The Law Student and Attorney Guide to US Niche Legal Markets and Top Firms
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<td>The State of the Market in Salt Lake City</td>
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<td>What to do; Sports Teams; Fast Facts; References</td>
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<td>Kansas City Overview</td>
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<td>The State of the Market in St. Louis and Kansas City</td>
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CLEVELAND

City Overview

Extending 31 miles along the south shore of Lake Erie, Cleveland is bisected from north to south by the Cuyahoga River. The city experiences a wide range of seasonal weather, from moderately warm (and sometimes humid) summers, to snowy winters and rainy springs.

Cleveland’s ethnic diversity and culture is one of the many attractive things about the city. The city is home to more than 117 ethnic groups speaking more than 60 languages. Cleveland’s African American community is almost as old as the city itself. George Peake, the first African American settler in Cleveland, arrived in 1809. Today, the African American community makes up the city’s largest ethnic group. However, the region also benefits from significant numbers of Middle Easterners, Asian Americans and Hispanic Americans. The city’s European heritage is also very visible. A number of churches, restaurants, cultural clubs and festivals retain Old World ethnic customs and heritage. Croatian, Czechoslovakian, English, German, Greek, Polish, Irish, Italian, Hungarian, Romanian, Slovenian and Ukrainian are some of the many European nationalities to call Cleveland home.

What to do in Cleveland

Cleveland provides a diverse array of attractions. Taking in a professional sporting event, strolling down the streets of downtown or visiting some of the city’s many museums are just a few of the great things to experience while in Cleveland. Cleveland also boasts an active nightlife. Both the Flats (a mixed-use industrial, entertainment and growing residential area) and the Historic Warehouse District provide ample opportunities to experience live musical entertainment, nightclubs and trendy restaurants. Equally as exciting to visit is the Rock and Roll Hall of Fame and Museum, which features thousands of rare artifacts that once belonged to rock music icons. Every April Cleveland hosts the Tri-C JazzFest, an 11-day event that features some of the best jazz musicians from around the globe.

In recent years, Cleveland’s tourism industry has grown significantly. Over the last few years, the beautiful waterfront of Cleveland has been revamped, and a number of new, modern buildings have been built. The Public Square in central Cleveland has become the heart of the city. Other important tourist areas include the downtown district, Coventry, the University Circle (surrounding the Case Western Reserve University), the Historic Warehouse, Little Italy, Lorain Avenue, Ohio City and Tremont.
Cleveland’s Sports Teams

Cleveland is home to a number of professional sports teams. The Cleveland Indians were a charter member of professional baseball’s American League and began playing in 1901. The Cleveland Browns football team, one of the most successful organizations in all of professional sports, was established in 1945, and the Cavaliers, Cleveland’s basketball team, arrived in 1970. In 2007, Cleveland added to its list of professional teams the Cleveland City stars, a professional soccer team.

Fast Facts

Cost of Living

Cost of Living in Columbus, Ohio by Expense Category

This chart compares the cost of living in Cleveland, Ohio by budget area to National Average.

— National Average.

Cost of Living data provided by C2ER
Cost of Living in Cleveland, Ohio Compared to Other Major Cities

This chart compares the overall cost of living in Cleveland, Ohio to the cost of living in six other major cities in the United States.

— Cleveland, Ohio

Cost of Living data
provided by C2ER

Population Statistics Breakdown (Age and Race)

<table>
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<th>Demographic Estimates</th>
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<tr>
<td>Female</td>
<td>207,820</td>
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<td>Median age (years)</td>
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Demographic Estimates

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<th>Demographic Category</th>
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<td>Some other race</td>
<td>11,757</td>
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<td>8,914</td>
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<td>Hispanic or Latino (of any race)</td>
<td>35,965</td>
<td>9.0</td>
<td>15.1%</td>
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Source: U.S. Census Bureau, 2006-2008 American Community Survey

References

- http://www.infoplease.com
- http://factfinder.census.gov
- http://www.experiencefestival.com
- http://www.city-data.com
- http://www.ohiohistorycentral.org
- http://www.cleveland.worldweb.com
- http://www.positivelycleveland.com
COLUMBUS

City Overview

Columbus is the largest city in Ohio. Located in the geographic center of Ohio, Columbus was founded in 1812. Residents of Columbus include an eclectic mix of students, politicians, artists, and entrepreneurs who participate in a diverse economy supported by government agencies, educational institutions, and the white-collar service sector. While not the original state capital of Ohio, Columbus became the capital in 1816 because of its central location within the state and access by way of major transportation routes (primarily rivers at that time). Columbus’ picturesque setting includes many parks and gardens, including the Topiary Garden and the Franklin Park Conservatory.

What to do in Columbus

Columbus provides many tourist attractions for all ages. The Columbus Zoo is world famous and has over 600 animal species, including numerous rare and endangered ones. It is also known for its successful program for breeding gorillas.

Ohio State University is another attraction of Columbus. The campus has many different attractions and sights, including the Oval (with over 100 species of trees). It also has some beautiful structures, including University Hall and the Main Library, Chadwick Arboretum, and the Value City Arena.

Columbus has no shortage of museums. The Columbus Museum of Art, Center of Science and Industry (now called the COSI Science Center), and the Ohio Historical Society museum are just a few of the largest ones. The Franklin Park Conservatory is yet another main attraction of the city.

Annual festivities in Columbus include the Ohio State Fair, which is one of the largest state fairs in the country. The Columbus Arts Festival and the Jazz and Ribs Festival, both of which occur on the downtown waterfront, are also popular. ComFest (short for “community festival”) is an immense three-day gathering in Goodale Park (just north of downtown Columbus) with art vendors and live music on multiple stages. Columbus’ annual Gay Pride Parade is popular and relatively large, reflective of the sizeable gay population in Columbus.

There are several major concert venues in Columbus, including arenas such as Nationwide Arena, the Schottenstein Center, Ohio Stadium, and Crew Stadium. The Newport Music Hall, located in the Ohio State University campus neighborhood, is a smaller venue, but highly respected by the alternative music scene. Musicians such as U2, Smashing Pumpkins, and Sarah McLachlan played there before striking world-wide notoriety.
Columbus’ Sports Teams

Columbus is home to many professional sports teams, including the Columbus Blue Jackets (National Hockey League), Columbus Crew (Major League Soccer), Columbus Clippers, (Minor League Baseball), and the Columbus Destroyers (Arena Football League). For a city of its size, however, Columbus does not have a major league baseball, basketball, or football team. This can be explained, in part, by the city’s proximity to both Cincinnati (100 miles) and Cleveland (125 miles), which have five major league teams between them.

The sports team that draws the most attention in Columbus is the Ohio State Buckeyes football team. Tailgating at OSU home games has become an event in and of itself, with as many as 30,000 or more people partying during the game in the parking lots and at controlled events on Lane Avenue. The OSU-Michigan football game is the final game of the regular season and is played in November each year (alternating between Columbus and Ann Arbor, Michigan). It is easily the biggest annual event in the city, with an estimated 80% to 90% share of television viewers in the Columbus market, and is one of the greatest rivalries in all sports.

Fast Facts

Cost of Living

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— National Average.

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— Cleveland, Ohio

Cost of Living data provided by C2ER

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<th>ACS Demographic Estimates</th>
<th>Estimate</th>
<th>Percent</th>
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<tr>
<td>Total population</td>
<td>729,369</td>
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<tr>
<td>Male</td>
<td>358,853</td>
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<tr>
<td>Female</td>
<td>370,516</td>
<td>50.8</td>
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<tr>
<td>Median age (years)</td>
<td>32.3</td>
<td>(X)</td>
<td>36.7</td>
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<tr>
<td>Under 5 years</td>
<td>58,962</td>
<td>8.1</td>
<td>6.9%</td>
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<tr>
<td>18 years and over</td>
<td>551,829</td>
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<td>White</td>
<td>477,211</td>
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<td>Black or African American</td>
<td>192,613</td>
<td>26.4</td>
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<td>American Indian and Alaska Native</td>
<td>1,636</td>
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<tr>
<td>Asian</td>
<td>29,963</td>
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### ACS Demographic Estimates

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<th>Demographic Category</th>
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<td>Native Hawaiian and Other Pacific Islander</td>
<td>131</td>
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<td>10,376</td>
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<td>17,439</td>
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<td>32,977</td>
<td>4.5</td>
<td>15.1%</td>
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*Source: U.S. Census Bureau, 2006-2008 American Community Survey*

### References

- [http://factfinder.census.gov](http://factfinder.census.gov)
- [http://www.spiritus-temporis.com](http://www.spiritus-temporis.com)
- [http://www.experiencecolumbus.com](http://www.experiencecolumbus.com)
- [http://www.arnoldsportsfestival.com](http://www.arnoldsportsfestival.com)
- [http://www.columbus.world-guides.com](http://www.columbus.world-guides.com)
- [http://www.ohiohistorycentral.org](http://www.ohiohistorycentral.org)
The State of the Market in Cleveland and Columbus

Overview

With two of the largest legal markets in Ohio, Cleveland and Columbus are home to a number of very strong law firms, many of which have weathered the economic storm well and are currently recruiting associates in a number of different areas. Most firms are looking for attorneys with top academic credentials and experience. As with other geographic locations, we are cautiously optimistic that demand for associates at all levels will continue to increase as the recession subsides.

What’s Hot/What’s Not

HOT
Litigation
Intellectual Property – Litigation and Prosecution
Corporate (low to moderate)
Trusts & Estates (moderate)
Employee Benefits
Health Care (moderate)

NOT
Bankruptcy
Construction
Real Estate
Environmental
Government
Insurance
International
Tax
White Collar Crime

Specific Hiring Needs

- A number of opportunities for litigators, both at the junior (2-4 years) and more senior level (5-7 years) exist in Cleveland and Columbus. Most firms seek associates with superb academic credentials and experience in complex general business litigation. A few firms continue to seek bankruptcy litigation associates, although this is not an area in which we anticipate significant growth in the coming months.
With respect to intellectual property, we are seeing more and more positions for associates, both in transactional and litigation. Traditionally, firms seek candidates with a technical background in electrical engineering, mechanical engineering, biochemistry, organic chemistry or chemical engineering, and some firms seek candidates with an advanced degree in one of these areas. On the litigation side, more and more firms are requiring candidates with technical backgrounds.

A few new opportunities have recently arisen in corporate law, both in securities and finance. Firms generally look for associates with superb academics and large law firm experience, with a preference for associates with a significant connection to Ohio as well as law firm experience from the major markets of New York, Chicago and Los Angeles. We are also seeing an increase in demand for health care associates, both on the transactional and regulatory side.

We continue to see isolated opportunities in the areas of tax, employee benefits and trusts and estates in Cleveland and Columbus. Firms tend to focus on associates with superb academic and law firm credentials.

The Top-Rated Law Firms in Cleveland and Columbus

A. General Practice Firms

1. Am Law 100/200 firms
   a. Jones Day (Rank 4)
   b. Squire Sanders & Dempsey (Rank 52)
   c. Baker & Hostetler (Rank 85)
   d. Thompson Hine (Rank 140)
   e. Frost Brown Todd (Rank 148)
   f. Dinsmore & Shohl (Rank 154)
   g. Vorys, Sater, Seymour & Pease (Rank 158)
   h. Porter Wright Morris & Arthur (Rank 175)

2. Firms Not Ranked by Am Law 100/200
   a. Benesch Friedlander Copon & Arnoff
   b. Calfee Halter & Griswold
   c. Kegler Brown Hill & Ritter
   d. Taft Stettinius & Hollister
   e. Ulmer & Berne
   f. Roetzel & Andress
B. Specialty Firms

1. Litigation
   a. Tucker Ellis & West
   b. McLaughlin & McCaffrey

2. Labor & Employment
   a. Jackson Lewis
   b. Littler Mendelson

3. Intellectual Property
   a. Fay Sharpe

Top Law Firm Practice Specialties

Jones Day: Based in Cleveland, Jones Day has established itself as a global firm with more than 2,400 lawyers in 30 offices around the world. Jones Day is one of the largest international law firms, and counts approximately half of the Fortune 500 among its clients. It has attorneys who practice in almost every conceivable practice area, and it looks for the best and brightest in terms of associate-level candidates.

Baker & Hostetler: Baker & Hostetler was founded in Cleveland about 100 years ago, and now has 600 lawyers in a broad range of practices, a ‘coast to coast’ platform with offices in all four time zones, and coordinated national and international practice groups and industry teams. The main areas of law in which the firm focuses are: business, employment, global services, health care, intellectual property, international trade, legislative and regulatory, litigation, private wealth, real estate and tax.

Thompson Hine: In addition to its many offices in Ohio, Thompson Hine has offices in Atlanta, Brussels, New York and Washington, D.C. It has developed a national reputation for its franchise and transportation practices, and it is highly ranked in Ohio and other states for many of its practice areas, including bankruptcy, construction, corporate M&A, employee benefits, intellectual property, labor and employment, litigation and real estate, among others.

Vorys, Sater, Seymour and Pease: With 7 offices in and out of Ohio (including Washington, D.C., Alexandria, Virginia and Houston, Texas), this firm has grown to nearly 400 attorneys and marked its 100th anniversary in 2009. While not exhaustive, the firm focuses in the following areas: antitrust, bankruptcy, corporate, environmental, government relations, health care, insurance, intellectual property, international law, labor and employment, litigation, real estate, tax, technology and trusts and estates.
Frost Brown Todd: With 10 offices in 5 states, Frost Brown Todd is well known and highly ranked in the areas of corporate M&A, environmental, natural resources and utilities, labor and employment, litigation and real estate. Because the firm’s offices are located in West Virginia, Ohio, Kentucky, Indiana and Tennessee, Frost Brown Todd has a strong regional reputation.

Porter Wright Morris & Arthur: An Ohio-based firm with more than 250 attorneys and offices in Ohio, Florida and Washington, D.C., Porter Wright’s attorneys practice in a wide variety of areas, including: antitrust, banking and finance, bankruptcy, biotech and medical technology, corporate, employee benefits, environmental, estate planning, government and regulatory affairs, health care, immigration, intellectual property, international business, labor and employment, litigation, nanotechnology, real estate, tax, transportation logistics, white collar crime and utilities and energy.

Dinsmore & Shohl: With 10 offices and 400 attorneys, Dinsmore & Shohl provides a broad range of legal services. Known for its strong corporate practice, Dinsmore & Shohl offers services in the following areas: business and corporate, bankruptcy, employee benefits, environmental, family wealth planning, First Amendment and media, general commercial and specialty litigation, immigration, intellectual property, international, labor and employment, mass tort and medical litigation, real estate and commercial finance.

Compensation and Partnership Information

As of early 2009, starting salaries for first-year associates at the Am Law 100/200 and other top firms in Cleveland and Columbus generally ranged from $110,000 to about $130,000. As a result of the current economic recession, however, many firms have cut salaries for associates at all levels. For obvious reasons, most firms do not advertise the reduction, so it is difficult to determine whether the range discussed above remains completely accurate.

With regard to the number of years one must practice in order to achieve partnership, firms vary widely. The majority of firms in Cleveland and Columbus have moved to a two-tier partnership with a track of approximately 7 to 9 years. A few firms have kept the single-tiered partnership, with a track of about 7 to 10 years. Most firms require a lateral associate to practice with the firm for a minimum of about two years before he or she may be considered for partnership, no matter the level of the associate at the time he or she joins the firm.
## Directory of BCG Recruiters

### California - Los Angeles

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<tr>
<td>Harrison Barnes</td>
<td>Managing Director</td>
<td>202 South Lake Avenue, Suite 250, Pasadena, CA 91101</td>
<td>213-895-7300</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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<tr>
<td>Claudia Barnes</td>
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<tr>
<td>Allison Wottawa</td>
<td>Recruiter</td>
<td>200 South Wacker Drive, 31st Floor, Chicago, IL 60606</td>
<td>312-321-9411</td>
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<tr>
<td>Sabrina Eisenbrei</td>
<td>Recruiter</td>
<td>1901 Avenue of the Stars, 2nd Floor, Los Angeles, CA 90067</td>
<td>310-461-1356</td>
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<td>Managing Director</td>
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<tr>
<td>Claudia Barnes</td>
<td>Managing Director</td>
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### California - Orange County

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<tr>
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<th>Website</th>
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<tbody>
<tr>
<td>Ted Bavly</td>
<td>Managing Director</td>
<td>369 San Miguel Drive, Suite 320, Newport Beach, CA 92660</td>
<td>949-717-6676</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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<tr>
<td>Claudia Barnes</td>
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### New York - New York City

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<tbody>
<tr>
<td>Carey Bertolet</td>
<td>Founding Managing Director</td>
<td>1560 Broadway, 10th Floor, New York, NY 10036</td>
<td>212-232-0277</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
</tr>
<tr>
<td>Danice M. Kowalczyk</td>
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Denver City Overview

Denver is situated in the high plains in the eastern part of the Rocky Mountains, which protect the city from severe winter weather. These mountains are the dominant feature of the area and reach over 14,000 feet. The City has many creeks and small lakes throughout the metropolitan area. Denver’s climate is relatively mild, with more sunny days than either Miami, Florida or San Diego, California. While the high altitude can take some getting used to, most visitors and residents find that the area’s low humidity makes even the highest and lowest temperatures seem less extreme.

Called the Mile High City, Denver is the center of the commercial, financial, and transportation industries of the Rocky Mountain region. Denver also has a large number of federal government offices. Set at the foot of the Rocky Mountains, Denver is noted for its quality of life and its combination of modern innovation and Western tradition. Denver relies heavily on skiing and tourism, but its economic base also includes electronics, computers, aviation and the nation’s largest telecommunications center.

