



PREMIER FINANCIAL SEARCH

Accounting and Financial Staffing

MAP California Compensation Survey | 2021

Presented June 23rd, 2021, by Allan Fisher

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2021 SURVEY | Overview

37 firms participated in this year's survey.

This survey contains compensation information which covers Administrative Employees, Operations and IT Employees, Paraprofessionals, Professionals, and Partners.

- ✓ We examined **2,146** individuals from the firms that participated in this year's survey
- ✓ These firms have **298** Partners, **1,848** Non-Partner employees and **1,559** Professionals / Bookkeepers in **2021**
- ✓ For **2021** the "average" firm has **8.5** Partners, **60.8** Employees (Non-Partner) and **44.5** Professionals and generates **\$13.0 MM** in annual revenue
 - ✓ Firms that did not provide revenue data were not included in these calculations

- ✓ We examined 2,386 individuals from the firms that participated in last year's survey
- ✓ These firms had 207 Partners, 2,179 Non-Partner employees and 1,279 Professionals / Bookkeepers in **2020**
- ✓ For **2020** the "average" firm had 4.4 Partners, 46.4 Employees (Non-Partner) and 27.2 Professionals and generated \$9.08 MM in annual revenue

- ✓ We examined 1,058 individuals from the firms that participated in **2019's** survey
- ✓ These firms had 199 Partners, 859 Non-Partner employees and 583 Professionals / Bookkeepers in **2019**
- ✓ For **2019** the "average" firm had 5.7 Partners, 24.5 Employees (Non-Partner) and 16.7 Professionals and generated \$6.99 MM in annual revenue

- ✓ We examined 1,137 individuals from the firms that participated in **2018's** survey
- ✓ These firms had 226 Partners, 911 Non-Partner employees and 677 Professionals / Bookkeepers in **2018**
- ✓ For **2018** the "average" firm had 5.1 Partners, 20.7 Employees (Non-Partner) and 15.4 Professionals and generated \$5.93 MM in annual revenue

2021 SURVEY | Guide

The following pages list salaries for Administrative Assistants, Bookkeepers, Business Management (Assistant Bookkeepers / Bookkeepers / Account Managers), Staff Accountants, Senior Accountants, Supervisors, Managers, Senior Managers and Misc. Operation and Administrative titles.

- ✓ Where applicable, we list averages for both base salary and total salary (base + overtime + bonus)
- ✓ We show salaries by geographic location ([Los Angeles](#), [OC/SD](#), [SF Valley](#), [Bay Area](#)), Business Management firms and grand averages for comparison
 - [Los Angeles](#) | Beverly Hills, Brentwood, Century City, Torrance, Santa Monica, Westwood
 - [Orange County / San Diego](#) | Irvine, Newport Beach, Santa Ana, San Diego
 - [SF Valley](#) | Encino, Glendale, Pasadena, Sherman Oaks, Van Nuys, Woodland Hills
 - [Bay Area](#) | Peninsula, San Francisco, San Jose
- ✓ When determining market value for existing staff:
 - Use pages 5 to 17 if basing on both title and years of experience
 - Use pages 18 to 19 if basing on only years of experience (regardless of title)
 - Use pages 20 to 21 if basing on only title
- ✓ All data included for professionals assumes a Degree in Accounting or eligibility for CPA exam but does not distinguish between CPAs and Non-CPAs

NOTES:

- ✓ [Bay Area](#) is NOT included in data from [2019](#) and [2018](#)

