									
40000					$67,000								$29,500	
41000							$74,173							
42000					$64,412									
42000			$92,000		$72,000									
42187			$66,560											
42891				$45,635										
43420			$92,208		$70,812									
44000			$66,600		$57,013								$62,872	

Population	Non-Lawyer Office Manager	Paralegal Supervisor	Senior Paralegal (10+ years)	Paralegal (under 10 years)	Legal Assistant	Law Clerk	Secretary	Budget/ Accounting	Human Resources Manager	Other Human Resources Staff	Information Technology (IT) Staff	Investigator	Other 1	Other 2
44755					$69,930			$121,659	$127,702	$82,301	$117,374			
46500	$51,000		$43,407											
47000					$52,000									
47000		$68,000			$35,000									
49773			$65,749	$57,720										
49800					$58,000									
50000					$55,000									
51432			$63,212										$71,814	
52000						$110,000								
52185			$67,204		$56,451									
52838					$57,000									
53000				$60,000	$35,000									
53219													$62,211	
53224	$31,700		$82,400											
54149						$52,000								
55000	$101,349			$68,271										
55000					$48,568									
56000	$60,000													
57000	$74,818				$44,000									
57000			$72,000										$85,000	
57875			$90,833											
58000					$69,000									
58000				$65,000										
58800					$85,000									
60000				$60,653			$53,664					$85,384	$68,915	$85,384
63000	$80,000			$60,000										

Population	Non-Lawyer Office Manager	Paralegal Supervisor	Senior Paralegal (10+ years)	Paralegal (under 10 years)	Legal Assistant	Law Clerk	Secretary	Budget/ Accounting	Human Resources Manager	Other Human Resources Staff	Information Technology (IT) Staff	Investigator	Other 1	Other 2
64000				$63,169	$43,596									
64610	$65,000		$65,000											
65000	$120,000	$120,000		$100,000	$100,000									
65000														
65000	$65,000			$60,000										
65000					$57,000									
65000					$47,268									
66000			$50,000		$40,000		$25,000							
69000			$125,000		$105,000									
69500		$55,000					$33,000							
70291					$64,974		$51,500							
70741				$75,525	$77,834									
72000				$65,000										
73598					$77,520									
74000	$103,119		$72,372	$69,600	$61,884									
74445					$52,883									
74828	$65,811		$88,816											
75000		$65,000										$57,000		$57,000
75325				$67,662	$67,662								$123,988	
76000					$62,440									
77000			$88,000		$72,000									
78000					$52,000									
79000	$44,408		$60,000				$35,131							$15,000
81252			$55,000											
82000				$57,138									$42,994	
82874	$103,673		$74,568										$100,634	

Population	Non-Lawyer Office Manager	Paralegal Supervisor	Senior Paralegal (10+ years)	Paralegal (under 10 years)	Legal Assistant	Law Clerk	Secretary	Budget/ Accounting	Human Resources Manager	Other Human Resources Staff	Information Technology (IT) Staff	Investigator	Other 1	Other 2
83993	$90,000	$100,000												
84000			$80,135				$49,940							
84526									$125,000	$100,000				
86500	$70,008		$82,682	$66,635										
87000	$65,000				$60,000									
87018	$88,263			$61,391			$62,302						$76,362	
89008	$68,640	$68,640	$68,580	$50,903									$82,000	
89244			$90,230	$75,457	$64,509								$75,457	
89245				$89,090	$77,675		$29,079							
90000					$60,000									
90000			$62,000											
92324			$100,094		$65,536									
93000			$81,037						$132,163	$74,979	$86,063			
93776	$72,720												$57,847	
95356			$101,670		$80,100									
96578	$95,236				$60,010								$65,121	
97029			$70,000				$50,000							
98500				$65,000										
99285	$79,482			$50,000	$40,496							$67,086		$67,086
100000					$50,000									
100380					$60,000								$100,000	
101165	$103,500						$77,262						$103,500	
102781			$70,358	$71,016	$51,592		$71,073							
103000			$83,000		$45,000									
103453	$70,000			$61,957			$47,345						$52,188	
104000	$56,881						$39,695							