Denver is the most educated city in the U.S. Denver has the greatest percentage of high school and college graduates of any major metropolitan area in the U.S. According to the U.S. Census, 92.1% of the residents in the metro area have high school diplomas, compared to the national average of 81.7%, and 35% have at least a bachelor’s degree, while the national average is 23%.

Denver is also the “thinnest” city in America, and Colorado is tied as the “thinnest” state with Hawaii. A federal report in late 1996 found that half of American adults have a weight problem, but less than 20% of Colorado adults are overweight. The active lifestyle in Denver, the great weather, the never-ending recreational opportunities and the high education level are largely credited for this fact.

What to do in Denver

The arts are heavily represented in Denver, both in recently constructed facilities and historically preserved buildings. Denver has a thriving performance community comprised of a number of theater and dance companies, as well as music and opera groups. The Denver Performing Arts Complex (PLEX) is the second largest in the country behind New York’s Lincoln Center. Germinal Stage Denver stages five or six productions a year, while The Boettcher Concert Hall is considered one of the great music halls in the country. It was the first symphony hall in the round in the United States, and the renowned Colorado Symphony Orchestra calls it home.
The Colorado History Museum highlights the history of both Colorado and the West with exhibits on Native Americans, miners, and other settlers. The Museum of Outdoor Arts is a museum without walls that provides a blend of architecture, fine art, and landscaping. The Children’s Museum offers a broad collection of activities for children of all ages and includes theater, playscapes, a market, assembly plant, and a fire station. The Denver Art Museum contains more than 30,000 art objects, including the world’s leading collection of Native American art. The Colorado Railroad Museum is considered to be one of the best privately supported rail museums in the United States. The Denver Museum of Nature & Science is filled with dinosaurs, dioramas, space exhibits, science experiments, a digital planetarium, an IMAX theatre and touring shows. Finally, the African-American Five Points neighborhood is home to the Black American West Museum, while the Museo de las Americas contains some of the world’s top contemporary artists from Latin America.

Denver celebrates its rich ethnic history and cultural diversity in a number of ways. The largest Cinco de Mayo celebration is held in Denver in the spring, and the Longs Peak Scottish Irish Festival is held in the fall. Summer includes the National Gay Rodeo Finals and PrideFest, which celebrate the gay community and culture.

One cannot mention Denver without discussing the outdoor activities. Confluence Park is the heart of Denver’s 850-mile bike trail network, and is surrounded by multiple attractions. The Denver Zoo, the Denver Botanic Gardens, (with some 33,000 plants) and the Red Rocks Amphitheatre and Visitors Center are all worthwhile outdoor attractions. The Red Rocks Amphitheatre is one of the world’s most renowned concert venues and has hosted everyone from the Beatles to Bruce Springsteen. When not is use for concerts, the Visitor Center has a museum and Rock ‘n’ Roll Hall of Fame, and the surrounding park has hiking trails that weave in, around and over the colorful red rocks. Echo Lake and Mount Evans, the highest paved road in North America, reaches 9,000 feet from Denver, passing through five life zones en route to the 14,264-foot high summit. This is one of Colorado’s 54 fourteeners (peaks that climb to 14,000 feet and above), and one of only two in the nation that you can drive up.

Denver’s Sports Teams

Denver is home to no less than eight professional sports teams that attract sold out crowds year-round. Basketball, baseball, football, soccer, lacrosse, hockey, rugby – Denver’s got it all, with some of the world’s best athletes on the teams. The Colorado Rockies play home games at Coors Field, which offers a classic ballpark mixed with state of the art technology. The NFL’s Denver Broncos call the INVESCO Field at Mile High home. The NBA’s Denver Nuggets play at Pepsi Center in downtown Denver. The Pepsi Center is also the home of Denver’s hockey team, the Colorado Avalanche (the “Avs” to fans). Major League Soccer’s Colorado Rapids
play home games at Dick’s Sporting Goods Park, which opened in 2007. Denver also has a pro (“super league”) rugby club called The Denver Barbarians, which competes all over the United States. The Colorado Mammoth Lacrosse is part of the growing National Lacrosse League and plays home games at the Pepsi Center. A second Denver Lacrosse team, The Denver Outlaws, plays at INVESCO Field.

**Fast Facts**

**Cost of Living**

*Cost of Living in Denver, Colorado by Expense Category*

![Chart showing cost of living in Denver, Colorado compared to National Average.](chart)

This chart compares the cost of living in Denver, Colorado by budget area to National Average.

— National Average.

*Cost of Living data provided by C2ER*
Cost of Living in Denver, Colorado Compared to Other Major Cities

This chart compares the overall cost of living in Denver, Colorado to the cost of living in six other major cities in the United States.

— Denver, Colorado

Cost of Living data provided by C2ER

Population Statistics Breakdown (Age and Race)

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<th>ACS Demographic Estimates</th>
<th>Estimate</th>
<th>Percent</th>
<th>U.S.</th>
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<tr>
<td>Total population</td>
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<tr>
<td>Male</td>
<td>297,102</td>
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<td>49.3%</td>
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<tr>
<td>Female</td>
<td>287,461</td>
<td>49.2</td>
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<tr>
<td>Median age (years)</td>
<td>35.3</td>
<td>(X)</td>
<td>36.7</td>
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<tr>
<td>Under 5 years</td>
<td>50,637</td>
<td>8.7</td>
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<td>18 years and over</td>
<td>442,182</td>
<td>75.6</td>
<td>75.5%</td>
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<td>65 years and over</td>
<td>61,332</td>
<td>10.5</td>
<td>12.6%</td>
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<tr>
<td>One race</td>
<td>569,659</td>
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<td>White</td>
<td>433,440</td>
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<td>74.3%</td>
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<td>Black or African American</td>
<td>56,325</td>
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<td>American Indian and Alaska Native</td>
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<tr>
<td>Asian</td>
<td>19,021</td>
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### ACS Demographic Estimates

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<td>Native Hawaiian and Other Pacific Islander</td>
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<td>Some other race</td>
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<td>14,904</td>
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<td>2.2%</td>
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<tr>
<td>Hispanic or Latino (of any race)</td>
<td>199,511</td>
<td>34.1</td>
<td>15.1%</td>
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*Source: U.S. Census Bureau, 2006-2008 American Community Survey*

### References

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- http://www.denver.org
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- www.denverbotanicgardens.org
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- www.avalanche.nhl.com
- www.coloradorapids.com
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The State of the Market in Denver

Overview

Denver firms have experienced many of the same symptoms of the recession as firms in larger markets. However, small and mid-sized Denver firms that service middle market clients are busy and growing. These firms are seeking to take advantage of the current availability of highly qualified candidates. Thus, in most cases, they require excellent academic credentials and strong litigation skills, including first and/or second chair experience, strong motion practice, trial experience and deposition skills. Under the current market conditions, firms are also more stringent about requiring the Colorado Bar, and in some cases they also require law review and/or judicial clerkship experience.

As in other regions, overall hiring in Denver has slowed, but we have seen a slight pick up in activity in corporate M&A and transactional tax work. (Tax positions generally require or prefer an LL.M.) IP transactional work has also shown some signs of improvement here. We have also seen some need for litigation associates at the smaller and mid-size firms and some prestigious boutiques. These positions generally require strong academics and often prefer federal clerkships. Not surprisingly, health care is an area in which we are seeing some increased activity. Specific areas of need here include regulatory, Stark, Anti-kickback and licensing. The counter-cyclical practices (like labor and employment, employee benefits, bankruptcy and construction litigation) typically surge in a down market, but we have not seen signs of a significant increase in these areas. Although we have seen reduced demand for intellectual property attorneys at present, this is an area in which firms in Denver have in the past tended to be very busy because of the heavy concentration of high-tech and IT industries located in Colorado. Therefore, we hope to see an upswing in the months ahead. In the past, we have typically seen a need for patent attorneys with technical degrees in such areas as electrical engineering, mechanical engineering, computer science, chemical engineering, physics and biology.

Because so many attorneys seek to relocate to Denver for lifestyle purposes, before firms in Denver make what they hope will be a long-term investment, they generally like to see candidates who have an established connection to Denver. If there is no connection, candidates need to have good reasons for pursuing a position in Denver specifically (both from a geographic standpoint and a practice standpoint) and also should address if/when they intend to take the Colorado Bar.
What’s Hot/What’s Not

HOT
Corporate (only a slight pick up here – so “warm”)
Tax (transactional)
IP (transactional)
Litigation
Health care

NOT
Real Estate
Environmental
Energy
Employee Benefits
Labor and Employment
Trusts & Estates
IP Litigation (but all areas of IP are typically “hot” areas in Denver)

Specific Hiring Needs:

• **Corporate M&A.** We have seen only a slight pick up in this area, however.

• **We have seen some need for associates in transactional tax.** (Tax positions generally require or prefer an LL.M.)

• **IP transactional** work has also shown some signs of improvement here.

• **Litigation** associates at the smaller and mid-size firms and some prestigious boutiques are some what in demand. These positions generally require strong academics and often prefer federal clerkships. Strong skills, including court room and deposition experience, first/second-chair experience, extensive motion practice and discovery skills are preferred. The Colorado Bar is most often required, and many of these firms would like to see law review and prior judicial clerkship experience.

• **Health care** is an area in which we are seeing some increased activity. Specific areas of need here include regulatory, Stark, Anti-kickback and licensing.

• Although we have seen reduced demand for **intellectual property** attorneys at present, this is an area in which firms in Denver have in the past tended to be very busy because of the heavy concentration of high-tech and IT industries located in Colorado. Therefore, we hope to see an upswing in the months ahead.
The Top-Rated Law Firms in Denver

A. General Practice Firms

1. Am Law 100/200 firms
   a. Greenberg Traurig (Rank 9)
   b. Gibson, Dunn & Crutcher (Rank 14)
   c. Morrison & Foerster (Rank 21)
   d. Hogan & Hartson (Rank 23) (Hogan merged with Lovells in 2010 and is now known as Hogan Lovells US LLP)
   e. Arnold & Porter (Rank 54)
   f. Perkins Coie (Rank 63)
   g. Littler Mendelson (Rank 74)
   h. Dorsey & Whitney (Rank 79)
   i. Patton Boggs (Rank 84)
   j. Baker & Hostetler (Rank 85)
   k. Cozen O’Connor (Rank 91)
   l. Husch Blackwell Sanders (Rank 92)
   m. Faegre & Benson (Rank 95)
   n. Ballard Spahr (Rank 101)
   o. McKenna Long & Aldridge (Rank 102)
   p. Jackson Lewis (Rank 110)
   q. Snell & Wilmer (Rank 118)
   r. Holland & Hart (Rank 134)
   s. Kutak Rock (Rank 156)
   t. Lathrop & Gage (Rank 178)
   u. Holme Roberts & Owen (Rank 188)

2. Firms Not Ranked by Am Law 100/200
   a. Brownstein Hyatt Farber Schreck
   b. Davis Graham & Stubbs
   c. Fennemore Craig
   d. Grimshaw & Harring
   e. Dufford & Brown
   f. Hale-Friesen
   g. Isaacson Rosenbaum
   h. Jackson Kelly
The Standard in Attorney Search and Placement

B. Specialty Firms

1. Labor & Employment
   a. Fisher & Phillips
   b. Ford & Harrison
   c. Jackson Lewis
   d. Littler Mendelson

2. Litigation
   a. Bartlitt Beck Herman Palencher & Scott (known for litigation expertise, but also does corporate work)
   b. Wheeler Trigg O’Donnell
   c. Temkin Wielga & Hardt

3. Intellectual Property
   a. Merchant & Gould
   b. Townsend and Townsend and Crew

4. Transactional
   a. Krendl, Krendl, Sachnoff & Way

Top Law Firm Practice Specialties

Greenberg Traurig: With over 32 offices across the U.S. and alliances in Asia and Europe, Greenberg offers a breadth of general practice services to its sophisticated client base. Based in Miami, the firm is nationally recognized for its expertise in international trade, real estate, privacy and data security, litigation and wealth management services to high net worth clients. Greenberg’s Denver office focuses in key areas, including litigation, environmental, intellectual property, corporate (including M&A and venture capital, and a niche practice in energy-related work for its banking clients), real estate and government affairs.
Gibson, Dunn & Crutcher: Los Angeles based Gibson Dunn houses over 1000 attorneys in its 16 offices. It is consistently ranked as a top-tier firm nationally in antitrust and appellate law, government contracts and sports law, and ranks in the top five firms nationally in each of banking and finance, real estate, corporate M&A, ERISA litigation, government contracts, international trade and arbitration, litigation and securities regulation matters. The firm’s Denver office provides services to its clients primarily in the areas of corporate, criminal and civil litigation, intellectual property and labor and employment.

Morrison & Foerster: Based in New York, Morrison & Foerster has 16 offices in the U.S., Europe and Asia providing a range of services to its clients domestically and abroad. Key areas of practice include: corporate, capital markets, financial services, finance, intellectual property, litigation, real estate, tax and technology transactions. This firm has an impressive client base and is ranked as a top firm nationally in financial services, intellectual property/patent litigation (life sciences) and securities regulation. The Denver office is small (about 20 attorneys), but well known for its excellent reputation in the corporate finance, corporate M&A and litigation areas.

Hogan Lovells US LLP: The merger between Hogan & Hartson LLP and Lovells LLP in May 2010 has made this firm the largest international firm with approximately 2500 attorneys in over 40 offices. Based in Washington, D.C., Hogan Lovells has a premier presence in Denver and a global practice across the U.S., Asia, Europe, Latin America and the Middle East. Prior to its merger with Lovells, Hogan was nationally ranked as a top tier-firm in a number of areas, including government relations and government contracts, legislative, antitrust, litigation, international trade and regulatory compliance (life sciences). Hogan’s Denver office is one of the largest law offices in Denver and is ranked as a top-tier firm in the areas of corporate M&A, intellectual property, environmental and litigation. Under the firm’s new structure, Hogan Lovells US LLP has five central practice areas: Corporate; Finance; Government Regulatory; Intellectual Property; and Litigation, Arbitration and Employment.

Arnold & Porter: An international law firm, Arnold & Porter is based in Washington, D.C. and offers a breadth of services, including top national practices in antitrust, financial services regulation, government contracts, international trade, products liability, Native American law and securities regulation. The firm’s Denver office is primarily focused on providing complex litigation services to its impressive list of clients. Such services include bankruptcy, antitrust, environmental, and intellectual property matters.

Perkins Coie: Perkins Coie, with headquarters in Seattle, has 15 offices nationwide and also has two offices in China. The firm is widely recognized as a national leader in the governmental area, and is one of the top firms providing legal services in the life sciences (intellectual property/patent litigation) area. It is also widely recognized for its expertise in trial work. The Denver
office is about 12 years old and focuses in the following areas: litigation (including white collar), telecommunications, environmental and natural resources, franchising and distribution, labor and employment, corporate and commercial finance, M&A, private equity and real estate.

**Dorsey & Whitney:** Minneapolis-based Dorsey & Whitney has 13 U.S. offices and 6 additional offices overseas. It is widely recognized as a leader in the corporate transactions arena, and the firm’s Denver office is ranked in the top tier of Denver firms for corporate M&A. The firm’s primary practice areas are: corporate, litigation, labor and employment and intellectual property. The firm also handles a wide array of cross-border transactions.

**Baker & Hostetler:** A Cleveland-based firm, Baker & Hostetler is recognized nationally for its First Amendment, international trade and leisure hospitality practices. The firm houses over 600 attorneys in 10 U.S. offices practicing in litigation, labor and employment, tax and personal planning, and business.

**Patton Boggs:** Washington, D.C.-based Patton Boggs is a top-tier firm in the food and beverage, government relations and Native American law practice areas. The firm’s Denver office focuses on delivering services in the following areas: public policy and regulatory, business and financial, commercial litigation, energy, food and drug, intellectual property, public finance, as well as environmental, health, and safety matters. In addition to its presence in D.C. and Denver, the firm also has offices in Northern Virginia, New Jersey, New York, Dallas, Anchorage, Doha and Abu Dhabi.

**Faegre & Benson:** Based in Minneapolis, Faegre & Benson is nationally recognized for its expertise in franchise, Native American law and privacy data security. In addition to its office in Minneapolis, the firm has offices in Boulder, Denver, Des Moines, Frankfurt, London and Shanghai. The firm’s practice is broken down into the following main areas: corporate, intellectual property, litigation and real estate. Faegre’s Denver office is ranked as top tier in Colorado in corporate M&A, environmental, intellectual property, labor and employment, litigation and real estate.

**Ballard Spahr:** Ballard Spahr was established in Philadelphia and has 12 offices across the U.S. The Denver office provides services in commercial litigation, real estate development and finance, bankruptcy and transactional matters, and it is ranked as a top firm in Colorado for corporate M&A, litigation and real estate. The firm is also recognized nationally for its expertise in financial services regulation and products liability.

**McKenna Long & Aldridge:** A Washington, D.C.-based firm, McKenna Long is a key player and recognized nationally for its government contracts practice. With over 450 attorneys spread
across its ten offices, McKenna Long has more than 70 attorneys devoted to its government contracts practice. The firm also provides counsel in the areas of environmental, health care, public policy, litigation, real estate, intellectual property and corporate transactions. The Denver office services its clients in government contracts, litigation, government affairs, and employment law.

**Cozen O’Connor:** Cozen O’Connor is based in Philadelphia and has 24 offices. The Denver office is fairly new and was established in 2003. Attorneys in the Denver office practice in the following areas: subrogation and recovery claims, real estate, commercial litigation, oil and gas litigation and insurance litigation matters. The firm has a nationally recognized litigation practice and is focused primarily in litigation and business matters.

**Snell & Wilmer:** A western U.S. firm, Snell & Wilmer’s home office is in Phoenix, Arizona. The firm also has offices in Salt Lake City, Tuscon, Los Angeles, Denver, Orange County and beautiful Los Cabos. A general practice firm providing a broad array of services to its clients, Snell & Wilmer is nationally recognized as a leader in products liability litigation, Native American law and franchising law. Out of the 400 attorneys at the firm, approximately 30 attorneys practice in the Denver office.