SALARY DATA | Misc. Titles in SoCal

SoCal

Title	Average Years of Experience	Count	2021		2020		2019		2018	
			Base	Total	Base	Total	Base	Total	Base	Total
COO	25.5	4	\$176,785	\$185,909	*	*	*	*	*	*
Firm Administrator	15.4	8	\$122,988	\$132,050	\$135,272	\$138,969	\$119,729	\$131,121	\$111,656	\$118,009
Firm Controller	17.3	11	\$113,009	\$117,927	\$118,123	\$120,813	*	*	*	*
HR Coordinator	6.0	4	\$57,850	\$58,883	*	*	*	*	*	*
HR Manager	17.5	4	\$94,436	\$101,686	\$96,751	\$101,233	\$77,000	\$77,000	\$63,378	\$65,962
Internal Accounting	8.9	7	\$64,974	\$66,188	\$55,491	\$56,598	\$61,811	\$63,499	*	*
IT Assistant	4.2	18	\$66,331	\$67,136	\$64,519	\$65,148	\$50,645	\$51,208	\$58,085	\$59,085
IT Manager	14.1	18	\$122,972	\$128,659	\$121,555	\$125,794	\$113,192	\$118,994	\$96,820	\$101,101
Office Manager	14.5	16	\$90,008	\$95,296	\$82,889	\$86,025	\$78,367	\$79,644	\$81,069	\$85,111
Reception	3.2**	22	\$39,619	\$40,840	\$43,312	\$43,694	\$36,959	\$37,115	\$42,957	\$43,370
Scheduler	14.0	6	\$71,091	\$76,043	\$64,149	\$67,949	\$78,150	\$82,650	*	*

NOTES:

- ✓ Base – this reflects base compensation before overtime and bonus
- ✓ Total – this includes base salary, overtime and bonus
- ✓ * = Firms did not identify any employees with this title in that year
- ✓ ** = Average years of experience dropped from 6.1 to 3.2 in 2021

SALARY DATA | Misc. Titles in Bay

Bay

2021

2020

Title	Average Years of Experience	Count	Base	Total	Base	Total
COO	18.0	2	\$245,000	\$276,500	*	*
Firm Administrator	18.5	2	\$146,840	\$155,705	\$120,667	\$127,000
Firm Controller	13.5	4	\$160,340	\$172,296	\$144,250	\$144,250
HR Coordinator	9.0	2	\$83,250	\$85,750	*	*
HR Manager	14.6	4	\$152,250	\$168,500	\$136,500	\$144,500
Internal Accounting	6.2	5	\$85,400	\$88,800	*	*
IT Assistant	10.6	8	\$88,533	\$90,201	\$72,186	\$72,631
IT Manager	14.0	3	\$140,333	\$149,766	\$139,000	\$139,000
Office Manager	15.6	3	\$113,200	\$118,533	\$101,700	\$101,700
Reception	8.5	4	\$63,250	\$63,250	\$57,060	\$57,060
Scheduler	7.5	2	\$94,000	\$98,000	*	*

NOTES:

- ✓ Base – this reflects base compensation before overtime and bonus
- ✓ Total – this includes base salary, overtime and bonus
- ✓ * = Firms did not identify any employees with this title in that year

SALARY DATA | Administrative Assistants

2021				% Change Base	2020		% Change Base	2019		% Change Base	2018	
Location	Avg Years of Exp	Count	Average of Base		Count	Average of Base		Count	Average of Base		Count	Average of Base
LA Average	11.0	25	\$63,003	1.9%	35	\$61,854	5.9%	19	\$58,426	10.0%	24	\$53,100
OC/SD Average	8.3	13	\$53,591	(7.7%)	29	\$58,093	(2.7%)	28	\$59,694	6.1%	21	\$56,284
Valley Average	7.5	96	\$57,503	3.4%	105	\$55,613	(0.8%)	93	\$56,070	11.2%	76	\$50,436
SoCal Average	8.0	134	\$58,266	1.6%	169	\$57,331	1.9%	140	\$56,280	8.3%	121	\$51,947
Bay Average	7.3	44	\$76,183	14.5%	39	\$66,553						

NOTES:

- ✓ Includes Administrative Assistants, Executive Assistants, general administrative positions, and Secretaries
- ✓ Base – this reflects base compensation before overtime and bonus