Population	Non-Lawyer Office Manager	Paralegal Supervisor	Senior Paralegal (10+ years)	Paralegal (under 10 years)	Legal Assistant	Law Clerk	Secretary	Budget/ Accounting	Human Resources Manager	Other Human Resources Staff	Information Technology (IT) Staff	Investigator	Other 1	Other 2
105000		$118,000	$102,650	$74,500	$23,000		$71,000							
107015			$66,601		$57,272									
108000	$68,700				$53,749								$97,919	
110000	$100,000		$65,000		$45,000									
110000	$82,393		$66,129		$49,214	$40,000								
110000					$56,238		$43,198						$81,376	
111026			$83,179											
111456					$59,925	$49,838								
113150			$58,095		$52,694									
116000			$125,580				$98,956		$152,884	$115,735	$117,572			
117000	$100,000		$70,000	$60,000	$50,000		$40,000							
117643			$54,000	$48,103			$44,616						$68,357	
118000			$90,000				$63,000							
120000				$57,994	$52,355		$66,989						$74,557	
120000			$45,000											
125000		$70,000	$63,000	$42,000			$38,000							
125500			$63,356	$55,037	$50,211							$87,385	$70,013	$87,385
128000			$70,000		$61,000									
130000				$55,000	$65,000		$47,000						$39,000	
130000				$60,132										
130000					$77,400									
135000				$56,000			$44,000							
136467					$54,000									
139594				$65,730			$55,777							
139698	$63,654	$63,654		$46,722										
142610			$94,107		$86,162		$61,468							

Population	Non-Lawyer Office Manager	Paralegal Supervisor	Senior Paralegal (10+ years)	Paralegal (under 10 years)	Legal Assistant	Law Clerk	Secretary	Budget/ Accounting	Human Resources Manager	Other Human Resources Staff	Information Technology (IT) Staff	Investigator	Other 1	Other 2
145000			$45,000				$40,000					$65,000	$75,000	$65,000
146000		$100,000	$55,000				$40,000							
148004			$100,000											
150000	$65,000													
150000			$79,602											
150372				$74,649	$65,000								$92,000	
153501	$52,000			$45,000								$67,000	$42,000	$67,000
159000			$60,000	$40,000										
169724		$70,013		$210,205	$38,750		$124,904							
170000					$60,000									
170000			$70,000		$60,000									
172321	$90,748		$71,562	$62,073	$59,199			$57,005						
180000					$67,000									
189382	$60,000		$55,000	$48,000	$45,000									
190000	$80,000		$80,000		$46,000		$60,000							
200000	$80,000		$65,000	$65,000			$58,000							
200000		$78,000			$52,000									
200000	$58,960		$56,147		$50,334		$68,791	$63,810	$63,810	$42,983		$83,225	$44,671	$83,225
200000	$72,000				$63,000							$82,000	$90,812	$82,000
204615	$77,975		$67,738			$20,800	$46,863							
207000			$50,128	$42,370										
220000	$100,000		$83,000		$70,000		$59,000							
250000			$70,000				$55,000							
269000							$85,848						$85,101	
275000	$100,425				$80,178		$72,889						$150,000	
285000	$85,000	$85,000	$75,000		$65,000								$105,000	

Population	Non-Lawyer Office Manager	Paralegal Supervisor	Senior Paralegal (10+ years)	Paralegal (under 10 years)	Legal Assistant	Law Clerk	Secretary	Budget/ Accounting	Human Resources Manager	Other Human Resources Staff	Information Technology (IT) Staff	Investigator	Other 1	Other 2
289000	$78,503		$84,526		$61,156	$60,106	$68,317						$63,754	
293678	$87,000		$70,000	$60,000									$60,000	
302898			$63,437	$60,837			$47,916	$55,888				$55,888	$42,870	$55,888
306495	$63,191		$79,951	$63,191										
308000														
309000		$82,376	$70,747	$60,154										
321819	$84,000			$88,000			$71,000							
326596	$81,203		$78,000	$69,000	$32,000		$59,000							
335411			$75,278	$58,446										
343486	$96,700		$79,000		$67,000		$66,000				$108,000	$63,000	$98,000	$63,000
346824	$135,432		$116,868	$80,400	$80,904		$82,560	$96,144						
366000				$66,000									$89,000	
380000	$67,000			$41,000	$39,000							$53,000		$53,000
399913	$91,398			$77,212	$45,419		$66,000						$54,593	
400000	$51,000				$63,000		$50,000							
411400	$95,771			$71,707			$52,332							
424367			$70,000	$60,000										
437166	$157,389			$103,479	$83,338			$82,483	$157,389	$69,725	$114,870	$118,265	$159,566	$118,265
439902	$80,621			$79,895	$78,985									
450000	$110,000	$80,000	$64,000	$55,000			$45,000	$45,000						
477084	$76,700		$71,300	$58,660	$53,500									
477544	$74,308	$70,578	$63,217	$51,861				$65,512						
486248	$124,325		$77,312	$72,224	$58,830									
508000	$116,808	$116,808	$65,964	$53,076			$67,284	$116,808	$116,808		$67,284			
523000	$59,926				$45,349									
525041	$134,327		$91,252	$71,434	$60,943		$81,590				$115,459			