**Holland & Hart:** A high-powered and highly regarded Denver firm, Holland & Hart has over 400 attorneys in 15 offices spread across the western region, as well as one in Washington, D.C. The firm’s practice is divided into three areas: business, litigation and natural resources. Nationally, the firm has gained an excellent reputation in environmental and Native American law. The Denver office is ranked as top tier in the areas of corporate M&A, environmental, intellectual property, labor and employment, litigation and real estate.

**Kutak Rock:** Based in Omaha, Kutak Rock has 16 offices and approximately 400 attorneys. Kutak focuses in a number of key practice areas, including corporate, public finance, litigation, real estate, labor and employment, health care, intellectual property, insurance, tax and bankruptcy. With approximately 70 attorneys, the firm’s Denver office focuses in corporate law, litigation and public and corporate finance. (The firm has gained a reputation as one of the top bond counsel providers in Colorado.)

**Husch Blackwell Sanders:** A Kansas City-based firm, Husch Blackwell has over 600 attorneys in 14 offices. Husch Blackwell is a full-service law firm providing advice in mergers and acquisitions, securities, tax, insolvency and commercial bankruptcy, business litigation, intellectual property, environmental, labor and employment and real estate law. Husch Blackwell’s Denver office currently houses approximately 10 attorneys practicing in a variety of areas, including corporate law, business litigation and labor and employment.
Holme Robert & Owen: Another highly recognizable Denver-based firm, Holme Roberts is an international firm with over 250 attorneys spread across 10 offices. The firm practices in three main areas: corporate law, securities and litigation, all of which have under them support practices similar to those generally found in other full-service firms. The firm’s Colorado office is ranked as a top-tier practice in the areas of corporate M&A, environmental, labor and employment, litigation and real estate.

Compensation and Partnership Information

As of early 2009, starting salaries for first-year associates at the Am Law 100/200 and other top firms in Denver generally ranged form $110,000 to about $160,000. The vast majority of firms’ salaries fall into the lower end of this range, while only the most sophisticated boutiques and national firms start at the upper end. As a result of the current economic recession, however, many firms have cut salaries for associates at all levels. For obvious reasons, most firms do not advertise these reductions, so it is difficult to determine whether the range discussed above remains completely accurate.

With regard to the number of years one must practice in order to achieve partnership, firms vary widely. Some firms in Denver have a single-tiered partnership of about 7 to 9 years. Other firms have moved to a two-tier partnership with a track of approximately 7 to 8 years. Most firms require a lateral associate to practice with the firm for a minimum of about two years before he or she may be considered for partnership, no matter the level of the associate at the time he or she joins the firms.
# Directory of BCG Recruiters

## California - Los Angeles

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<tr>
<td>Harrison Barnes</td>
<td>Managing Director</td>
<td>175 South Lake Avenue, Suite 200, Pasadena, CA 91101</td>
<td>213-895-7300</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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<tr>
<td>Claudia Barnes</td>
<td>Managing Director</td>
<td>200 South Wacker Drive, 31st Floor, Chicago, IL 60606</td>
<td>312-321-9411</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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<tr>
<td>Allison Wottawa</td>
<td>Recruiter</td>
<td>1901 Avenue of the Stars, 2nd Floor, Los Angeles, CA 90067</td>
<td>310-461-1356</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
</tr>
<tr>
<td>Brian Siegel</td>
<td>Managing Director</td>
<td>1200 Smith Street, Suite 1600, Houston, TX 77002</td>
<td>713-270-1199</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
</tr>
</tbody>
</table>

## Century City

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Address</th>
<th>Phone</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claudia Barnes</td>
<td>Managing Director</td>
<td>1901 Avenue of the Stars, 2nd Floor, Los Angeles, CA 90067</td>
<td>310-461-1356</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
</tr>
<tr>
<td>Brian Siegel</td>
<td>Managing Director</td>
<td>1050 Connecticut Avenue NW, Suite 1000, Washington, DC 20036</td>
<td>202-955-5585</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
</tr>
<tr>
<td>Allison Wottawa</td>
<td>Recruiter</td>
<td>1200 Smith Street, Suite 1600, Houston, TX 77002</td>
<td>713-270-1199</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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</table>

## Illinois - Chicago

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Jamie Bailey</td>
<td>Managing Director</td>
<td>200 South Wacker Drive, 31st Floor, Chicago, IL 60606</td>
<td>312-321-9411</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
</tr>
<tr>
<td>Janet Lynn</td>
<td>Recruiter</td>
<td>1200 Smith Street, Suite 1600, Houston, TX 77002</td>
<td>713-270-1199</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
</tr>
<tr>
<td>Laura Rusche</td>
<td>Recruiter</td>
<td>949-717-6676</td>
<td>212-232-0400</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
</tr>
</tbody>
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## Washington, DC

<table>
<thead>
<tr>
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<th>Title</th>
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<tbody>
<tr>
<td>Janet Lynn</td>
<td>Recruiter</td>
<td>1200 Smith Street, Suite 1600, Houston, TX 77002</td>
<td>713-270-1199</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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## Texas - Houston

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<tbody>
<tr>
<td>Suzanne Dupree Howe</td>
<td>Managing Director</td>
<td>1050 Connecticut Avenue NW, Suite 1000, Washington, DC 20036</td>
<td>202-955-5585</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
</tr>
<tr>
<td>Dan Binstock</td>
<td>Managing Director</td>
<td>1200 Smith Street, Suite 1600, Houston, TX 77002</td>
<td>713-270-1199</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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## California - Orange County

<table>
<thead>
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<tbody>
<tr>
<td>Ted Bavly</td>
<td>Managing Director</td>
<td>369 San Miguel Drive, Suite 320, Newport Beach, CA 92660</td>
<td>949-717-6676</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
</tr>
<tr>
<td>Dan Binstock</td>
<td>Managing Director</td>
<td>1200 Smith Street, Suite 1600, Houston, TX 77002</td>
<td>713-270-1199</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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</table>

## New York - New York City

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Address</th>
<th>Phone</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carey Bertolet</td>
<td>Founding Managing Director</td>
<td>1560 Broadway, 10th Floor, New York, NY 10036</td>
<td>212-232-0400</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
</tr>
<tr>
<td>Dan Binstock</td>
<td>Managing Director</td>
<td>1200 Smith Street, Suite 1600, Houston, TX 77002</td>
<td>713-270-1199</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
</tr>
</tbody>
</table>
Indianapolis City Overview

Situated in the Midwest, Indianapolis is the capital and largest city in Indiana. The greater Indianapolis area includes the city and several contiguous counties, and has a population of about two million people. Indianapolis has a temperate climate, and like most other Midwestern cities, it experiences rain throughout the year, so there are no specific wet or dry seasons. Summers are very warm, and winters can be brutally cold, with two or three major snowfalls per year.

What to do in Indianapolis

Because of its Midwestern location, Indianapolis is relatively easy to get to, and the city has made significant efforts to make itself an attractive tourist destination by combining diverse cultural opportunities with first-class hotels and fine shopping and dining. Modeled after Washington, D.C., Indianapolis has a street grid, which makes the center-city, Mile Square, a compact and convenient area for walking tours. In Monument Circle, the Soldiers’ and Sailors’ Monument observation platform offers a panoramic view of the city and the surrounding countryside.

The Indianapolis Zoo is quite large, housing more than 2,000 animals. It is located on 64 acres in the urban White River State Park and has whale and dolphin shows, as well as a simulated Amazon forest.

The Indianapolis Art Center is a not-for-profit community arts organization whose mission is to make art accessible to all residents of Indianapolis. The center consists of the Marilyn K. Glick School of Art, with 13 art studios, a 224-seat auditorium, a library, and a gift shop. The Cultural Complex features a Fiber Studio and individual artist’s studios, as well as the Writers’ Center of Indiana, and ARTSPARK (home to ongoing concerts, festivals, films, workshops, youth camps and art classes, among others). The 12-acre campus sits on the edge of White River and features a riverfront deck, outdoor stage, and sculptured gardens.

The Indianapolis renaissance is most evident in the city’s dedication to the renewal of its cultural life. The Artsgarden, a large pavilion built in 1995, serves as a performance, exhibition and marketing space for the Indianapolis arts community. It hosts more than 300 events annually.

Other attractions for live performances include the Indianapolis Symphony Orchestra, Ballet Internationale (a professional resident troupe that performs at Murat Center), the Indianapolis Opera, the Indianapolis Chamber Orchestra, located on the campus of Butler University, and Dance Kaleidoscope, which is the city’s contemporary dance troupe. Indianapolis also has a number of very popular theater groups, many of which perform throughout the year.

Indianapolis has a great group of museums to visit. The Indianapolis Museum of Art (IMA) is located in a wooded cultural park. The Children’s Museum is the world’s largest museum of its type and features a variety of hands-on exhibits and touchable scientific experiments, as
well as a planetarium. The Conner Prairie Pioneer Settlement is a living history museum that attracts many tourists.

**Indianapolis’ Sports Teams**

One cannot discuss Indianapolis without mentioning the Indianapolis Motor Speedway, which hosts a range of well-known motor racing events, including the Indianapolis 500 and the Allstate 400 at the Brickyard (NASCAR). Within the Indianapolis Motor Speedway is the Indianapolis 500 Hall of Fame Museum, which features more than 75 classic racing cars.

Indianapolis is proud to house the Indianapolis Colts of the NFL, which play at the 57,890-seat RCA Dome. The Indiana Pacers of the NBA play in the 15-story, $183 million arena, Conseco Fieldhouse. The Indiana Fever, a Wumba expansion team, also call Conseco Fieldhouse home. The Indianapolis Ice, a minor-league affiliate of the Chicago Blackhawks, plays hockey at the Pepsi Coliseum. Indianapolis’ soccer team, the Indiana Blast, plays at Kuntz Stadium, a soccer-only stadium. While the city does not have a major league baseball team, the Triple-A Indianapolis Indians play baseball at Victory Field in White River State Park, an open-air, 13,500-seat stadium.

**Fast Facts**

**Cost of Living**

**Cost of Living in Indianapolis, Indiana by Expense Category**

This chart compares the cost of living in Indianapolis, Indiana by budget area to National Average.

— National Average.

*Cost of Living data provided by C2ER*
Cost of Living in Indianapolis, Indiana Compared to Other Major Cities

This chart compares the overall cost of living in Indianapolis, Indiana to the cost of living in six other major cities in the United States.

— Indianapolis, Indiana

Cost of Living data provided by C2ER

Population Statistics Breakdown (Age and Race)

<table>
<thead>
<tr>
<th>ACS Demographic Estimates</th>
<th>Estimate</th>
<th>Percent</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population</td>
<td>794,211</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>386,005</td>
<td>48.6</td>
<td>49.3%</td>
</tr>
<tr>
<td>Female</td>
<td>408,206</td>
<td>51.4</td>
<td>50.7%</td>
</tr>
<tr>
<td>Median age (years)</td>
<td>35.5</td>
<td>(X)</td>
<td>36.7</td>
</tr>
<tr>
<td>Under 5 years</td>
<td>65,676</td>
<td>8.3</td>
<td>6.9%</td>
</tr>
<tr>
<td>18 years and over</td>
<td>582,792</td>
<td>73.4</td>
<td>75.5%</td>
</tr>
<tr>
<td>65 years and over</td>
<td>85,462</td>
<td>10.8</td>
<td>12.6%</td>
</tr>
<tr>
<td>One race</td>
<td>777,488</td>
<td>97.9</td>
<td>97.8%</td>
</tr>
<tr>
<td>White</td>
<td>528,965</td>
<td>66.6</td>
<td>74.3%</td>
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<tr>
<td>Black or African American</td>
<td>206,012</td>
<td>25.9</td>
<td>12.3%</td>
</tr>
<tr>
<td>American Indian and Alaska Native</td>
<td>1,784</td>
<td>0.2</td>
<td>0.8%</td>
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<tr>
<td>Asian</td>
<td>13,202</td>
<td>1.7</td>
<td>4.4%</td>
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</table>
ACS Demographic Estimates

<table>
<thead>
<tr>
<th>Race</th>
<th>Estimate</th>
<th>Percent</th>
<th>U.S.</th>
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<tbody>
<tr>
<td>Native Hawaiian and Other Pacific Islander</td>
<td>392</td>
<td>0.0</td>
<td>0.1%</td>
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<tr>
<td>Some other race</td>
<td>27,133</td>
<td>3.4</td>
<td>5.8%</td>
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<tr>
<td>Two or more races</td>
<td>16,723</td>
<td>2.1</td>
<td>2.2%</td>
</tr>
<tr>
<td>Hispanic or Latino (of any race)</td>
<td>55,266</td>
<td>7.0</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2006-2008 American Community Survey

References

- http://factfinder.census.gov
- http://www.my-indy.com
- http://www.encyclopedia.com
- http://www.city-data.com
- http://www.indianapolis.world-guides.com
The State of the Market in Indianapolis

Overview

Because of its modest size, Indianapolis did not see the enormous associate-level layoffs that some of the larger cities in the United States have suffered. Recruiting slowed in 2009, but has begun to increase in a number of different areas, such as intellectual property, labor and employment, employee benefits/ERISA, litigation, health care and business law. Firms in Indianapolis prefer to see local candidates with a solid connection to the area. Candidates without such a connection should make an effort to explain exactly why they are interested in Indianapolis, the specific law firm and particular position. As with other states, an Indiana bar license is very helpful in this regard.

What’s Hot/What’s Not

HOT
Litigation
Labor & Employment
Intellectual Property – Patent
Intellectual Property -- Litigation
Health care (moderate)
Intellectual Property – Technology Transactions (moderate)
Corporate (moderate)

NOT
Real Estate (although there are signs of recovery)
Antitrust
Bankruptcy
Construction
Environmental
Government Contracts/Relations
Insurance
International
Project Finance
Securities Litigation
Trusts & Estates
Specific Hiring Needs

- We have seen a recent increase in demand for **intellectual property** associates, both at the junior to mid-level and senior associate levels. Generally, firms prefer candidates with technical backgrounds in electrical engineering, mechanical engineering and biotech. We have also seen an increase in demand for **intellectual property litigators**. Most firms are looking for associates in the 3 to 5 year range, and most prefer a technical background.

- Firms are seeking **labor and employment** associates, with a preference for candidates with significant experience. On the **employee benefits** side, some firms are seeking associates, especially with experience with ESOPs.

- We are seeing a slow increase in demand for associates in the areas of **litigation, health care and business law**. Firms continue to look for strong candidates with some level of law firm experience. While certainly not in high demand, we recently began seeing the first **real estate associate** positions in over a year, a real sign that the economy is improving.

The Top-Rated Law Firms in Indianapolis

A. General Practice Firms

1. Am Law 100/200 firms
   a. Barnes & Thornburg (Rank 117)
   b. Frost Brown Todd (Rank 148)
   c. Baker & Daniels (Rank 164)
   d. Ice Miller (Rank 177)

2. Firms Not Ranked by Am Law 100/200
   a. Bingham McHale
   b. Taft Stettinius & Hollister
   c. Bose McKinney & Evans
   d. Krieg DeVault

B. Specialty Firms

1. Labor & Employment
   b. Littler Mendelson
2. **Real Estate**
   a. Wallack Somers & Haas
   b. Dann Pecar Newman & Kleiman

3. **Intellectual Property**
   a. Brinks Hofer Gilson & Leone

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**Top Law Firm Practice Specialties**

**Barnes & Thornburg:** Established after two well-known Indiana firms merged in 1982, Barnes & Thornburg now has offices in Indiana, Ohio, Michigan, Chicago, Atlanta and Washington, D.C. As a result, it is nationally recognized as a solid, general practice firm. Its main practice areas include: business transactions, energy and telecommunications, environmental, finance, insolvency and restructuring, governmental services and finance, health care, intellectual property, labor and employment, litigation, and real estate.

**Frost Brown Todd:** With 10 offices in 5 states, including two in Indiana (Indianapolis and Ft. Wayne), Frost Brown Todd is well known and highly ranked in the areas of corporate and M&A, environmental, natural resources and utilities, labor and employment, litigation and real estate. Because the firm’s offices are located in West Virginia, Ohio, Kentucky, Indiana and Tennessee, Frost Brown Todd has a strong regional reputation.

**Baker & Daniels:** With its home office in Indianapolis, Baker & Daniels has grown to over 240 attorneys, and it now has offices in Indianapolis, Fort Wayne, South Bend, Chicago, Washington, D.C. and Beijing. With over forty practice areas, Baker & Daniels provides a wide variety of legal services to local, regional and national clients. It is highly ranked in the areas of corporate, labor and employment, litigation, and real estate.

**Ice Miller:** An Indiana-based firm, Ice Miller has offices in Indianapolis, Chicago, Washington, D.C. and DuPage County, Illinois. As a full-service firm, the firm is broken down into five practice area sections: business, labor and employment, litigation, public finance, and real estate.

**Bingham McHale:** As the fourth largest Indiana-based law firm in Indiana, Bingham McHale has three offices throughout the state. It has strong practices in the area of corporate law, labor and employment, litigation and real estate. The firm also focuses in the areas of business advisory services, environmental, government, and private client. Bingham McHale has an excellent local reputation, but is not well known nationally primarily because all of its offices are in Indiana.
Compensation and Partnership Information

As of early 2009, starting salaries for first-year associates at the Am Law 100/200 and other top firms in Indianapolis generally ranged from $90,000 to about $110,000. As result of the current economic recession, however, many firms have cut salaries for associates at all levels. For obvious reasons, most firms do not advertise these reductions, so it is difficult to determine whether the range discussed above remains completely accurate.