SALARY DATA | Bookkeeper

2020				% Change Base	2020		% Change Base	2019		% Change Base	2018	
Location	Avg Years of Exp	Count	Average of Base		Count	Average of Base		Count	Average of Base		Count	Average of Base
LA Average	9.0	5	\$69,387	(7.6%)	7	\$75,124	17.0%	3	\$64,200	6.9%	14	\$60,042
OC/SD Average	11.9	8	\$73,396	5.9%	2	\$69,304	10.7%	13	\$62,615	(6.6%)	15	\$67,004
Valley Average	12.6	28	\$62,588	(14.7%)	19	\$73,376	16.5%	51	\$62,971	(1.1%)	52	\$63,644
SoCal Average	12.0	41	\$65,526	(10.9%)	28	\$73,522	16.9%	67	\$62,879	0.2%	81	\$62,771
Bay Average	*	*	*		*	*						

NOTES:

- ✓ These bookkeepers perform bookkeeping for traditional clients (Real Estate, Retail, Technology, professional services, etc.)
- ✓ Base – this reflects base compensation before overtime and bonus
- ✓ * = Firms did not identify any employees with corresponding years of experience in that year

SALARY DATA | Business Management Positions

Account Manager

Location	2021			% Change in Base	2020			% Change in Base	2019			% Change in Base	2018		
	Count	Avg Years of Exp	Base		Count	Avg Years of Exp	Base		Count	Avg Years of Exp	Base		Count	Avg Years of Exp	Base
LA	100	16.1	\$91,814	19.0%	93	15.2	\$77,177	(14.1%)	12	15.9	\$89,833	4.2%	23	13.6	\$86,242
Valley	41	13.9	\$95,478	12.4%	60	10.8	\$84,932	5.0%	25	14.1	\$80,874	(10.6%)	21	14.8	\$90,440
SoCal	141	15.5	\$92,882	15.8%	153	12.1	\$80,218	(4.3%)	37	14.6	\$83,779	(5.1%)	44	14.1	\$88,246

Bookkeeper

Location	2021			% Change in Base	2020			% Change in Base	2019			% Change in Base	2018		
	Count	Avg Years of Exp	Base		Count	Avg Years of Exp	Base		Count	Avg Years of Exp	Base		Count	Avg Years of Exp	Base
LA	143	5.3	\$54,087	2.4%	88	3.3	\$52,810	(30.5%)	1	5.0	\$76,000	24.0%	8	6.0	\$61,283
Valley	33	6.1	\$58,622	12.3%	64	5.0	\$52,181	(11.2%)	21	7.9	\$58,783	4.3%	16	7.9	\$56,353
SoCal	176	5.9	\$54,937	4.6%	152	4.6	\$52,545	(11.8%)	22	7.9	\$59,565	2.7%	24	7.3	\$57,996

Assistant Bookkeeper

Location	2021			% Change in Base	2020			% Change in Base	2019			% Change in Base	2018		
	Count	Avg Years of Exp	Base		Count	Avg Years of Exp	Base		Count	Avg Years of Exp	Base		Count	Avg Years of Exp	Base
LA	29	4.3	\$51,704	20.7%	27	4.3	\$42,845	(16.6%)	11	6.0	\$51,373	0.0%	9	7.2	\$51,389
Valley	14	7.2	\$54,723	13.7%	22	7.7	\$48,139	3.3%	11	4.1	\$46,616	4.6%	11	2.4	\$44,563
SoCal	43	5.2	\$52,639	16.4%	49	6.3	\$45,222	(7.7%)	22	5.0	\$48,995	2.9%	20	4.6	\$47,635

NOTES:

- ✓ Information on this page represents people with the above listed titles working in either a Business Management Firm or within a Business Management Department of a Traditional Firm
- ✓ Base – this reflects base compensation before overtime and bonus

SALARY DATA | Entry Level

Interns		2021	% Change	2020	% Change	2019	% Change	2018
Location	Average Hourly Pay			Average Hourly Pay		Average Hourly Pay		Average Hourly Pay
LA	\$19.25	0.0%	\$19.25	28.3%	\$15.00	(10.2%)	\$16.70	
OC/SD	\$21.33	0.6%	\$21.20	11.0%	\$19.10	3.2%	\$18.50	
Valley	\$19.15	7.8%	\$17.77	4.5%	\$17.00	1.6%	\$16.73	
SoCal	\$19.48	3.5%	\$18.82	8.4%	\$17.36	6.5%	\$16.30	
Bay	\$24.33	(7.3%)	\$26.25					