Population	Non-Lawyer Office Manager	Paralegal Supervisor	Senior Paralegal (10+ years)	Paralegal (under 10 years)	Legal Assistant	Law Clerk	Secretary	Budget/ Accounting	Human Resources Manager	Other Human Resources Staff	Information Technology (IT) Staff	Investigator	Other 1	Other 2
540000	$115,000	$70,000	$60,000											
550099		$68,244		$64,571	$59,145		$69,993	$112,456	$103,245	$65,684	$90,887	$75,598		$75,598
562599	$89,000		$56,000	$56,000	$40,000		$66,000	$89,000				$73,000		$73,000
590336	$138,326	$98,353	$78,568	$75,897			$74,441				$72,001			
619000					$71,568		$63,132						$64,473	
635067	$150,050	$119,933	$106,139	$96,748	$90,440						$102,086		$98,517	
646000			$69,000	$63,000	$59,000									
650000	$101,394			$55,725	$92,427	$84,010	$69,362	$60,148		$53,515			$104,501	
650000			$95,000		$75,000									
675000			$70,000	$60,000	$65,000		$80,000							
717688			$63,158	$55,729		$55,729					$94,844		$87,656	
723000					$70,000					$57,000				
729181	$159,182			$97,926			$91,104							
750000			$85,000											
798175	$77,000		$59,000	$58,000	$45,500									
850000			$73,642											
900000	$85,000	$85,000		$70,000			$60,000							
905748	$195,633	$101,285	$65,552	$52,849		$22,344		$108,285	$129,354		$92,647		$102,353	
971000	$47,783		$52,316	$47,174								$40,000		$40,000
974447	$63,107		$82,991	$67,952	$69,747		$60,993	$82,603	$151,549	$85,550	$85,550	$77,959	$83,283	$77,959
982154	$82,680		$80,243	$70,301	$65,161		$65,662						$73,499	
995638						$83,000								
1000000	$81,160		$71,500	$58,000	$53,000									
1018000	$179,150	$179,150		$86,535		$48,316	$78,699				$116,260		$82,942	
1053000														
1326000	$81,868	$82,000		$63,981		$37,440	$55,016	$141,429	$99,652		$80,500	$56,391	$52,617	$56,391

Population	Non-Lawyer Office Manager	Paralegal Supervisor	Senior Paralegal (10+ years)	Paralegal (under 10 years)	Legal Assistant	Law Clerk	Secretary	Budget/ Accounting	Human Resources Manager	Other Human Resources Staff	Information Technology (IT) Staff	Investigator	Other 1	Other 2
1472909	$107,730	$60,907	$65,743	$55,547	$100,695		$49,723	$53,309	$79,302			$55,408	$41,417	$55,408
1522814	$84,927	$69,205	$66,688		$52,012		$50,548	$145,035	$120,474	$68,531			$60,140	
1628259	$143,915			$90,813		$93,600	$118,079						$68,568	
2000000	$118,000		$93,000		$75,000						$118,000		$119,000	
2697000	$67,656	$115,488	$112,260	$66,684										
3800000	$125,658		$116,928	$97,976	$97,014	$59,999	$78,194		$183,368	$124,274	$133,528	$97,468	$109,375	$97,468
4972664		$92,955		$66,706	$80,475								$101,608	

The next chart shows the average salaries for each position based on population range as well as the minimum and maximum for each population range.