With regard to the number of years one must practice in order to achieve partnership, firms vary widely. The majority of firms in Indianapolis have moved to a two-tier partnership with a track of approximately 6 to 8 years. Those firms that have kept the single-tiered partnership generally have a longer track of about 8 or more years. Most firms require a lateral associate to practice with the firm for a minimum of about two years before he or she may be considered for partnership, no matter the level of the associate at the time he or she joins the firms.
# Directory of BCG Recruiters

## California - Los Angeles

**Harrison Barnes**  
Managing Director  
175 South Lake Avenue, Suite 200, Pasadena, CA 91101  
Phone: 213-895-7300 | www.bcgsearch.com

**Claudia Barnes**  
Managing Director

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**Century City**

**Claudia Barnes**  
Managing Director

**Allison Wottawa**  
Recruiter

**Sabrina Eisenbrei**  
Recruiter

1901 Avenue of the Stars, 2nd Floor,  
Los Angeles, CA 90067  
Phone: 310-461-1356 | www.bcgsearch.com

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**Illinois - Chicago**

**Jamie Bailey**  
Managing Director

**Laura Rusche**  
Recruiter

200 South Wacker Drive, 31st Floor,  
Chicago, IL 60606  
Phone: 312-321-9411 | www.bcgsearch.com

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**Washington, DC**

**Dan Binstock**  
Managing Director

1050 Connecticut Avenue NW, Suite 1000,  
Washington, DC 20036  
Phone: 202-955-5585 | www.bcgsearch.com

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**Texas - Houston**

**Suzanne Dupree Howe**  
Managing Director

1200 Smith Street, Suite 1600,  
Houston, TX 77002  
Phone: 713-270-1199 | www.bcgsearch.com

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**California - Orange County**

**Ted Bavly**  
Managing Director

369 San Miguel Drive, Suite 320,  
Newport Beach, CA 92660  
Phone: 949-717-6676 | www.bcgsearch.com

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**New York - New York City**

**Carey Bertolet**  
Founding Managing Director

**Danice M. Kowalczyk**  
Managing Director

1560 Broadway, 10th Floor,  
New York, NY 10036  
Phone: 212-232-0400 | www.bcgsearch.com
Las Vegas City Overview

With a population of 564,500, Las Vegas is the largest city in Nevada. Located in Clark County, Las Vegas is an internationally renowned resort city for gambling, shopping and fine dining. The city's tolerance for various forms of adult entertainment earned it the title of “Sin City,” and this image has made Las Vegas a popular setting for films and television programs. Las Vegas is one of the world’s top entertainment destinations and known as the wedding capital of the world. The city is ethnically diverse, attracting people from all over the world.

Residents of Las Vegas cite its warm, desert climate, low cost of living, large number of job opportunities, and lack of state income tax as the top benefits to living in the city. Although many people own or rent condominiums on The Strip (which includes the casinos and megaresorts along Las Vegas Boulevard) for the urban lifestyle, most live off The Strip. Popular neighborhoods include Summerlin (a master-planned community) and Henderson.

Things to Do in Las Vegas

Attractions in Las Vegas include theme parks, roller coasters, museums, national parks, world-class shopping and the finest restaurants. The major attractions in Las Vegas are the casinos and megaresorts along The Strip. Another popular attraction is Downtown Gaming, which includes casinos near the Fremont Street Experience. On the first Friday of each month, the “First Friday” celebration is held, which exhibits the works of local artists and musicians in a section of the city’s Downtown region now called the “Arts District.” The $485 million Smith Center for the Performing Arts is an upcoming center and will be located downtown in Symphony Park. The center will be appropriate for Broadway shows and other major touring attractions as well as orchestra, opera, and dance performances.

Las Vegas has some of the best mountain climbing in America, including Red Rock Canyon. The city is also 30 miles from Lake Mead, a popular destination for boating, water sports, and fishing.

Las Vegas does not have a sports team in any of the four major professional leagues (baseball, football, basketball and hockey). However, it is considered the boxing capital of the world because of the number of high-profile fights that take place here. The National Finals Rodeo takes place at the Thomas & Mack Center every December, and Professional Bull Riders World Finals are held here every October. Vegas is also a regular stop for the
NASCAR Nextel Cup stock car series and the PGA Tour. In addition, several sports teams have made Las Vegas their home, including the Las Vegas 51s (the Los Angeles Dodgers’ AAA affiliate) and the Las Vegas Wranglers East Coast League hockey team. For college sports enthusiasts, the city of Las Vegas showcases the Mountain West Conference as well as the Las Vegas Bowl. The Reebok Big Time tournament, held in Las Vegas every summer, gives high school basketball players from across the country a chance to demonstrate their skills to college scouts.

**Fast Facts**

**Cost of Living**

*Cost of Living in Las Vegas, Nevada by Expense Category*

This chart compares the cost of living in Las Vegas, Nevada by budget area to National Average.

— National Average.

*Cost of Living data provided by C2ER*
Cost of Living in Las Vegas, Nevada Compared to Other Major Cities

This chart compares the overall cost of living in Las Vegas, Nevada to the cost of living in six other major cities in the United States.

— Las Vagas, Naveda

Cost of Living data provided by C2ER

Population Statistics Breakdown (Age and Race)

<table>
<thead>
<tr>
<th>ACS Demographic Estimates</th>
<th>Estimate</th>
<th>Percent</th>
<th>U.S.</th>
</tr>
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<tbody>
<tr>
<td>Total population</td>
<td>564,484</td>
<td></td>
<td></td>
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<tr>
<td>Male</td>
<td>285,298</td>
<td>50.5</td>
<td>49.3%</td>
</tr>
<tr>
<td>Female</td>
<td>279,186</td>
<td>49.5</td>
<td>50.7%</td>
</tr>
<tr>
<td>Median age (years)</td>
<td>35.5</td>
<td>(X)</td>
<td>36.7</td>
</tr>
<tr>
<td>Under 5 years</td>
<td>45,818</td>
<td>8.1</td>
<td>6.9%</td>
</tr>
<tr>
<td>18 years and over</td>
<td>410,555</td>
<td>72.7</td>
<td>75.5%</td>
</tr>
<tr>
<td>65 years and over</td>
<td>65,155</td>
<td>11.5</td>
<td>12.6%</td>
</tr>
</tbody>
</table>

| One race                  | 544,121  | 96.4    | 97.8% |
| White                     | 399,848  | 70.8    | 74.3% |
| Black or African American | 57,945   | 10.3    | 12.3% |
| American Indian and Alaska Native | 3,286 | 0.6 | 0.8% |
| Asian                     | 30,769   | 5.5     | 4.4%  |
## ACS Demographic Estimates

<table>
<thead>
<tr>
<th>Category</th>
<th>Estimate</th>
<th>Percent</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Native Hawaiian and Other Pacific Islander</td>
<td>2,856</td>
<td>0.5</td>
<td>0.1%</td>
</tr>
<tr>
<td>Some other race</td>
<td>49,417</td>
<td>8.8</td>
<td>5.8%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>20,363</td>
<td>3.6</td>
<td>2.2%</td>
</tr>
<tr>
<td>Hispanic or Latino (of any race)</td>
<td>169,573</td>
<td>30.0</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

*Source: U.S. Census Bureau, 2006-2008 American Community Survey*

## References

- [http://www.neighborhoodsoflasvegas.com](http://www.neighborhoodsoflasvegas.com)
- [http://www.vegas.com](http://www.vegas.com)
- [http://travel.nationalgeographic.com](http://travel.nationalgeographic.com)
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- [http://www.lasvegasnevada.gov](http://www.lasvegasnevada.gov)
- [http://www.lvol.com](http://www.lvol.com)
- [http://www.earlyvegas.com](http://www.earlyvegas.com)
- [http://www.vegasjourney.com](http://www.vegasjourney.com)
- [http://factfinder.census.gov](http://factfinder.census.gov)
The State of the Market in Las Vegas

Overview

Las Vegas is home to a number of strong law firms. There are a handful of large local law firms, but the majority of firms consist of branch offices of major law firms, several based in Phoenix, Arizona. The market continues to be tough, due to the economy, but there is still a need for attorneys in several practice areas, including bankruptcy, general and construction litigation, real estate, and labor and employment. To a lesser extent, there is also a need for health care and immigration attorneys. In a strong economy, Las Vegas is a thriving market with lots of opportunities for attorneys in the above-mentioned practice areas as well as corporate, executive compensation/ERISA, gaming (administrative law), insurance litigation, patent litigation, patent prosecution, trademark/copyright prosecution, tax, and trusts and estates.

What's Hot/What's Not

HOT
Labor and Employment
Litigation (including construction)
Bankruptcy (hot for the moment)
Intellectual property
Real Estate (mildly lukewarm)
Gaming

NOT
General transactional/corporate work
Tax
Trusts & Estates
Land Use/Environmental
ERISA/Employee Benefits
Patent Prosecution
Intellectual Property Litigation

Specific Hiring Needs

- As can be expected in a down economy, the need for bankruptcy associates grows. Specifically, firms are seeking mid-level (3-5 years) and senior-level (5-8 years) bankruptcy attorneys experienced with sophisticated bankruptcy matters, including creditor and debtor representation in court. Nevada bar membership is strongly preferred for these positions.
• There is a steady need for litigation associates at the junior, mid, and senior levels. In particular, mid-level (3-6 years) litigators who have a strong background in construction defect, products liability, toxic tort, insurance coverage and defense, or general and complex commercial litigation are in demand. Membership to the Nevada Bar is strongly preferred.

• There is almost always a need for labor and employment attorneys in Las Vegas. There is an immediate need for senior-level (at least 5 years) attorneys with significant employment litigation experience on the management side. Nevada bar membership is preferred, but not required.

• Typically, Las Vegas is a mecca for real estate attorneys. However, the value of real property in Las Vegas has dropped dramatically with the economic recession. Nonetheless, development has continued on a small scale and there is a need for attorneys with experience in the following areas: real estate acquisition, disposition, development, financing, leasing, and other real property transactions for major commercial, residential, hotel/casino and resort development.

The Top-Rated Law Firms in Las Vegas

A. General Practice Firms

1. Am Law 100/200 firms
   a. Greenberg Traurig (Rank 9)
   b. DLA Piper US (Rank 13)
   c. Duane Morris (Rank 71)
   d. Boise Schiller & Flexner (Rank 89)
   e. Ballard Spahr (Rank 101)
   f. Snell & Wilmer (Rank 118)
   g. Fox Rothschild (Rank 123)
   h. Holland & Hart (Rank 134)
   i. Brownstein Hyatt Farber Schreck (Rank 172)
   j. Armstrong Teasdale (Rank 195)
   k. Lewis & Roca (Rank 198)

2. Firms Not Ranked by Am Law 100/200
   a. Fennemore Craig
   b. Gordon Silver
   c. Jones Vargas
   d. Kaempfer Crowell Renshaw Gronauer & Fiorentino
B. Specialty Firms

1. Transactional
   a. Rice Silbey Reuther & Sullivan
   b. Goold Patterson Ales & Day

2. Labor & Employment
   a. Fisher & Phillips (Rank 191)
   b. Jackson Lewis (Rank 110)
   c. Kamer Zucker Abbott
   c. Littler Mendelson (Rank 74)

Top Law Firm Practice Specialties

Armstrong Teasdale: Armstrong Teasdale LLP is a leading general practice law firm with nearly 300 attorneys practicing in eleven locations across the U.S. and an office in Shanghai, China, and it was recently named by Working Mother magazine as one of the best law firms in the nation for women. Las Vegas attorneys practice in the following areas: construction, real estate, environmental, energy, intellectual property, litigation, franchise, tax, employee benefits, trusts and estates, gaming, government relations, and corporate.

Ballard Spahr: The firm entered the Las Vegas market in 2006 by merging with a highly regarded local firm of five attorneys, including the former chair of the Nevada Gaming Commission. The office has doubled in size since then, offering services in real estate, land use, litigation (including white collar, securities, construction dispute), business transactions, gaming, government relations, health care, employee benefits and executive compensation, energy, and bankruptcy. The office is located in premier office space within Nevada’s first “green” certified corporate center.

Boies Schiller & Flexner: Boies, Schiller & Flexner LLP, founded in 1997, has over 200 lawyers practicing in offices across the country. The firm regularly serves as lead counsel in the most significant high profile disputes in the world. The firm is best known for landmark cases such as United States v. Microsoft, Bush v. Gore, and In re Vitamins. The Las Vegas office has 4 attorneys who practice corporate and litigation (particularly criminal).
Brownstein Hyatt Farber Schreck: Brownestein Hyatt is based in Colorado with 12 offices, most of which are located in the West. The Las Vegas office focuses on gaming, administrative (government) law, employee benefits/ERISA, trademark and copyright, technology transactions, tax, corporate, litigation, and land use.

DLA Piper US: This international law firm’s Las Vegas office has historically been very small and currently has only one attorney who practices employment law.

Duane Morris: This Philadelphia-based international firm has more than 700 attorneys with 9 attorneys presently located in Las Vegas. These attorneys practice in one or more of the following areas: commercial and complex litigation (including securities, antitrust, franchise and dealership, intellectual property, land use, products liability and real estate), insurance coverage and risk management, construction (transactional and litigation), corporate, and gaming.

Fennemore Craig: This Phoenix-based law firm with a total of five offices is celebrating its 125th anniversary in 2010. The firm has a total of 200 attorneys and is listed on the National Law Journal’s Top 250 firms in the country. The Las Vegas office currently has approximately 13 attorneys who practice in one or more of the following areas: bankruptcy, litigation (including real estate, construction, business), corporate, real estate, and gaming.

Fisher & Phillips: This labor and employment law firm has 235 attorneys in 22 offices across the country. The firm’s Las Vegas office is well-regarded in the state and currently has four attorneys.

Fox Rothschild: With 475 attorneys in 15 offices, Fox Rothschild is a full-service law firm. The Las Vegas office opened in January 2006 to better represent the firm’s Nevada clientele. This office has 10 attorneys and concentrates in labor and employment law. The firm weathered the recession very well and made very few changes in terms of its compensation model (merit based as opposed to lock step). The office’s hot practice areas are wage & hour class actions, commercial litigation, intellectual property, and bankruptcy.

Gordon Silver: As one of Nevada’s oldest law firms, Gordon Silver has nearly 40 attorneys. The firm is full-service, with the largest full-time business restructuring and bankruptcy practice in the state. Gordon Silver is divided into the following firm-wide departments: business restructuring and bankruptcy; administrative, gaming and government affairs; corporate and real estate; civil litigation; estate planning, probate and guardianship; and government investigations and business crimes. The gaming practice is well-regarded.
**Greenberg Traurig:** This general practice firm with over 1700 attorneys in 30 locations has approximately 40 attorneys practicing in Las Vegas. The office specializes in real estate, intellectual property, corporate and securities, business reorganizations, entertainment, and litigation.

**Holland & Hart:** Holland & Hart is the largest law firm based in the Mountain West. The firm has 14 offices in seven states and Washington D.C. In addition to the Las Vegas office, the firm has a Reno and Carson City office, which began as the well-regarded Nevada firm Hale Lane before merging with Holland & Hart in May 2008. Holland & Hart has 63 attorneys in Nevada. The Las Vegas office is full service offering the following services: Energy Transfer and Project finance, health care, banking and finance, construction and design, corporate, securities, mergers, and acquisitions, private client and estate planning, labor and employment, environmental and regulatory, real estate and development, tax, commercial litigation, intellectual property, and government and regulatory affairs. The firm’s Nevada practice is best known for corporate, commercial litigation, and real estate. Nationally, the firm has gained an excellent reputation in environmental and Native American law.

**Jackson Lewis:** With 631 attorneys practicing in 45 offices nationwide, this labor and employment firm currently has six attorneys working in the Las Vegas office.

**Jones Vargas:** One of the oldest Nevada-based law firms, Jones Vargas has a total of 54 attorneys in Las Vegas and Reno combined. This general practice firm is broken up into 4 major practice groups: government relations, litigation, transactional and employment. The firm has outstanding gaming, commercial litigation, and real estate practices.

**Kaempfer Crowell Renshaw Gronauer & Fiorentino:** This general practice firm is known for its real estate, land use, government, commercial litigation and corporate practices. With offices in Las Vegas, Reno, Summerlin and Carson City, Kaempfer Crowell’s lawyers counsel top corporations, business owners and individuals.

**Kamer Zucker Abbott:** This is one of the premier labor and employment practice of Nevada. The boutique firm has 11 attorneys.

**Lewis & Roca:** This is one of Nevada’s premier, full-service law firms and also one of the largest with 46 attorneys in Las Vegas and 16 in Reno. The firm represents major clients from Arizona and Nevada and around the world in corporate, litigation, intellectual property, real estate, gaming, labor and employment, sports and entertainment. It is particularly strong in litigation and has been involved in many major trials.
**Lionel Sawyer & Collins:** This is a full-service business and litigation law firm and the largest private law firm in Nevada. The gaming practice is the largest of its kind in the world. The firm is widely regarded for its corporate, gaming, labor and employment, commercial litigation, and real estate practices.

**Littler Mendelson:** This labor and employment firm has over 700 attorneys firm-wide with 10 attorneys practicing in Las Vegas.

**McDonald Carano Wilson:** This Nevada-based, full-service law firm is 60 years old. The firm is best known for its energy, environment and natural resources, commercial litigation, and real estate practices.

**Payne & Fears:** Best known for its employment practice, this Orange County-based firm has a small, two-person outpost in Las Vegas which focuses on commercial litigation matters.

**Rice Silbey Reuther & Sullivan:** This is a small, Las Vegas-based business law firm with a special emphasis on real estate transactions.