Entry Level		2021	% Change	2020	% Change	2019	% Change	2018
Location	Average Base Pay			Average Base Pay		Average Base Pay		Average Base Pay
LA	\$55,310	(1.7%)	\$56,240	(6.3%)	\$60,000	10.1%	\$54,500	
OC/SD	\$55,746	1.5%	\$54,940	(2.2%)	\$56,200	8.3%	\$51,875	
Valley	\$53,026	1.7%	\$52,164	2.4%	\$50,954	(3.1%)	\$52,591	
SoCal	\$54,876	4.5%	\$52,512	0.4%	\$53,029	(0.1%)	\$53,056	
Bay	\$63,687	3.1%	\$61,751					

NOTES:

- ✓ Entry level staff accountants are considered employees with a degree in accounting and little to no experience in a CPA Firm
- ✓ Base – this reflects base compensation before overtime and bonus
- ✓ Hourly – this reflects compensation paid per hour of work

SALARY DATA | Staff Accountants

2021					% Change Base	2020				% Change Base	2019			% Change Base	2018		
Location	Years of Exp	Count	Avg of Base	Avg of Total		Years of Exp	Count	Avg of Base	Avg of Total		Count	Avg of Base	Avg of Total		Count	Avg of Base	Avg of Total
LA Average	5.2	53	\$64,524	\$75,922	(0.8%)	5.1	68	\$65,012	\$75,703	(1.4%)	13	\$65,913	\$73,422	10.9%	53	\$61,176	\$66,202
OC/SD Average	2.2	44	\$61,326	\$72,911	0.0%	2.4	83	\$61,322	\$71,875	2.4%	57	\$59,902	\$68,098	1.9%	46	\$60,533	\$66,825
Valley Average	5.5	105	\$65,406	\$75,101	0.6%	5.5	166	\$64,987	\$74,764	0.0%	106	\$64,971	\$73,359	6.2%	97	\$63,644	\$69,086
SoCal Average	4.7	202	\$64,286	\$74,839	0.4%	4.4	317	\$64,032	\$74,207	1.8%	176	\$62,879	\$71,561	5.5%	196	\$62,771	\$67,826
Bay Average	1.9	61	\$74,822	\$80,511	4.1%	1.9	57	\$71,846	\$77,250								

NOTES:

- ✓ Base – this reflects base compensation before overtime and bonus
- ✓ Total – this includes base salary, overtime and bonus
- ✓ In 2014, the Average Base Salary for Staff in the Valley was \$64,786
- ✓ In 2014, the Average Total Salary for Staff in the Valley was \$71,851
- ✓ 19% of Staff Accountants in the survey were CPA's in 2020
- ✓ **14% of the Staff Accountants in the survey are CPA's for 2021**