* **Non-Lawyer Office Manager**
* **Paralegal Supervisor**
* **Senior Paralegal (10+ Years)**
* **Paralegal (under 10 Years)**
* **Legal Assistant**
* **Law Clerk**
* **Secretary**
* **Budget/Accounting**
* **Human Resources Manager**
* **Other Human Resources Staff**
* **Information Technology (IT) Staff**
* **Investigator**
* **Other 1**

Chart 25- Average Salary Based on Population Range

Average Salary for Support Staff by Population Range													
Population	**Non-Lawyer Office Manager**	**Paralegal Supervisor**	**Senior Paralegal (10+ years)**	**Paralegal (under 10 years)**	**Legal Assistant**	**Law Clerk**	**Secretary**	**Budget/ Accounting**	**Human Resources Manager**	**Other Human Resources Staff**	**Information Technology (IT) Staff**	**Investigator**	**Other**
Average Total	$86,382	$85,652	$74,665	$66,352	$59,928	$50,455	$59,328	$90,295	$123,100	$73,948	$109,051	$68,753	$78,062
Average Over 1 Million	$110,007	$99,951	$87,687	$73,280	$76,366	$59,839	$71,710	$113,258	$120,699	$96,403	$112,072	$69,756	$79,458
Average 500k-999k	$107,681	$94,232	$73,754	$65,670	$64,949	$61,271	$70,797	$94,883	$125,239	$65,437	$90,095	$66,639	$87,755
Average 250k - 499k	$91,577	$79,489	$75,540	$67,214	$62,178	$40,053	$63,220	$69,005	$157,389	$69,725	$111,435	$72,538	$90,788
Average 100k - 249k	$76,910	$83,278	$71,233	$63,249	$55,048	$36,879	$58,622	$60,408	$108,347	$79,359	$117,572	$75,283	$73,671
Average 50k - 99k	$77,092	$81,728	$77,862	$67,394	$63,158	$81,000	$43,291		$128,582	$87,490	$86,063	$71,192	$76,029
Average 20k - 49k	$74,822	$56,539	$69,174	$65,550	$56,738		$50,783	$110,830	$113,567	$59,100	$183,687		$65,522
Average Under 20k	$74,822	$56,539	$69,174	$65,550	$56,738		$50,783	$110,830	$113,567	$59,100	$117,374		$65,522

Chart 26- Minimum/Maximum Based on Population Range

Average Salary for Support Staff by Population Range													
Population	**Non-Lawyer Office Manager**	**Paralegal Supervisor**	**Senior Paralegal (10+ years)**	**Paralegal (under 10 years)**	**Legal Assistant**	**Law Clerk**	**Secretary**	**Budget/ Accounting**	**Human Resources Manager**	**Other Human Resources Staff**	**Information Technology (IT) Staff**	**Investigator**	**Other**
Minimum Overall	$31,700	$45,000	$43,407	$40,000	$14,492	$20,000	$25,000	$45,000	$63,810	$35,000	$67,284	$40,000	$39,000
Minimum Over 1 Million	$67,656	$60,907	$65,743	$55,547	$52,012	$37,440	$49,723	$53,309	$79,302	$68,531	$80,500	$55,408	$41,417
Minimum 500k-999k	$47,783	$68,244	$52,316	$47,174	$40,000	$22,344	$60,000	$60,148	$103,245	$53,515	$67,284	$40,000	$64,473
Minimum 250k - 499k	$51,000	$70,578	$63,217	$41,000	$32,000	$20,000	$45,000	$45,000	$157,389	$69,725	$108,000	$53,000	$42,870
Minimum 100k - 249k	$52,000	$63,654	$45,000	$40,000	$23,000	$20,800	$38,000	$57,005	$63,810	$42,983	$117,572	$65,000	$39,000
Minimum 50k - 99k	$31,700	$55,000	$50,000	$50,903	$35,000	$52,000	$25,000		$125,000	$74,979	$86,063	$57,000	$31,700
Minimum 20k - 49k	$51,000	$45,000	$43,407	$45,635	$35,000		$31,000	$100,000	$93,000	$35,000	$117,374	$51,000	$45,000
Minimum Under 20k	$140,502		$61,772	$49,000	$45,000		$43,000	$119,024					
Maximum Overall	$179,150	$179,150	$125,580	$210,205	$105,000	$110,000	$124,904	$145,035	$152,884	$124,274	$250,000	$118,265	$159,566
Maximum Over 1 Million	$179,150	$179,150	$116,928	$97,976	$100,695	$93,600	$118,079	$145,035	$183,368	$124,274	$133,528	$97,468	$119,000
Maximum 500k-999k	$195,633	$119,933	$106,139	$97,926	$92,427	$84,010	$91,104	$116,808	$151,549	$85,550	$115,459	$77,959	$104,501
Maximum 250k - 499k	$157,389	$85,000	$116,868	$103,479	$83,338	$60,106	$85,848	$96,144	$157,389	$69,725	$114,870	$118,265	$159,566
Maximum 100k - 249k													
Maximum 50k - 99k	$103,500	$118,000	$125,580	$210,205	$86,162	$49,838	$124,904	$63,810	$152,884	$115,735	$117,572	$87,385	$103,500