**Santoro, Driggs, Walch, Kearney, Holley & Thompson:** Established in 1996, the firm is a general practice law firm with a strong corporate and business clientele. Although the firm maintains a general law practice, its shareholders practice primarily in the areas of commercial litigation, business, real estate, natural resources, eminent domain, bankruptcy, construction, and technology and intellectual property. The firm also has broad experience in administrative law, estate planning, probate, and tax law. The natural resources practice group at this Las Vegas firm continues to flourish, and is well known for its water rights work.

**Snell & Wilmer:** A Southwestern firm, Snell & Wilmer’s home office is in Phoenix, Arizona. A general practice firm providing a broad array of services to its clients, Snell & Wilmer is nationally recognized as a leader in products liability litigation, Native American law and franchising law. Out of the 400 attorneys at the firm, approximately 40 attorneys practice in the Las Vegas office. Snell & Wilmer opened its Las Vegas office nearly 10 years ago and has since opened a Reno office as well. The Las Vegas office is widely regarded for its corporate and real estate practices.
Compensation and Partnership Information

Starting salaries for first-year associates generally range from $95,000 to $115,000 with the locally-based law firms at the low end and the large, multi-office firms at the high end.

With regard to the number of years one must practice in order to achieve partnership, firms vary widely. The majority of firms in Las Vegas have moved to a two-tier partnership with a track of approximately 7 to 9 years. A few firms have kept the single-tiered partnership, with a track of about 7 to 10 years. Most firms require a lateral associate to practice with the firm for a minimum of about two years before he or she may be considered for partnership, no matter the level of the associate at the time he or she joins the firm.
## Directory of BCG Recruiters

### California - Los Angeles

- **Harrison Barnes**
  - Managing Director
  - 175 South Lake Avenue, Suite 200, Pasadena, CA 91101
  - Phone: 213-895-7300 | [www.bcgsearch.com](http://www.bcgsearch.com)

- **Claudia Barnes**
  - Managing Director
  - 1901 Avenue of the Stars, 2nd Floor, Los Angeles, CA 90067
  - Phone: 310-461-1356 | [www.bcgsearch.com](http://www.bcgsearch.com)

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  - Recruiter
  - 1050 Connecticut Avenue NW, Suite 1000, Washington, DC 20036
  - Phone: 202-955-5585 | [www.bcgsearch.com](http://www.bcgsearch.com)

- **Suzanne Dupree Howe**
  - Managing Director
  - 369 San Miguel Drive, Suite 320, Newport Beach, CA 92660
  - Phone: 949-717-6676 | [www.bcgsearch.com](http://www.bcgsearch.com)

- **Claudia Barnes**
  - Managing Director
  - 1200 Smith Street, Suite 1600, Houston, TX 77002
  - Phone: 713-270-1199 | [www.bcgsearch.com](http://www.bcgsearch.com)

- **Ted Bavly**
  - Managing Director
  - 369 San Miguel Drive, Suite 320, Newport Beach, CA 92660
  - Phone: 949-717-6676 | [www.bcgsearch.com](http://www.bcgsearch.com)

### Illinois - Chicago

- **Jamie Bailey**
  - Managing Director
  - 200 South Wacker Drive, 31st Floor, Chicago, IL 60606
  - Phone: 312-321-9411 | [www.bcgsearch.com](http://www.bcgsearch.com)

- **Brian Siegel**
  - Managing Director
  - 1901 Avenue of the Stars, 2nd Floor, Los Angeles, CA 90067
  - Phone: 310-461-1356 | [www.bcgsearch.com](http://www.bcgsearch.com)

- **Janet Lynn**
  - Recruiter
  - 1050 Connecticut Avenue NW, Suite 1000, Washington, DC 20036
  - Phone: 202-955-5585 | [www.bcgsearch.com](http://www.bcgsearch.com)

- **Laura Rusche**
  - Recruiter
  - 1200 Smith Street, Suite 1600, Houston, TX 77002
  - Phone: 713-270-1199 | [www.bcgsearch.com](http://www.bcgsearch.com)

### Texas - Houston

- **Suzanne Dupree Howe**
  - Managing Director
  - 1200 Smith Street, Suite 1600, Houston, TX 77002
  - Phone: 713-270-1199 | [www.bcgsearch.com](http://www.bcgsearch.com)

- **Dan Binstock**
  - Managing Director
  - 1050 Connecticut Avenue NW, Suite 1000, Washington, DC 20036
  - Phone: 202-955-5585 | [www.bcgsearch.com](http://www.bcgsearch.com)

### California - Orange County

- **Ted Bavly**
  - Managing Director
  - 369 San Miguel Drive, Suite 320, Newport Beach, CA 92660
  - Phone: 949-717-6676 | [www.bcgsearch.com](http://www.bcgsearch.com)

- **Carey Bertolet**
  - Founding Managing Director
  - 1560 Broadway, 10th Floor, New York, NY 10036
  - Phone: 212-232-0400 | [www.bcgsearch.com](http://www.bcgsearch.com)

- **Danice M. Kowalczyk**
  - Managing Director
  - 1050 Connecticut Avenue NW, Suite 1000, Washington, DC 20036
  - Phone: 202-955-5585 | [www.bcgsearch.com](http://www.bcgsearch.com)
Minneapolis City Overview

The largest city in Minnesota, Minneapolis is the sister city of St. Paul. Located at the head of the Mississippi River, Minneapolis traces its history to the early exploration of the Northwest Territory. The name “Minneapolis” came from a derivative of laughing waters, “Minnehaha,” and the Greek suffix for city, “polis,” or city of the falls. The ‘h’ was dropped early on; the literal meaning is “city of waters”.

The city has 16 lakes and is noted for its beautiful parklands. While it began as a milling and lumbering center, Minneapolis has one of the largest concentrations of high-technology firms in the nation. The combined cities of Minneapolis and St. Paul are highly rated for their livability and rank among the country’s best places for growing a business.

The city’s climate is continental, with large seasonal temperature variations. There are often severe weather conditions, including blizzards, freezing rain, tornadoes, and wind and hail storms. The winters are great because of the dry snow, which reaches average depths of 6 to 10 inches (or more).

While Minneapolis/St. Paul is known for its Scandinavian and Nordic roots, it is quite diverse. From 2000 to 2005, the non-white and Latino population grew 21% in Minnesota. Minority growth accounted for 62% of the total gain in population during these 5 years – giving it one of the fastest minority growth rates in the country.

The area’s original Native American and European heritage is clearly illustrated in some of the metro’s most popular landmarks and signature foods. Minnesota is home to the largest Hmong population outside Laos, adding Southeast Asian foods, music and culture to the metro area.

Minneapolis/St. Paul has an immigrant population that is young and growing. More than 10% of all children in Minnesota schools speak a language other than English at home. Within the Minneapolis public schools, children speak 80 different languages, and more than 2/3 of students in the St. Paul public schools are children of color.

With more than 100 theater companies and 57 museums in the metro area, Minneapolis/St. Paul’s cultural offerings are diverse in every way. Numerous local theater groups are focused on presenting culturally diverse work.
What to do in Minneapolis

Sightseeing in Minneapolis might begin with the Chain of Lakes—Lake of the Isles, Lake Calhoun, and Lake Harriet—just a few miles west of downtown. In all, 16 lakes are located within the city limits and more than 1,000 are in close proximity. Minnehaha Falls, the point at which Minnehaha Creek plunges into the Mississippi River, was made famous by Henry Wadsworth Longfellow in his poem The Song of Hiawatha. A life-size statue of Hiawatha holding his wife Minnehaha is located on an island just above the falls.

Minneapolis has interesting historical roots, which can be seen at the American Swedish Institute, which maintains a turn-of-the-century 33-room mansion displaying Swedish immigrant artifacts and traveling exhibits. The Ard Godrey House, built in 1849, is the oldest existing frame house in the city and features authentic furnishings from that period. Hennepin History Museum features exhibits illustrating Minneapolis’ early history and development. Fort Snelling is a historic landmark dating back to 1820 and overlooks Fort Snelling State Park. At the Minnesota Zoo, seven trails lead to exhibits in natural settings. The Minneapolis Planetarium, with a 40-foot dome, projects over 2,000 stars. The Minnesota Landscape Arboretum has more than 1,000 acres cultivated with numerous varieties of trees, flowers, and shrubs.

The Minnesota Orchestra, which performs at two locations (Orchestra Hall on Nicollet Mall and at Ordway Music Theater in St. Paul) presents a season of concerts that includes a great performers series, the weekender series, a pop series, and a summer festival. The Minnesota Opera performs traditional and new works at the Ordway theater in St. Paul. Touring Broadway musicals and musical stars perform at the Orpheum Theater. The Children’s Theater Company offers a world-class theater education program for young people, where theater professionals work with student actors and technicians to present productions of the highest quality. The Minneapolis Sculpture Garden, adjacent to the Walker Art Center, was designed by landscape architect Peter Rothschild and consists of four symmetrical square plazas that display a number of works. The Minneapolis Institute of Arts showcases world art in a collection of more than 100,000 objects from every period and culture.

Minneapolis’ Sports Teams

Minneapolis has been the home of the Minnesota Twins and Vikings for 50 years. For the first 21 years, the teams played in the open air at the Metropolitan Stadium in suburban Bloomington. In 1982, however, Minneapolis became home to the Twins and Vikings as the teams moved into the newly built enclosed stadium, the Hubert Humphrey Metrodome.
The year 1967 brought hockey to Minnesota when the National Hockey League (NHL) added six new franchises, doubling their number of teams.

**Fast Facts**

**Cost of Living**

Cost of Living in Minneapolis, Minnesota by Expense Category

This chart compares the cost of living in Minneapolis, Minnesota by budget area to National Average.

— National Average.

*Cost of Living data provided by C2ER*
Cost of Living in Minneapolis, Minnesota Compared to Other Major Cities

This chart compares the overall cost of living in Minneapolis, Minnesota to the cost of living in six other major cities in the United States.

— Minneapolis, Minnesota

Cost of Living data provided by C2ER

Population Statistics Breakdown (Age and Race)

<table>
<thead>
<tr>
<th>ACS Demographic Estimates</th>
<th>Estimate</th>
<th>Percent</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population</td>
<td>358,896</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>182,062</td>
<td>50.7</td>
<td>49.3%</td>
</tr>
<tr>
<td>Female</td>
<td>176,834</td>
<td>49.3</td>
<td>50.7%</td>
</tr>
<tr>
<td>Median age (years)</td>
<td>34.2</td>
<td>(X)</td>
<td>36.7</td>
</tr>
<tr>
<td>Under 5 years</td>
<td>25,994</td>
<td>7.2</td>
<td>6.9%</td>
</tr>
<tr>
<td>18 years and over</td>
<td>285,518</td>
<td>79.6</td>
<td>75.5%</td>
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<tr>
<td>65 years and over</td>
<td>30,558</td>
<td>8.5</td>
<td>12.6%</td>
</tr>
<tr>
<td>One race</td>
<td>348,185</td>
<td>97.0</td>
<td>97.8%</td>
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<tr>
<td>White</td>
<td>251,842</td>
<td>70.2</td>
<td>74.3%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>62,520</td>
<td>17.4</td>
<td>12.3%</td>
</tr>
<tr>
<td>American Indian and Alaska Native</td>
<td>5,983</td>
<td>1.7</td>
<td>0.8%</td>
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<tr>
<td>Asian</td>
<td>17,686</td>
<td>4.9</td>
<td>4.4%</td>
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<tr>
<td>Native Hawaiian and Other Pacific Islander</td>
<td>43</td>
<td>0.0</td>
<td>0.1%</td>
</tr>
</tbody>
</table>
**ACS Demographic Estimates**

<table>
<thead>
<tr>
<th>Category</th>
<th>Estimate</th>
<th>Percent</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some other race</td>
<td>10,111</td>
<td>2.8</td>
<td>5.8%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>10,711</td>
<td>3.0</td>
<td>2.2%</td>
</tr>
<tr>
<td>Hispanic or Latino (of any race)</td>
<td>33,174</td>
<td>9.2</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2006-2008 American Community Survey

**References**

- http://www.city-data.com
- http://omegax.hclib.org
- http://www.mspmoretolife.com
- http://www.infoplease.com
- http://factfinder.census.gov
The State of the Market in Minneapolis

Overview

Minneapolis firms have not escaped the economic downturn. However, Minneapolis serves as headquarters to a large number of Fortune 500 companies in key industries, including health care, financial services, manufacturing, and medical devices. Thus, we are hopeful that these companies have weathered the recession and will soon begin to thrive again and require legal services. Two prominent AmLaw 100/200 firms, Dorsey & Whitney and Faegre & Benson, are based in Minneapolis.

Because Minneapolis is a hotbed of technology and a center of industry and commerce, Minneapolis’ legal market has typically been focused in key practice areas including intellectual property (both patent prosecution and litigation), corporate M&A, litigation, real estate, and tax. Because of the current economic conditions, the needs in real estate have seriously declined and have not yet rebounded. However, intellectual property (both patent prosecution and patent litigation) remains very strong and we are seeing a slight pick up in securities and health care here. We also have a few needs in litigation.

For candidates seeking to enter the Minneapolis market, having strong connections and/or good reasons for pursuing a position here will go very far.

What’s Hot/What’s Not

HOT
Intellectual Property (both patent prosecution and patent litigation)
Health care regulatory
Litigation (general business litigation)

NOT
Real Estate
Environmental
Energy
Employee Benefits
Labor and Employment
Trusts & Estates
Tax
Specific Hiring Needs

- **Intellectual property** (both *patent prosecution* and *litigation*). We have seen a significant pick up at Minneapolis firms for intellectual property litigators with engineering or science backgrounds. We have likewise seen a need for patent prosecutors with backgrounds in *electrical engineering*, *mechanical engineering*, *computer science* and also for advanced degrees in *organic chemistry*. USPTO is generally required for these positions.

- We have a few **securities** positions in Minneapolis in both transactional (requiring ’33 and ’34 act experience) and *litigation*.

- We have also seen a slight uptick in the need for **health care regulatory** attorneys with experience in *medical device*, *pharmaceutical*, and *fraud* and *abuse*.

The Top-Rated Law Firm in Minneapolis

A. **General Practice Firms**

1. **Am Law 100/200 firms**
   a. Morgan, Lewis & Bockius (Rank 11)
   b. DLA Piper US (Rank 13)
   c. Fulbright & Jaworski (Rank 40)
   d. Dorsey & Whitney (Rank 79)
   e. Faegre & Benson (Rank 95)
   f. Stoel Rives (Rank 137)
   g. Hinshaw & Culbertson (Rank 138)
   h. Robins, Kaplan, Miller & Ciresi (Rank 146)

2. **Firms Not Ranked by Am Law 100/200**
   a. Best & Flanagan
   b. Briggs and Morgan
   c. Felhaber Larson Fenlon & Vogt
   d. Fredrikson & Byron
   e. Fryberger, Buchanan, Smith & Frederick
   f. Gray Plant Mooty
   g. Nilan Johnson Lewis
   h. Larkin, Hoffman, Daly & Lindgren
i. Leonard Street & Deinard
j. Lindquist & Vennum
k. Maslon Edelman Borman & Brand
l. Oppenheimer Wolff & Donnelly
m. Winthrop & Weinstine

B. Specialty Firms

1. Corporate Transactions
   a. Kaplan, Strangis & Kaplan

2. Construction
   a. Fabyanske, Westra, Hart & Thomson

3. Labor & Employment
   a. Ford & Harrison
   b. Jackson Lewis
   c. Littler Mendelson

4. Litigation
   a. Larson King
   b. Zelle Hofmann Voelbel & Mason
   c. Greene Espel

5. Intellectual Property
   a. Kinney & Lange
   b. Fish & Richardson
   c. Merchant & Gould
   d. Patterson Thuente Skaar Christensen
   e. Schwegman Lundberg & Woessner

Top Law Firm Practice Specialties

DLA Piper US: Through its extensive globalization, DLA has rapidly grown into one of the world’s largest law firms. With approximately 4,000 attorneys in more than 60 offices across the U.S., Asia, Europe and the Middle East, DLA is able to service its client base in a broad range of areas, including: corporate, finance, intellectual property, legislative and regulatory, litigation, real estate and tax. The firm is recognized nationally for its expertise in construction, corporate M&A, franchising, government contracts, insurance, international trade, real estate, privacy and
data security, private equity and litigation. The firm’s Minneapolis office is very small, and the attorneys there are focused mainly in complex litigation.

**Morgan, Lewis & Bockius:** Philadelphia-based Morgan Lewis is recognized nationally for its appellate law, bankruptcy, energy, environmental, financial services, international arbitration, private equity, labor and employment, life sciences and products liability practices. With 22 offices, the firm currently has approximately 1400 attorneys. The firm’s Minneapolis office focuses in the financial and corporate finance transactional areas, and attorneys in this office handle not only domestic financings, but also cross-border transactions.

**Fulbright & Jaworski:** Fulbright is an international, full-service firm with over 1000 attorneys in 16 offices. The main practice areas are bankruptcy, corporate, energy, environmental, health care, intellectual property, litigation, labor and employment, public finance, tax and international work. A fairly new office which opened in 2000, Fulbright’s Minneapolis focuses on corporate transactions, complex business litigation and arbitration, intellectual property, and labor and employment matters.

**Dorsey & Whitney:** Minneapolis-based Dorsey & Whitney has 13 U.S. offices and 6 additional offices overseas. It is widely recognized as a leader in the corporate transactions arena. The firm’s primary practice areas are: corporate, litigation, labor and employment and intellectual property. The firm also handles a wide array of cross-border transactions. Dorsey’s Minneapolis office is recognized for its expertise in corporate M&A, construction, labor and employment, litigation and real estate areas.

**Faegre & Benson:** Based in Minneapolis, Faegre & Benson is nationally recognized for its expertise in franchise, Native American law and privacy data security. In addition to its office in Minneapolis, the firm has offices in Boulder, Denver, Des Moines, Frankfurt, London and Shanghai. The firm’s practice is broken down into the following main areas: corporate, intellectual property, litigation and real estate. Faegre’s Minneapolis office is ranked as top tier in construction, corporate M&A, labor and employment, litigation and real estate.