Maximum 20k - 49k	$120,000	$120,000	$125,000	$100,000	$105,000	$110,000	$62,302		$132,163	$100,000	$86,063	$85,384	$123,988
Maximum Under 20k	$108,931	$68,000	$92,208	$95,000	$79,830		$74,173	$121,659	$127,702	$82,301	$117,374		$112,200

The next chart shows the average salaries for each position organized by State. Average salary data was not included for states and/or positions that we did not receive enough data from to develop an average.

Chart 27- Average Salary for Support-Staff by State

Average Salary for Support Staff by Population Range													
State	**Non-Lawyer Office Manager**	**Paralegal Supervisor**	**Senior Paralegal (10+ years)**	**Paralegal (under 10 years)**	**Legal Assistant**	**Law Clerk**	**Secretary**	**Budget/ Accounting**	**Human Resources Manager**	**Other Human Resources Staff**	**Information Technology (IT) Staff**	**Investigator**	**Other**
Alaska			$89,493		$77,156								
Arizona	$71,939	$85,000	$86,031		$53,256								
Arkansas	$74,827		$65,000	$58,913	$43,499		$55,832					$76,235	
California	$120,464	$85,289	$94,596	$86,321	$80,475	$76,800	$86,797	$81,380	$164,547	$103,245	$120,357	$107,867	$109,952
Colorado	$94,294	$118,000	$78,439	$66,241	$58,584	$49,838	$69,867	$89,332	$128,234	$66,434	$117,374		$89,291
Florida	$87,717		$77,290	$62,324	$49,719	$20,800	$51,216						$71,814
Georgia			$75,064	$53,685									
Hawaii	$81,040		$64,260	$69,600	$56,109								
Idaho					$51,751		$36,234						

Illinois	$49,678	$104,222	$84,071	$74,282	$67,117		$40,290						$96,804
Indiana	$58,892		$52,316	$54,566									
Iowa					$60,611								
Kansas	$56,975				$58,521		$56,566					$87,385	$64,829
Maryland	$104,082	$91,677	$92,962	$68,114	$78,333		$67,221				$95,001		
Massachusetts	$89,886			$59,039	$69,714		$65,832						$90,432
Michigan			$66,626	$65,500	$66,245								
Minnesota			$74,001	$75,457	$61,836								
Missouri	$91,904	$93,411	$68,161	$79,322	$48,586		$77,565						
Montana				$63,133									
Nevada	$87,350		$74,500	$67,333	$66,000		$77,283						$91,551
New Mexico	$69,880	$67,213	$71,438	$50,634	$46,255		$48,500	$94,500				$65,667	$62,000
North Carolina	$73,823		$71,820	$60,051	$57,184		$55,093						$66,568
Ohio	$138,751	$88,554	$68,150	$58,995	$32,246	$29,892	$60,008	$124,857	$114,503		$86,574	$56,391	$77,485
Oklahoma	$137,461	$112,075		$73,547		$48,316	$58,010						
Oregon	$126,775		$100,570		$81,757								$101,009
Pennsylvania			$66,375	$61,919	$55,506		$49,232	$100,462				$55,888	$51,505
South Carolina				$53,361									
Tennessee			$67,093		$56,000								$81,490

Texas	$70,544	$76,969	$64,559	$55,872	$66,336		$45,710	$67,956	$115,426				$70,269
Utah					$59,206								$63,995
Virginia	$78,343		$64,667	$67,448			$43,377						
Washington			$88,604		$69,274								
Wisconsin	$91,168	$64,954	$67,009	$61,323	$56,533	$60,106	$70,828						
Wyoming			$65,000										

Survey Question 28. Does your entity have a loan repayment assistance program for attorneys?

Out of 268 respondents that worked for a public entity (i.e. not an independent contractor/private firm employer) survey, 12 answered "YES" - meaning that the public employer entity offers a loan repayment assistance program for attorneys.

Survey Question 29. Does your entity offer attorneys a retirement or pension plan that includes employer contribution?

Out of 268 responses used for this question, 262 or 98% answered that attorneys in the office are offered a retirement and/or pension plan that includes employer contribution.