**Robins, Kaplan, Miller & Ciresi:** Largely known for its exceptional expertise in complex litigation matters, Robins Kaplan is a Minneapolis-based firm of over 250 attorneys. The firm also counsels clients in business matters. Primary areas of expertise are: antitrust and trade, business litigation, business, financial litigation, insurance, intellectual property and mass tort litigation. The firm has offices in Atlanta, Boston, Los Angeles, Naples and New York. The Minneapolis office is recognized as top tier in its general commercial and intellectual property litigation capabilities.
Hinshaw & Culbertson: With its base in Chicago, Hinshaw has 25 offices across 12 states. The firm’s Minneapolis office is focused in litigation (including insurance coverage litigation) and corporate transactions. Attorneys in Minneapolis also handle professional liability defense, environmental and construction matters, health care law, bankruptcy, and labor and employment law and litigation, as well as transactional matters in banking and finance, corporate M&A, real estate transactions, taxation and securities law.

Stoel Rives: Stoel Rives, a firm just a little over 100 years old, was established in Seattle and now has over 400 attorneys in 11 offices. The firm’s practice is focused in litigation and business law. It is recognized as a national leader in the renewable and alternative energy areas. Attorneys in Stoel Rives’ Minneapolis office provide a range of services, including corporate structure and governance, finance, securities transactions, tax planning, land use and environmental, intellectual property, and business litigation.

Compensation and Partnership Information

As of early 2009, starting salaries for first-year associates at the Am Law 200 and other top firms in Minneapolis generally ranged from $100,000 to about $160,000. The vast majority of firms salaries fall into the lower end of this range, while only the most sophisticated boutiques and national firms start at the upper end. As a result of the current economic recession, however, many firms have cut salaries for associates at all levels. For obvious reasons, most firms do not advertise these reductions, so it is difficult to determine whether the range discussed above remains completely accurate.

With regard to the number of years one must practice in order to achieve partnership, firms vary widely. The majority of firms in Minneapolis have a single-tiered partnership of about 7 to 8 years. A minority of firms have moved to a two-tier partnership with a track of approximately 6 to 7 years. Most firms require a lateral associate to practice with the firm for a minimum of about two years before he or she may be considered for partnership, no matter the level of the associate at the time he or she joins the firm.
## Directory of BCG Recruiters

### California - Los Angeles
- **Harrison Barnes**
  - Managing Director
- **Claudia Barnes**
  - Managing Director
- 175 South Lake Avenue, Suite 200, Pasadena, CA 91101
- Phone: 213-895-7300 | www.bcgsearch.com

### Century City
- **Claudia Barnes**
  - Managing Director
- **Brian Siegel**
  - Managing Director
- **Allison Wottawa**
  - Recruiter
- **Janet Lynn**
  - Recruiter
- **Sabrina Eisenbrei**
  - Recruiter
- 1901 Avenue of the Stars, 2nd Floor, Los Angeles, CA 90067
- Phone: 310-461-1356 | www.bcgsearch.com

### Illinois - Chicago
- **Jamie Bailey**
  - Managing Director
- **Laura Rusche**
  - Recruiter
- 200 South Wacker Drive, 31st Floor, Chicago, IL 60606
- Phone: 312-321-9411 | www.bcgsearch.com

### Washington, DC
- **Dan Binstock**
  - Managing Director
- 1050 Connecticut Avenue NW, Suite 1000, Washington, DC 20036
- Phone: 202-955-5585 | www.bcgsearch.com

### Texas - Houston
- **Suzanne Dupree Howe**
  - Managing Director
- 1200 Smith Street, Suite 1600, Houston, TX 77002
- Phone: 713-270-1199 | www.bcgsearch.com

### California - Orange County
- **Ted Bavly**
  - Managing Director
- 369 San Miguel Drive, Suite 320, Newport Beach, CA 92660
- Phone: 949-717-6676 | www.bcgsearch.com

### New York - New York City
- **Carey Bertolet**
  - Founding Managing Director
- **Danice M. Kowalczyk**
  - Managing Director
- 1560 Broadway, 10th Floor, New York, NY 10036
- Phone: 212-232-0400 | www.bcgsearch.com
Phoenix City Overview

Phoenix, the capital and largest city of Arizona, is home to approximately 1.5 million people, and is the anchor of the Phoenix metropolitan area (also known as the Valley of the Sun).

Phoenix is a major transportation hub in North America and a main transportation, financial, industrial, cultural and economic center of the Southwestern United States. The city has a notable and famous political culture and has been home to numerous influential American politicians and other dignitaries, including William Rehnquist, John McCain, Janet Napolitano, Carl Hayden, and Sandra Day O’Connor.

What to do in Phoenix

Several music venues are located in and around downtown Phoenix. One popular venue is the Phoenix Symphony Hall, where the Arizona Opera and Ballet Arizona perform. Another venue is the Orpheum Theatre, which is home to the Phoenix Metropolitan Opera. Venues for live musical concerts include the US Airways Center and the Dodge Theater in downtown Phoenix. Several smaller theatres including PHiX Gallery, Trunk Space, Space 55 and Modified Arts support regular independent musical and theatre performances.

Several museums are scattered around the valley, including the Phoenix Art Museum. One of the most well-known museums in the area is the Heard Museum just north of downtown. It has over 130,000 square feet of gallery, classroom and performance space. Some of the signature exhibits include a full Navajo hogan, the Mareen Allen Nichols Collection containing 260 pieces of contemporary jewelry, the Barry Goldwater Collection of 437 historic Hopi kachina dolls.

Phoenix’s Sports Teams

Phoenix is home to several professional sports franchises, including representatives of all four major professional sports leagues in the country. Interestingly, only two of these teams actually carry the city name and play within the city limits. The first major franchise to land in Phoenix is the Phoenix Suns of NBA, which started play in 1968 at the Arizona Veterans Memorial Coliseum. In 1992, the Suns moved to the America West Arena, which is now the US Airways Center. In 1997, the Phoenix Mercury became one of the original eight teams to launch the Women’s National Basketball Association (WNBA), which also play at U.S. Airways Center. The Phoenix Flame of the International Basketball League began play in the spring of 2007. They play at the Arizona Veterans Memorial Coliseum.
Professional football is represented by the National Football League’s Arizona Cardinals and the Arena Football League’s Rattlers, while professional hockey is represented by the National Hockey League’s Phoenix Coyotes and the East Coast Hockey League’s Phoenix Roadrunners. In 1998, the major league baseball team, the Arizona Diamondbacks, was formed and began play at Bank One Ball Park, built especially for them. In 2001, the expansion team defeated the powerhouse New York Yankees to capture its first World Series crown.

Fast Facts

Cost of Living

Cost of Living in Phoenix, Arizona by Expense Category

This chart compares the cost of living in Phoenix, Arizona by budget area to National Average.

— National Average.

Cost of Living data provided by C2ER
Cost of Living in Phoenix, Arizona Compared to Other Major Cities

This chart compares the overall cost of living in Phoenix, Arizona to the cost of living in six other major cities in the United States.

— Phoenix, Arizona

Cost of Living data provided by C2ER

Population Statistics Breakdown (Age and Race)

<table>
<thead>
<tr>
<th>ACS Demographic Estimates</th>
<th>Estimate</th>
<th>Percent</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population</td>
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<td></td>
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<tr>
<td>Male</td>
<td>754,318</td>
<td>51.4</td>
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<tr>
<td>Female</td>
<td>714,315</td>
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<tr>
<td>Median age (years)</td>
<td>31.9</td>
<td>(X)</td>
<td>36.7</td>
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<tr>
<td>Under 5 years</td>
<td>133,300</td>
<td>9.1</td>
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<td>18 years and over</td>
<td>1,042,498</td>
<td>71.0</td>
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<td>American Indian and Alaska Native</td>
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<td>Asian</td>
<td>36,664</td>
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<td>Native Hawaiian and Other Pacific Islander</td>
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## ACS Demographic Estimates

<table>
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<th></th>
<th>Estimate</th>
<th>Percent</th>
<th>U.S.</th>
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<td>617,968</td>
<td>42.1</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

*Source: U.S. Census Bureau, 2006-2008 American Community Survey*

## References

- [http://phoenix.gov](http://phoenix.gov)
- [http://phoenixliving.com](http://phoenixliving.com)
- [http://www.city-data.com](http://www.city-data.com)
- [http://www.desertusa.com](http://www.desertusa.com)
- [http://factfinder.census.gov](http://factfinder.census.gov)
Overview

Phoenix is the largest legal market in Arizona and is home to a number of national and regional firms. Like so many other cities, Phoenix was struck hard by the economic recession, although we have seen the beginnings of recovery and a corresponding need for associate-level attorneys. To break into the Phoenix market, candidates should have a tie to the area or a well thought out reason for moving to Arizona. While top academics are still preferred, a sincere interest in the market is equally important. As with other geographic locations, we are cautiously optimistic that demand for associates at all levels will increase as the recession subsides.

What’s Hot/What’s Not

HOT
Labor and Employment (always hot)
Litigation (generally warm)
Bankruptcy (hot for the moment)
Intellectual property (lukewarm but picking up slowly)

NOT
Real Estate (not hot for the moment but it is a cornerstone of the Phoenix market so look for it to pick up again)
General transactional/corporate work (always a bit lukewarm)
Tax (always a bit lukewarm)

Specific Hiring Needs

• A few opportunities for mid-level litigation associates exist in Phoenix. These are generally at the 3 to 5 year range and require superb academic credentials and experience in general business litigation.

• Labor and employment remains a hot area. Firms tend to focus on associates with stellar experience and superb academic credentials. Firms are not looking to re-tool, so candidates should have legitimate experience in the area.

• With respect to bankruptcy, we are seeing a demand for attorneys with 4-6 years of experience. Firms are entertaining out-of-state candidates for these positions because Phoenix does not have a historically strong bankruptcy market.
A. **General Practice Firms**

1. **Am Law 100/200 firms**
   a. Greenberg Traurig (Rank 9)
   b. DLA Piper US (Rank 13)
   c. Bryan Cave (Rank 48)
   d. Squire Sanders & Dempsey (Rank 52)
   e. Sonnenschein Nath & Rosenthal (Rank 59)
   f. Perkins Coie (Rank 63)
   g. Littler Mendelson (Rank 74)
   h. Steptoe & Johnson (Rank 82)
   i. Snell & Wilmer (Rank 118)
   j. Quarles & Brady (Rank 126)
   k. Ogletree Deakins (Rank 130)
   l. Gordon & Rees (Rank 154)
   m. Kutak Rock (Rank 156)
   n. Holme Roberts & Owen (Rank 188)

2. **Firms Not Ranked by Am Law 100/200**
   a. Polsinelli Shughart
   b. Hinshaw Culbertson
   c. Stinson Morrison Hecker
   d. Taft Stettinius & Hollister
   e. Lewis & Rocca
   f. Buchalter Nemer
   g. Fennemore Craig
   h. Fragomen, del Rey, Bersen & Loewy
   i. Ford & Harrison

B. **Specialty Firms**

1. **Labor & Employment**
   a. Littler Mendelson
   b. Ford & Harrison
   c. Ogletree Deakins

2. **Intellectual Property**
   a. Galvani Legal
Top Law Firm Practice Specialties

**Greenberg Traurig:** Greenberg Traurig is one of the largest international law firms with a location in Arizona. The firm is based in Miami and has more than 65 attorneys in Phoenix. Greenberg Traurig’s practice areas in Phoenix include securities, labor and employment, real estate, tax, trusts and estates, bankruptcy and intellectual property, as well as a wide range of corporate transactions. The firm is known for its real estate work, which is well represented in the Phoenix office.

**DLA Piper US:** DLA Piper’s Phoenix office was established in February 2007. The international firm has a 16-person office in Phoenix, which continues to grow. The office has a strong litigation and international arbitration practice which is fed from all offices.

**Steptoe & Johnson:** Based in Washington, D.C., the Phoenix office of Steptoe & Johnson is the largest regional office of the firm. The firm has nine offices including two offices in Southern California and three international offices. The Phoenix office has a strong litigation and bad faith insurance coverage practice, as well as a small corporate/securities practice. Locating candidates that “fit” is extremely important to everyone there, although Steptoe & Johnson has had no trouble attracting talent to the Phoenix office.

**Snell & Wilmer:** With 10 southwest offices, including Los Cabos, Snell & Wilmer is one of the most desirable firms in this regional market. With over 400 lawyers firm-wide, Snell & Wilmer is a full-service firm. The sizeable Phoenix office is full-service, with strong general practice areas including general litigation and transactions practices. Additionally, this office has a strong intellectual property and technology practice.

**Bryan Cave:** Based in St Louis, Bryan Cave is an international firm with strong practices in Phoenix, which include business and commercial litigation, labor and employment, intellectual property, real estate, and a small corporate finance practice.

**Sonnenschein Nath & Rosenthal:** With a global reputation, Sonnenschein Nath & Rosenthal is one of the top-ranked firms in the United States. It is a full-service firm, providing legal services to all types of clients. The Phoenix office, which is new to the firm as of 2006, focuses on real estate and hospitality law. In late May 2010, Sonnenschein announced its intention to merge with U.K. based Denton Wilde. Pending the partners’ vote in early June, the merger will become effective on September 30, 2010. The combined firm will be called SNR Denton and will have 1400 lawyers in 18 countries.
Quarles & Brady: A Milwaukee-based firm, Quarles & Brady has seven offices including Phoenix. It is a strong regional firm with a friendly reputation. With over 100 attorneys in Phoenix (and 450 across offices), it is one of the city’s larger offices. This office is full service and has strong litigation, intellectual property litigation, labor and employment, real estate, trust and estates and general transactional practices. Quarles & Brady services individuals and corporate clients that include start-ups and small businesses, major national and international concerns, privately-held businesses of all sizes, nonprofit organizations, and governmental agencies and commissions.

Polsinelli Shughart: Kansas City-based Polsinelli has approximately 50 attorneys in its Phoenix office and 480 attorneys in its 13 offices, which include Chicago, New York, and Washington D.C. Polsinelli recently bolstered its Phoenix office with the addition of environmental and insurance practices. Other practices in that office include white-collar criminal defense and government investigations, bankruptcy/financial restructuring and litigation.

**Compensation and Partnership Information**

As of early 2010, starting salaries for first-year associates at the Am Law 100/200 and other top firms in Phoenix generally ranged from $90,000 to about $115,000.

With regard to the number of years one must practice in order to achieve partnership, firms vary widely. The majority of firms in Phoenix have moved to a two-tier partnership with a track of approximately 6-8 years. A few firms have maintained the single-tiered partnership, with a track of about 8 to 10 years. Most firms require a lateral associate to practice with the firm for a minimum of about two years before he or she may be considered for partnership, no matter the level of the associate at the time he or she joins the firm.
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**Danice M. Kowalczyk**  
Managing Director  
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New York, NY 10036  
Phone: 212-232-0400 | www.bcgsearch.com

Atlanta • Century City • Chicago • Washington, D.C. • Houston • Los Angeles • New York • Newport Beach • Palo Alto • San Francisco
Salt Lake City Overview

Salt Lake City is the state capital and most populous city in the state of Utah. The city’s population, as of the 2000 Census, was 181,743. The city sits at the north end of the Salt Lake Valley, which is surrounded by mountains that rise to an elevation of 11,752 feet. Salt Lake City is named after the nearby Great Salt Lake, located 10 miles north of the City - in fact, the original name was “Great Salt Lake City.” The city is separated from the lake’s shore by marshes and mudflats, and because of its high salinity content, the Great Salt Lake is devoid of most aquatic life.

Founded in 1847 by a group of Latter-day Saints led by Brigham Young, Salt Lake City is among the region’s oldest cities and is the home of the headquarters of The Church of Jesus Christ of Latter-day Saints. It is the business center of the rapidly growing Wasatch Front and the gateway to the heavily visited resort town of Park City.

Utah has the largest population of young people in the United States. It is also the second fastest growth area for elderly population growth. Utah’s median age is 28.5 years, well below the 2005 national figure of 36.2 years. Demographers predict that the dependency ratio (the number of citizens under 17 and over 65 per hundred citizens) will actually decline in 2010, before rising.

Residents of Salt Lake City (and Utah in general) tend to have larger than average families and households. Utah is first in the nation in the number of persons per household at 3.13, compared to the national average of 2.62. Utah also has the Nation’s highest percentage of married households. In addition, Utah’s persons per family are 3.67, compared to the national figure of 3.16.

What to do in Salt Lake City

The Utah Museum of Fine Arts, Utah Museum of Natural History, and the Museum of Church History and Art are some of the museums located in Salt Lake City. Other museums include the Utah State Historical Society, Daughters of Utah Pioneer Memorial Museum, Fort Douglas Military Museum, and the Social Hall Heritage Museum. Clark Planetarium at the Gateway Mall houses an IMAX theater.

Salt Lake City has many venues for both professional and amateur theatre. Many traveling Broadway and off-Broadway performances come to Salt Lake City to perform. Local professional acting companies include the Pioneer Theatre Company, Salt Lake Acting Company, and Plan-B Theatre Company.
The world-famous Mormon Tabernacle Choir calls Salt Lake City home and was founded in 1847. The Choir’s weekly program, called Music and the Spoken Word, is the longest-running continuous network broadcast in the world. Temple Square, the symbolic heart of the Church of Jesus Christ of Latter-day Saints, is Salt Lake’s biggest tourist attraction. Free concerts of the Mormon Tabernacle Choir a beautifully landscaped grounds make this 10-acre block an impressive site.

Salt Lake has hundreds of restaurants and brewpubs as well as dance clubs and private bars. It is also particularly attractive to shoppers who crave selection, quality and unusual shopping experiences. Two major indoor shopping malls sit in the heart of the city. For visitors who want something special, Salt Lake offers Trolley Square, a block of enclosed trolley barns dating back to the 19th century filled with exclusive boutiques. Gardner Historic Village offers dozens of shops in buildings that date back to pioneer times clustered around Archibald’s Mill, once owned by a famous Mormon Polygamist.

Salt Lake City is home to the University of Utah, with its accompanying Health Sciences Center, Research Park, Red Butte Arboretum, and art and natural history museums. Westminster College is another fine educational institution located on the east side of the city.

Salt Lake City area offers countless outdoor activities. The nearby mountains provide year-round opportunities for hiking, fishing, camping, and winter skiing. Some of the nation’s most popular ski resorts such as Snowbird, Park City, Deer Valley, Sundance, Alta, and Solitude are within a 40-minute drive of the city. The area’s rivers provide opportunities for white-water rafting, canoeing, and innertubing. Many area lakes are ideal spots for all forms of water activity—boating, sailing, water skiing, and swimming.

During summer months, hiking, fishing, biking, rock climbing, boating, and picnicking are just minutes from the heart of downtown. The city is also the gateway to ten national parks (including Yellowstone, Bryce Canyon, and Zion), seven national monuments, and nine national forests, all within a day’s drive. Daily sunshine, low humidity and mountain breezes make for a comfortable climate year round.

**Salt Lake City’s Sports Teams**

Salt Lake City’s NBA Utah Jazz can be seen in action at the EnergySolutions Arena. Real Salt Lake is the Major League Soccer team in Salt Lake City. The Utah Blaze plays in the Arena Football League. Ice hockey fans can watch the ECHL Utah Grizzlies at The “E” Center. Utah
SALT LAKE CITY

is also home to the AAA Salt Lake Bees, and two other minor league baseball teams, the Orem Owlz, and the Ogden Raptors. The city also hosts a number of rodeo events on the national rodeo circuit. The nearby Bonneville Salt Flats is the site of numerous auto races and frequent attempts to set the land speed record.

**Fast Facts**

**Cost of Living**

Cost of Living in Salt Lake City, Utah by Expense Category

This chart compares the cost of living in Salt Lake City, Utah by budget area to National Average.

— National Average.

Cost of Living data provided by C2ER
Cost of Living in Salt Lake City Compared to Other Major Cities

This chart compares the overall cost of living in Salt Lake City, Utah to the cost of living in six other major cities in the United States.

— Salt Lake City, Utah

Cost of Living data provided by C2ER

Population Statistics Breakdown (Age and Race)

<table>
<thead>
<tr>
<th>ACS Demographic Estimates</th>
<th>Estimate</th>
<th>Percent</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population</td>
<td>184,881</td>
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<tr>
<td>Male</td>
<td>95,296</td>
<td>51.5</td>
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<tr>
<td>Female</td>
<td>89,585</td>
<td>48.5</td>
<td>50.7%</td>
</tr>
<tr>
<td>Median age (years)</td>
<td>31.6</td>
<td>(X)</td>
<td>36.7</td>
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<td>Under 5 years</td>
<td>15,912</td>
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<td>18 years and over</td>
<td>140,959</td>
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<td>149,140</td>
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<td>American Indian and Alaska Native</td>
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<td>Asian</td>
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<td>Native Hawaiian and Other Pacific Islander</td>
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### ACS Demographic Estimates

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<td>40,578</td>
<td>21.9</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2006-2008 American Community Survey

### References

- [http://history.utah.gov](http://history.utah.gov)
- [http://www.lifeinthevalley.com](http://www.lifeinthevalley.com)
- [http://www.utah.com](http://www.utah.com)
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- [http://www.slctravel.com](http://www.slctravel.com)
- [http://www.go-utah.com](http://www.go-utah.com)
- [http://www.utahmediadirectory.com](http://www.utahmediadirectory.com)
- [http://www.visitsaltlake.com](http://www.visitsaltlake.com)
- [http://www.infoplease.com](http://www.infoplease.com)
- [http://factfinder.census.gov](http://factfinder.census.gov)
The State of the Market in Salt Lake City

Overview:

Despite the economic downturn that has hit other cities across the U.S., Salt Lake City has done remarkably well in terms of its unemployment numbers, which are currently at about 7 percent. This is largely attributable to its ability to attract people from the west coast (most notably Southern California) and the resulting growth in its economy. The city offers tremendous outdoor opportunities and an affordable cost of living.

With 8 AmLaw Firms present in this market, we have typically seen hiring in a number of key practice areas in which these firms focus, namely: corporate, litigation, real estate, intellectual property, natural resources, bankruptcy and construction. Although we have not seen the number of layoffs that have occurred across major markets, the larger firms seem to be maintaining the status quo and waiting to see what the market will bring before taking on additional talent.

However, like other markets, smaller and mid-size firms are continuing to grow and expand and will take advantage of the current downturn by acquiring top talent. Thus, opportunities are present at these firms for candidates who are credentialed, have or are willing to take the Utah Bar and are able to establish connections to Salt Lake City.

What’s Hot/What’s Not

HOT
Intellectual Property (both patent prosecution and patent litigation)

NOT
Litigation
Corporate
Bankruptcy
Environmental
Energy
Employee Benefits
Labor and Employment
Trusts & Estates
Tax
Specific Hiring Needs

- This is one of the few markets in which we have seen a small need for real estate finance attorneys (including secured lending, acquisition, development and construction).

- We have also seen a need in the intellectual property area for associates with electrical engineering backgrounds.

The Top-Rated Law Firms in Salt Lake City

A. General Practice Firms

1. **Am Law 100/200 firms**
   a. Howrey (Rank 58)
   b. Dorsey & Whitney (Rank 79)
   c. Ballard Spahr (Rank 101)
   d. Snell & Wilmer (Rank 118)
   e. Holland & Hart (Rank 134)
   f. Stoel Rives (Rank 137)
   g. Chapman and Cutler (Rank 173)
   h. Holme Roberts & Owen (Rank 188)

2. **Firms Not Ranked by Am Law 100/200**
   a. Jones Waldo
   b. Parsons Behle & Latimer
   c. Durham Jones & Pinegar
   d. Ray Quinney & Nebeker
   e. Fabian & Clendenin
   f. Callister Nebeker & McCullough
   g. Parr Brown Gee & Loveless
   h. Manning Curtis Bradshaw & Bednar
   i. Anderson & Karrenberg
   j. Snow, Christensen & Martineau
   k. Van Cott Bagley, Cornwall & McCarthy
   l. Kirton & McConkie
B. Specialty Firms

1. Litigation
   a. Burbidge Mitchell & Gross

2. Intellectual Property
   a. Brinks Hofer Gilson & Lione
   b. Workman Nydegger
   c. TraskBritt
   d. Thorpe North & Western

Top Law Firm Practice Specialties

Ballard Spahr: Ballard Spahr was established in Philadelphia and has 12 offices across the U.S. The Salt Lake City office provides services in real estate, environmental, business and communications matters. The firm is recognized nationally for its expertise in financial services regulation and products liability.

Howrey: Based in Washington, D.C., Howrey is recognized nationally for its antitrust, construction, and intellectual property practices. With over 700 attorneys in 17 offices, Howrey is recognized in Salt Lake City as top tier in litigation.

Dorsey & Whitney: Minneapolis-based Dorsey & Whitney has 13 U.S. offices and 6 additional offices overseas. It is widely recognized as a leader in the corporate transactions arena. The firm’s primary practice areas are: corporate, litigation, labor and employment and intellectual property. The firm also handles a wide array of cross-border transactions. Dorsey’s Salt Lake City office is focused in litigation, corporate, natural resources, energy and financial restructuring and banking.

Snell & Wilmer: A western U.S. firm, Snell & Wilmer’s home office is in Phoenix, Arizona. The firm also has offices in Salt Lake City, Tuscon, Los Angeles, Denver, Orange County and beautiful Los Cabos. A general practice firm providing a broad array of services to its clients, Snell & Wilmer is nationally recognized as a leader in products liability litigation, Native American Law and franchising law. The firm’s Salt Lake City office is ranked as top tier in corporate M&A, litigation and real estate.

Stoel Rives: Stoel Rives, a firm just a little over 100 years old, was established in Seattle and now has over 400 attorneys in 11 offices. The firm’s practice is focused in litigation and business law. It is recognized as a national leader in the renewable and alternative energy areas. The firm’s Salt Lake City office is a leader in the market in corporate M&A, labor and employment, litigation and real estate matters.
Holland & Hart: A high powered and highly regarded Denver firm, Holland & Hart has over 400 attorneys in 15 offices spread across the western region, as well as one in Washington, D.C. The firm’s practice is divided into three areas: business, litigation and natural resources. Nationally, the firm has gained an excellent reputation in environmental and Native American law. The firm’s Salt Lake City office is ranked as a top tier in the areas of corporate M&A, intellectual property, labor and employment, litigation and real estate.

Chapman and Cutler: Based in the windy city of Chicago, this prestigious firm is recognized as a premier banking and finance shop. Its main areas of practice are: banking, bankruptcy and financial litigation, corporate finance and securities, public finance and tax. With offices in Chicago, New York, San Francisco and Salt Lake City, this firm has over 200 lawyers and does cutting edge work.

Holme Roberts & Owen: Another highly recognizable Denver-based firm, Holme Roberts is an international firm with over 250 attorneys spread across 10 offices. The firm practices in three main areas: corporate law, securities and litigation, all of which have under them support practices similar to those generally found in other full-service firms. The firm’s Salt Lake City office is known for its expertise in corporate M&A, labor and employment and litigation.

Compensation and Partnership Information

As of early 2009, starting salaries for first-year associates at the Am Law 100/200 and other top firms in Salt Lake City generally ranged from $90,000 to about $120,000. As a result of the current economic recession, however, many firms have cut salaries for associates at all levels. For obvious reasons, most firms do not advertise these reductions, so it is difficult to determine whether the range discussed above remains completely accurate.

With regard to the number of years one must practice in order to achieve partnership, firms vary widely. Some firms in Salt Lake City have moved to a two-tier partnership with a track of approximately 6 to 8 years. Those firms that have kept the single-tiered partnership generally have a longer track of about 7 to 10 years. Most firms require a lateral associate to practice with the firm for a minimum of about two years before he or she may be considered for partnership, no matter the level of the associate at the time he or she joins the firm.
# Directory of BCG Recruiters

## California - Los Angeles

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<th>Address</th>
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<tbody>
<tr>
<td>Harrison Barnes</td>
<td>Managing Director</td>
<td>175 South Lake Avenue, Suite 200, Pasadena, CA 91101</td>
<td>213-895-7300</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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<tr>
<td>Claudia Barnes</td>
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<tr>
<td>Sabrina Eisenbrei</td>
<td>Recruiter</td>
<td>1901 Avenue of the Stars, 2nd Floor, Los Angeles, CA 90067</td>
<td>310-461-1356</td>
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<tr>
<td>Jamie Bailey</td>
<td>Managing Director</td>
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<tr>
<td>Suzanne Dupree Howe</td>
<td>Managing Director</td>
<td>1200 Smith Street, Suite 1600, Houston, TX 77002</td>
<td>713-270-1199</td>
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<tr>
<td>Ted Bavly</td>
<td>Managing Director</td>
<td>369 San Miguel Drive, Suite 320, Newport Beach, CA 92660</td>
<td>949-717-6676</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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## New York - New York City

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<tr>
<td>Carey Bertolet</td>
<td>Founding Managing Director</td>
<td>1560 Broadway, 10th Floor, New York, NY 10036</td>
<td>212-232-0400</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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<tr>
<td>Danice M. Kowalczyk</td>
<td>Managing Director</td>
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ST. LOUIS AND KANSAS CITY

ST. LOUIS

City Overview

St. Louis, the second largest city in Missouri, is a popular Midwestern city located south of the “meeting of the rivers,” where the Missouri and Illinois Rivers join the Mississippi River. The City and its metropolitan area have approximately 2.5 million people. St. Louis experiences a wide variety of weather conditions. Winters are generally brisk and seldom severe, with an annual snowfall of about eighteen inches. Summer is hot, and it is not unusual to experience five or more days of 100 degree weather per year. St. Louis is periodically in the path of severe storms and tornadoes, which are often accompanied by hail and damaging winds.

One of the City’s greatest achievements occurred in 1904, when it hosted a World’s Fair: the Louisiana Purchase Exposition. In conjunction with this fair, the 1904 Olympic games were held at Washington University’s Francis Field. More than 20 million people visited the fair during its seven-month run, immortalized in the song “Meet Me in St. Louie, Louie.” Today, St. Louis and its surrounding area is second in the nation only to the Detroit area in automobile production.

St. Louis is surrounded by some of the nicest suburbs in the country. Today, downtown and neighborhood revitalization efforts are ongoing in the City of St. Louis. Top medical facilities, Anheuser-Busch, and the banking industry lead the City, and five Fortune 500 corporations are headquartered in the City limits.

What to do in St. Louis

The Gateway Arch, which is 630 feet above the banks of the Mississippi River, is the nation’s tallest memorial. Beneath the Arch is the Old Courthouse, where the Dred Scott case was heard. The building holds displays relating to the Scott case and is home to the Museum of Westward Expansion, which documents the westward movement and life in St. Louis in the 1800s.

An attraction popular with kids of all ages, Six Flags St. Louis is an amusement park offering thrilling rides and attractions. The St. Louis Zoo in Forest Park houses more than 11,400 animals in naturalistic settings. The zoo includes the Fragile Forest, which features chimpanzees, orangutans and gorillas in an outdoor habitat, as well as an insectarium, Children’s Zoo, and Big Cat Country, a habitat for feline predators.

Just steps from the zoo is the Missouri History Museum, which celebrates St. Louis’ history-making 1904 World’s Fair. Also featured are exhibits on slave trade and the American presidency. The St. Louis Science Center in Forest Park is very popular, with a computerized planetarium.
projector, OMNIMAX Theater, hands-on science and computer exhibits, and outdoor science exhibits. The center’s Discovery Room offers children the opportunity to dress as a surgeon, explore fossils, and play with robots as well as other activities. The 79-acre Missouri Botanical Garden, founded in 1859, is one of the oldest botanical gardens in the country and is considered one of the most beautiful, and the Laumeier Sculpture Park is one of the only contemporary sculpture parks. The St. Louis Carousel provides a rare opportunity to ride an authentic carousel at its Faust County Park location. Grant’s Farm features a cabin built by General Grant in 1856, and the farm’s miniature zoo features a Clydesdale stallion barn as well as bird and elephant shows. Jefferson Barracks Historical Park combines military history and recreation with two museums and a number of sports fields. (Robert E. Lee and Ulysses S. Grant are two of the many famous American military leaders whose service included a stay at Jefferson Barracks.)

St. Louis is a major cultural center for the Midwest. The award-winning St. Louis Symphony Orchestra plays at Powell Symphony Hall. The Repertory Theatre of St. Louis performs a season of plays on two stages, including modern drama, musicals, and comedies at the recently-expanded Loretto Hilton Center. The Opera Theatre of St. Louis performs four dramatic productions of classical and new opera in English each year. The Fox Theatre sponsors a Broadway series, ballet, and pop music concerts. The Muny in Forest Park is a 12,000-seat outdoor amphitheater that stages Broadway musical theater during the summer. The Black Repertory Company performs at the 450-seat Grandel Square Theater, a handsome structure that was once a church and has undergone extensive renovation. Other theater companies and organizations in St. Louis include the TheatrGROUP and Stages St. Louis, a musical theater group.

Dance St. Louis sponsors performances with local, national, and international companies, and offers a dance education program. The First Street Forum is a multipurpose arts center that sponsors exhibitions, performances, lectures, and symposia.

The St. Louis Art Museum in Forest Park was the Fine Arts Palace of the 1904 World’s Fair and today offers contemporary and audio/video art in addition to traditional pieces. Washington University’s Gallery of Art, the Missouri Historical Society Museum, The Concordia Historical Institute, Campbell House Museum, the Holocaust Museum and Learning Center and the Eugene Field House and Toy Museum are some of the other popular museums to visit.

**St. Louis’ Sports Teams**

The St. Louis Cardinals, St. Louis’ Major League Baseball team, play at the “new” Busch Stadium, which opened in 2006 and is actually the third stadium in St. Louis to be named Busch Stadium. The St. Louis Cardinals Hall of Fame, which is located inside the International Bowling Museum and Hall of Fame, displays baseball, football, basketball, hockey, golf, bowling, and soccer. The St. Louis Rams play home games at the Dome at America’s Center downtown.
The St. Louis Blues compete in the National Hockey League and play home games in Savvis Center, also home to the professional roller-hockey team, the St. Louis Vipers. The St. Louis Aces play professional tennis at the Dwight Davis Tennis Center. The River City Rage of the National Indoor Professional Football League, the St. Louis Streamers of the World Indoor Soccer League, and the River Otters minor league hockey team play at the Family Arena.

The St. Louis area also has more than 100 public and private golf courses and is home to some of the best trails for cycling, running, and walking. A 600 mile network of hiking and bicycle trails and greenways that follow the area’s great rivers, “The River Ring,” is currently being developed by the Great Rivers Greenway District. Since 2000, 150 miles of trails and bicycle routes have been completed, including 77 miles of on-street bicycle routes in conjunction with Bike St. Louis.

Fast Facts

Cost of Living

Cost of Living in St. Louis, Missouri by Expense Category

This chart compares the cost of living in St. Louis, Missouri by budget area to National Average.

— National Average.

Cost of Living data
provided by C2ER
Cost of Living in St. Louis Compared to Other Major Cities

This chart compares the overall cost of living in St. Louis, Missouri to the cost of living in six other major cities in the United States.