Survey Question 30. Are the employees of the law office members of a union, a merit system, or employees at-will?

Out of 268 responses, 8 or 3 % answered that employees in the law department office are members of a union, 28 or 10 % indicated employees are members of a merit system, and 190 or 71 % answered that the employees are at-will. 42 or 16% of respondents answered "other system" to this question, mostly reflecting a hybrid of some union and some at-will or merit system-based employees. When taking into account the number of hybrid employers that included some union-based employees, the total number of respondents who had at least some union members in the law department was 5 or 2%. For those respondents that had some union and some non-union employees, the total number of respondents who had the support staff unionized while the attorneys in the office were not was 5 or 2%.

Survey Questions 31-36. Information on solo and private firm practitioners.

We asked respondents whether they were a solo practitioner or employed with a firm (more than one attorney). Out of the 31 responses we received, 25 indicated that they were working in a private capacity for a public entity. The respondents working for a firm also provided data about the size of the law firm they worked for.

Chart 28- Number of Attorneys in Firm

	# of Attorneys in Firm	Number of attorneys w/ in firm where local government work = at least 50% of billable hours
Average	8	5
Median	4.5	4.5
Mode	2	1
Range	1-30	1-50

We also collected data on billing arrangements that private firms / solo practitioners made with the local entity they represent. We asked respondents to provide data from the following types of billing arrangements:

1) Paid ONLY on a per hour basis **(Question 35)**
2) Paid ONLY on a flat-fee basis **(Question 36)**
3) Paid a retainer for X hours worked, and then on a per hour basis after **(Question 37)**

Survey Question 34. If paid on a PER HOUR basis only, please enter your hourly billing rate and hours billed in 2023.

The following tables show the data for hourly billing rates and hours billed in 2023 for those respondents who billed the public entity at an hourly rate:

Chart 29 - Solo Practitioner/Law Firm Hourly Billing Data

	Average Hourly Billing Rate Partners	Number of Hours Billed in Previous Year for Partners	Average Hourly Billing Rate Associates	Number of Hours Billed in Previous Year for Associates
Average	199	1,217	211	841
Median	196	750	200	275
Range	145-275	100-3,400	150-350	86- 2,800

The high number of hours for both partners and associates likely reflects that some that answered this question added up all the partner and/or associate hours for each partner in the firm. We may refine this question in the future to get more precise data.

Survey Question 35. If paid on a FLAT FEE basis only, please enter your flat fee and hours billed in 2023.

The following table shows the data for a flat fee billing rate and hours billed in 2023.

Chart 30 - Solo Practitioner/Law Firm Hourly Billing Data

We received 10 responses to this question, with the answers displayed as follows:

	Flat Fee	Number of Hours Worked in 2023
Respondent 1	120000	1200
Respondent 2	100000	400
Respondent 3	120000	1020
Respondent 4	200000	900
Respondent 5	384000	1900
Respondent 6	204000	
Respondent 7	90000	832
Respondent 8	36000	
Respondent 9	120000	1700
Respondent 10	35000	520

Survey Question 36. If you or your firm is paid by a combination of a flat-fee AND a per hour method, please answer the following:

A. What was your contracted flat fee rate for the previous year?
B. How many hours does your flat fee arrangement include?
C. What is your per hour rate for hours worked that exceeds the flat fee arrangement for partners?
D. How many hours did partners work in the previous year that exceeded the flat fee arrangement?
E. What is your per hour rate for hours worked that exceeds the flat fee arrangement for associates?
F. How many hours did associates work in the previous year that exceeded the flat fee arrangement?

We received 6 responses to this question, with the answers displayed as follows:

Chart 31 - Solo Practitioner/Law Firm Flat Fee + Hourly Billing Data

	What was your contracted flat fee for 2023?	How many hours does your flat fee arrangement include?	What is your per hour rate for hours worked that exceeds the flat fee arrangement for partners?	How many hours did partners work in 2023 where they were paid on a per hour basis?	What is your per hour rate for hours worked that exceeds the flat fee arrangement for associates?	How many hours did associates work in 2023 where they were paid on a per hour basis?
Respondent 1	48000	120	375	400		
Respondent 2	120000	95	125			
Respondent 3	15000		125	1020		
Respondent 4	2000	20	130	1000		
Respondent 5	84500	700	165			
Respondent 6	250	1.5	180			

END OF IMLA 2024 COMPENSATION SURVEY REPORT