— St. Louis, Missouri

Cost of Living data provided by C2ER

Population Statistics Breakdown (Age and Race)

<table>
<thead>
<tr>
<th>ACS Demographic Estimates</th>
<th>Estimate</th>
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<tr>
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<tr>
<td>Male</td>
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<td>47.6</td>
<td>49.3%</td>
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<tr>
<td>Female</td>
<td>185,684</td>
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<td>Median age (years)</td>
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<td>Under 5 years</td>
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<td>American Indian and Alaska Native</td>
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<td>Asian</td>
<td>7,077</td>
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## ACS Demographic Estimates

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<td>Native Hawaiian and Other Pacific Islander</td>
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<td>Two or more races</td>
<td>7,341</td>
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<td>Hispanic or Latino (of any race)</td>
<td>9,892</td>
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<td>15.1%</td>
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*Source: U.S. Census Bureau, 2006-2008 American Community Survey*

## References

- [http://factfinder.census.gov](http://factfinder.census.gov)
- [http://www.city-data.com](http://www.city-data.com)
- [http://stlouis.missouri.org](http://stlouis.missouri.org)
- [http://www.soulofamerica.com](http://www.soulofamerica.com)
- [http://www.stlouisattractions.com](http://www.stlouisattractions.com)
- [http://www.stlrcga.org](http://www.stlrcga.org)
- [http://www.infoplease.com](http://www.infoplease.com)
KANSAS CITY

City Overview

The largest city in Missouri, Kansas City has nearly half a million people spread over four counties. It is located near the geographical center of the United States and is situated on the south bank of the Missouri River at the Missouri-Kansas state line. Summer is characterized by warm days and mild nights; fall days are mild and the nights cool. Winter is cold with the heaviest snowfall coming late in the season. Spring often sees frequent and rapid fluctuations in temperature. Kansas City has more boulevards than Paris and is second only to Rome in terms of the number of fountains throughout the city.

Kansas City has a diverse make-up consisting of people of African, African American, Asian, Latino, Italian, Irish, German, Native American, Slavic, Mediterranean and Middle Eastern descent. In fact, the Negro baseball Leagues were formed in Kansas City and are memorialized at the Negro Leagues Baseball Museum. The Filipino Cultural Center houses an exhibition space and education facility for the Filipino-American community. The Latino Cultural Arts Division of Mattie Rhodes is an art gallery highlighting local and national Latino artists, and has an art center. The Line Creek Archeological Museum houses artifacts from six prehistoric Native American cultures.

What to do in Kansas City

Kansas City’s diverse population translates into a wide variety of restaurants for visitors. Not only does the city house many Mexican restaurants, but Argentinean fare can be found at multiple venues. Italian food is easy to find, and Cajun and Creole can be found at Jazz, a Louisiana Kitchen. Chinese, French Middle Eastern, Greek, Korean, Ethiopian, Indian, Thai, Vietnamese cuisine are all available for tourists to experience.

Kansas City has many ethnic festivals, including the Ethnic Enrichment Festival, held in Swope Park each August, which exhibits culture and cuisine from 66 participating countries. Kansas City Irish Fest has grown to be one of the largest Irish festivals in the country, and the Rhythm & Ribs 18th & Vine Jazz and Blues festival salutes the city’s jazz and barbecue roots. The area also holds significant festivals such as the Greek, Italian, Indian, Juneteenth, Hispanic, Asian and Jewish festivals, in addition to many others.

One of the city’s most popular attractions is Worlds of Fun, a 175-acre theme park featuring MAMBA, one of the tallest, longest, fastest steel coasters in the world. Also extremely popular are the Sprint IMAX Theatre in Swope Park and Oceans of Fun, a tropically-themed water park featuring a million-gallon wave pool and giant water slides.
Kansas City’s Nelson-Atkins Museum of Art is one of the largest museums in the United States, and sits on 20 landscaped acres. The relatively new Kemper Museum of Contemporary Art (1994) is also popular, and provides contemporary exhibits to the public, free of charge. The Liberty Memorial Museum, conceived as a “monument to peace,” is the nation’s only public museum devoted solely to World War I and America’s involvement in that conflict. The Toy and Miniature Museum of Kansas City is particularly attractive to Kansas City’s youngest visitors. Other museums in the city include the Black Archives of Mid-America, the Federal Reserve Bank Visitors Center, and the home and studio of the late painter, Thomas Hart Benton.

Kansas City, “the mother of swing and the nurturer of bebop,” is noted for a distinctive jazz musical style. The American Jazz Museum section is the first museum in the country devoted exclusively to this art form. The museum’s interactive exhibits tell the story of “America’s classical music” in an entertaining and educational format.

Kansas City ranks in the top five cities in the country for its numbers of professional theaters. The Gem Theater Cultural and Performing Arts Center is a historic structure and a 500-seat state-of-the-art facility for musical and theatrical performances. The center also hosts dance theaters and multimedia events for the public. The Missouri Repertory Theatre, known for its famous actors, performs a stage adaptation of Charles Dickens’s A Christmas Carol each holiday season. The Lyric Theater is the home of the Kansas City Symphony and Lyric Opera and is also the headquarters of the State Ballet of Missouri. Other popular theater companies in Kansas City include the Coterie Family Theatre, American Heartland Theatre, Quality Hill Playhouse, Unicorn Theatre, and Kansas City Repertory Theatre.

**Kansas City’s Sports Teams**

Kansas City has a handful of popular sports teams. Arrowhead stadium is the home of the NFL’s Kansas City Chiefs and the Kansas City Wizards, Kansas city’s Major League Soccer team. The Kansas City Royals, the professional baseball team, plays at Kauffman Stadium. The Kansas City Blades of the International Hockey League play home games at Kemper Arena. Professional golfer Tom Watson, a Kansas City native, is affectionately known as the city’s “fourth sports franchise.”

Kansas City is also headquarters of the National Association of Intercollegiate Athletics (NAIA) and the Fellowship of Christian Athletes (FCA). Since the Kansas City Speedway was inaugurated in 2001, racing fans have enjoyed NASCAR, Indy Racing, and Truck series events at the 1.5 mile track.
Kansas City has many parks that provide the opportunity for tourists to fish, golf, hike, jog, swim, boat, ice skate, or play tennis. Swope Park, the second largest city park in the nation, provides two 18-hole golf courses, a swimming pool, and a braille trail. The 250-acre Shawnee Mission Park is one of the best spots for sailing and canoeing.

**Fast Facts**

**Cost of Living**

**Cost of Living in Kansas City, Missouri by Expense Category**

![Chart comparing the cost of living in Kansas City, Missouri by expense category to the National Average.]

This chart compares the cost of living in Kansas City, Missouri by budget area to National Average.

— National Average.

*Cost of Living data provided by C2ER*
Cost of Living in Kansas City, Missouri by Expense Category

This chart compares the overall cost of living in Kansas City, Missouri to the cost of living in six other major cities in the United States.

— Kansas City, Missouri

Cost of Living data provided by C2ER

Population Statistics Breakdown (Age and Race)

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<td>74.3%</td>
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<tr>
<td>Black or African American</td>
<td>124,789</td>
<td>28.6</td>
<td>12.3%</td>
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<tr>
<td>American Indian and Alaska Native</td>
<td>1,698</td>
<td>0.4</td>
<td>0.8%</td>
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<tr>
<td>Asian</td>
<td>8,870</td>
<td>2.0</td>
<td>4.4%</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander</td>
<td>826</td>
<td>0.2</td>
<td>0.1%</td>
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</tbody>
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ST. LOUIS AND KANSAS CITY

ACS Demographic Estimates

<table>
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<th></th>
<th>Estimate</th>
<th>Percent</th>
<th>U.S.</th>
</tr>
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<tbody>
<tr>
<td>Some other race</td>
<td>14,102</td>
<td>3.2</td>
<td>5.8%</td>
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<tr>
<td>Two or more races</td>
<td>11,758</td>
<td>2.7</td>
<td>2.2%</td>
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<tr>
<td>Hispanic or Latino (of any race)</td>
<td>40,074</td>
<td>9.2</td>
<td>15.1%</td>
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</tbody>
</table>

Source: U.S. Census Bureau, 2006-2008 American Community Survey

References

- http://factfinder.census.gov
- http://www.city-data.com
- http://www.superpages.com
- http://www.bycitylight.com
- http://www.visitkc.com
The State of the Market in St. Louis and Kansas City

Overview

St. Louis and Kansas City are active legal markets comprised of a number of strong Am Law firms. Even so, each of these cities has maintained a small-town feel, most likely because of their friendly residents. Like some of the other smaller to mid-sized cities in the United States, St. Louis and Kansas City felt the effects of the recession, but not as drastically as the larger cities (New York, Los Angeles, Chicago). Interestingly, the St. Louis and Kansas City legal markets are built largely on relationships, connections and contacts. Firms often seek candidates with connections to, or better yet, those that originate from the area. They also look for individuals who know others in the firm or are recommended by someone else highly regarded in the legal community. Consequently, additional, unadvertised opportunities may be available in St. Louis and Kansas City via networking and relationship building. With respect to St. Louis, because of its proximity to Illinois, many firms prefer candidates to be admitted to practice in both Missouri and Illinois.

What’s Hot/What’s Not

HOT
Litigation – General commercial
Labor & Employment
Tax
Health care
Real Estate (moderate at best)
Intellectual Property – Technology Transactions (moderate)

NOT
Antitrust
Bankruptcy
Corporate
Environmental
Governmental
Intellectual Property – Patent
Intellectual Property – Litigation
Insurance
Project Finance
International
Securities Litigation
Trusts & Estates
Specific Hiring Needs

- While many of the firms curtailed their recruiting efforts in 2009, we are seeing a sizable jump in demand for litigation associates, both general commercial and labor and employment.

- On the transactional side, we have seen an increase in demand for associates in the areas of tax, health care and even real estate, an area that has been largely dormant for the last year.

The Top-Rated Law Firms in St. Louis and Kansas City

A. General Practice Firms

1. Am Law 100/200 firms
   a. Fulbright & Jaworski (Rank 40)
   b. Bryan Cave (Rank 48)
   c. Sonnenschein Nath & Rosenthal (Rank 59)
   d. Shook Hardy & Bacon (Rank 82)
   e. Husch Blackwell Sanders (Rank 92)
   f. Polsinelli Shugart (Rank 147)
   g. Thompson Coburn (Rank 153)
   h. Kutak Rock (Rank 156)
   i. Stinson Morrison Hecker (Rank 162)
   j. Lathrop & Gage (Rank 178)

2. Firms Not Ranked by Am Law 100/200
   a. Armstrong Teasdale
   b. Foley & Mansfield
   c. Greensfelder Hemker & Gale
   d. Lewis, Rice & Fingersh
   e. Lashly & Baer
   f. Spencer Fane Britt & Browne

B. Specialty Firms

1. Litigation
   a. Dowd Bennett
   b. Seyferth Blumenthal & Harris
   c. Rouse Hendricks German May
d. Berkowitz Oliver Williams Shaw & Eisenbrandt

e. Wyrsch Hobbs & Mirakian (white collar defense)

f. Baker Sterchi Cowden & Rice

g. Deacy & Deacy (insurance litigation)

2. Labor & Employment

a. Ogletree Deakins

b. Fisher & Phillips

c. Littler Mendelson

d. Constangy Brooks & Smith

3. Real Estate

a. White Goss Bowers March Schulte & Weisenfels

**Top Law Firm Practice Specialties**

**Fulbright & Jaworski:** With its home office in Texas, this firm is an international, full-service firm with over 1000 attorneys in 16 offices. The main practice areas are bankruptcy, corporate, energy, environmental, health care, intellectual property, litigation, labor and employment, public finance, tax and international work. The St. Louis office focuses almost exclusively on health care and has one of the top practices in the nation.

**Sonnenschein Nath & Rosenthal:** With a global reputation, Sonnenschein Nath & Rosenthal is one of the top-ranked firms in the United States and in St. Louis. It is a full-service firm, providing legal services to all types of clients. The St. Louis office, which has about 40 attorneys, focuses in the areas of corporate, banking, real estate, public finance, trusts and estates, labor and employment, litigation, government contracts, environmental, intellectual property and public law policy strategies. The firm’s Kansas City office houses 65 attorneys who practice in corporate and securities, taxation, litigation, real estate, antitrust, insurance regulatory, labor and employment law, employee benefits, health care, telecommunications, energy and utility, intellectual property patent law and estate planning. In late May 2010, Sonnenschein announced its intention to merge with U.K. based Denton Wilde. Pending the partners’ vote in early June, the merger will become effective on September 30, 2010. The combined firm will be called SNR Denton and will have 1400 lawyers in 18 countries.

**Bryan Cave:** One cannot discuss the St. Louis market without mentioning Bryan Cave. Based in St. Louis, it has grown to over 1000 lawyers in 21 cities and practices just about every conceivable area of law. The St. Louis office is the largest office of the firm and houses about 250 attorneys. The firm’s Kansas City office has more than 90 lawyers and focuses on corporate,
commercial and banking law, mergers and acquisitions, litigation, commodities law and international business transactions.

**Shook Hardy & Bacon:** One of the premier litigation defense firms in the country, Shook Hardy has over 500 attorneys housed in 9 offices. The majority of the firm’s attorneys practice in litigation, and the firm handles complex litigation cases in virtually every conceivable area of law.

**Kutak Rock:** Based in Omaha, Kutak Rock has 16 offices and approximately 400 attorneys. With approximately 30 attorneys in Kansas City, the attorneys in this office focus in health care, public finance, litigation, employment, structured finance, corporate, tax and bankruptcy.

**Thompson Coburn:** This firm has 350 lawyers in 4 offices (Chicago, Southern Illinois, Missouri and Washington, D.C.). St. Louis has the largest office, with 250 attorneys, who represent clients in a wide variety of areas of law, from corporate and tax counseling to all types of litigation.

**Stinson Morrison Hecker:** With 340 lawyers, this full-service law firm represents clients in a variety of corporate, tax, real estate and litigation matters in eight offices throughout the country. The St. Louis office has been in existence for 15 years and has approximately 65 attorneys. The attorneys in the Kansas City office provide services in business litigation, corporate law and finance, bankruptcy, employment law and employee benefits, environmental law, intellectual property and IT, products liability, public law and finance, real estate and tax law.

**Husch Blackwell Sanders:** A Kansas City-based firm, Husch Blackwell has over 600 attorneys in 14 offices. Husch Blackwell is a full-service law firm providing advice in mergers and acquisitions, securities, tax, insolvency and commercial bankruptcy, business litigation, intellectual property, environmental, labor and employment and real estate law.

**Polsinelli Shugart:** This firm has 13 offices and practices in the following core areas: business litigation, financial services, real estate, business law, construction, life sciences, health care and bankruptcy. This firm has a total of approximately 480 attorneys.

**Lathrop & Gage:** Based in Kansas City, Lathrop & Gage is one of the oldest law firms west of the Mississippi River. The St. Louis office of this firm opened after a merger with a local litigation firm. Consequently, the St. Louis office is very strong in the area of litigation but has expanded to areas including corporate, general business and taxation, labor and employment, environmental, government relations, election law, economic incentives, zoning and real estate law and bankruptcy. The firm has 11 offices throughout Missouri and the United States.
Compensation and Partnership Information

As of early 2009, starting salaries for first-year associates at the Am Law 100/200 and other top firms in St. Louis and Kansas City generally ranged from $100,000 to about $120,000. As a result of the current economic recession, however, many firms have cut salaries for associates at all levels. For obvious reasons, most firms do not advertise these reductions, so it is difficult to determine whether the range discussed above remains completely accurate.

With regard to the number of years one must practice in order to achieve partnership, firms vary widely. The majority of firms in St. Louis and Kansas City have moved to a two-tier partnership with a track of approximately 7 to 8.5 years. Those firms that have kept the single-tiered partnership generally have a longer track. Most firms require a lateral associate to practice with the firm for a minimum of about two years before he or she may be considered for partnership, no matter the level of the associate at the time he or she joins the firms.
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<th>Location</th>
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<th>Phone</th>
<th>Fax</th>
<th>Toll-free</th>
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<td>California - Century City</td>
<td>1901 Avenue of the Stars, 2nd Floor, Los Angeles, CA, 90067 USA</td>
<td>310-461-1356</td>
<td>323-375-0590</td>
<td>800-298-6440</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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<tr>
<td>Illinois - Chicago</td>
<td>200 S Wacker Dr, 31st Floor, Chicago, IL, 60606 USA</td>
<td>312-321-9411</td>
<td>312-321-9421</td>
<td>800-298-6440</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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<tr>
<td>Texas - Houston</td>
<td>2500 Citywest Blvd, Suite 300, Houston, TX, 77042 USA</td>
<td>713-270-1199</td>
<td>832-550-2558</td>
<td>800-298-6440</td>
<td><a href="http://www.bcgsearch.com">www.bcgsearch.com</a></td>
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<tr>
<td>California - Orange County</td>
<td>369 San Miguel Dr, Suite 320, Newport Beach, CA, 92660 USA</td>
<td>949-717-6676</td>
<td>949-717-6686</td>
<td>800-298-6440</td>
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<td>California - San Francisco</td>
<td>1750 Montgomery St, 1st Floor, San Francisco, CA, 94111 USA</td>
<td>415-464-6897</td>
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<td>800-298-6440</td>
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<td>Georgia - Atlanta</td>
<td>400 Perimeter Center Ter NE, Suite 900, Atlanta, GA, 30346 USA</td>
<td>770-450-2000</td>
<td>404-581-5888</td>
<td>800-298-6440</td>
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<tr>
<td>California - Palo Alto</td>
<td>228 Hamilton Ave, 3rd Floor, Palo Alto, CA, 94301 USA</td>
<td>650-752-1500</td>
<td>650-644-3304</td>
<td>800-298-6440</td>
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