SALARY DATA | Staff Accountants

SoCal		2021		←	2020		←	2019		←	2018	
Location	Years of Exp	Average of Base	Average of Total	% Change Base	Average of Base	Average of Total	% Change Base	Average of Base	Average of Total	% Change Base	Average of Base	Average of Total
LA	1	\$59,805	\$67,481	(8.6%)	\$65,450	\$79,017	9.1%	\$60,000	\$60,000	(4.4%)	\$55,130	\$62,774
LA	2	\$63,911	\$72,842	11.7%	\$57,222	\$66,326	(10.6%)	\$64,000	\$66,163	3.8%	\$60,186	\$63,748
LA	3	\$72,801	\$84,517	4.0%	\$70,000	\$85,144	2.9%	\$68,000	\$68,000	4.8%	\$61,885	\$64,866
LA	4	\$81,533	\$90,440	12.5%	\$72,500	\$78,828	(2.5%)	\$74,350	\$81,029	**	*	*
LA	5	\$82,500	\$84,500	13.3%	\$72,826	\$71,683	2.6%	\$71,000	\$74,857	5.6%	\$63,375	\$70,872
LA	6+	\$84,852	\$95,481	2.3%	\$82,953	\$94,600	18.5%	\$70,000	\$73,132	(5.9%)	\$74,356	\$84,823
LA Average	5.2	\$64,524	\$75,922	(0.8%)	\$65,012	\$75,703	(1.4%)	\$65,913	\$73,422	10.9%	\$61,176	\$66,202
OC/SD	1	\$55,687	\$65,824	(6.3%)	\$59,425	\$69,524	3.1%	\$57,666	\$64,230	4.9%	\$55,363	\$61,242
OC/SD	2	\$58,542	\$69,237	(2.1%)	\$59,795	\$69,466	0.7%	\$59,392	\$68,078	(4.5%)	\$64,467	\$71,276
OC/SD	3	\$62,343	\$73,928	(4.6%)	\$65,331	\$77,861	4.9%	\$62,269	\$70,336	3.9%	\$60,672	\$67,671
OC/SD	4	\$68,482	\$81,512	6.0%	\$64,595	\$75,950	(0.1%)	\$64,669	\$75,677	10.6%	\$62,239	\$68,443
OC/SD	5	*	*	**	\$63,681	\$74,819	3.9%	\$61,271	\$70,580	(14.4%)	\$77,500	\$82,500
OC/SD	6+	\$69,391	\$80,517	2.6%	\$67,665	\$79,545	10.5%	\$61,242	\$70,530	(7.5%)	\$69,931	\$76,210
OC/SD Average	2.2	\$61,326	\$72,911	0.0%	\$61,322	\$71,875	2.4%	\$59,902	\$68,098	1.9%	\$60,533	\$66,825
Valley	1	\$59,874	\$68,311	6.8%	\$56,073	\$64,061	3.9%	\$53,994	\$62,071	2.6%	\$54,105	\$60,470
Valley	2	\$61,073	\$71,694	2.4%	\$59,648	\$68,846	3.0%	\$57,915	\$66,709	2.7%	\$56,367	\$64,984
Valley	3	\$62,566	\$73,625	0.3%	\$62,379	\$71,916	(3.5%)	\$64,648	\$74,310	12.6%	\$59,340	\$65,978
Valley	4	\$66,962	\$75,431	(5.0%)	\$70,466	\$82,143	1.3%	\$69,554	\$77,326	10.6%	\$61,313	\$69,906
Valley	5	\$70,506	\$84,101	5.9%	\$66,551	\$77,319	2.8%	\$64,740	\$71,439	(8.7%)	\$69,080	\$78,274
Valley	6+	\$89,801	\$101,524	1.1%	\$88,851	\$101,376	6.1%	\$83,744	\$92,115	7.3%	\$78,000	\$85,879
Valley Average	5.2	\$64,524	\$75,922	0.6%	\$64,987	\$74,764	0.0%	\$64,971	\$73,359	6.2%	\$63,644	\$69,086
SoCal Average	4.7	\$64,286	\$74,839	0.4%	\$64,032	\$74,207	1.8%	\$62,879	\$71,561	5.5%	\$62,771	\$67,826

NOTES:

- ✓ Base – this reflects base compensation before overtime and bonus
- ✓ Total – this includes base salary, overtime and bonus

- ✓ * = Firms did not identify any employees with corresponding years of experience in that year
- ✓ ** = Unable to calculate a % change

SALARY DATA | Senior Accountants

2021						2020				2019				2018		
Location	Years of Exp	Count	Average of Base	Average of Total	% Change Base	Count	Average of Base	Average of Total	% Change Base	Count	Average of Base	Average of Total	% Change Base	Count	Average of Base	Average of Total
LA Average	6.6	87	\$86,912	\$99,324	(0.6%)	54	\$87,428	\$100,815	0.4%	9	\$87,111	\$90,901	8.6%	53	\$79,446	\$83,666
OC/SD Average	5.6	35	\$78,038	\$96,311	(1.3%)	41	\$79,085	\$97,447	7.0%	53	\$73,878	\$85,433	(0.2%)	33	\$77,375	\$85,631
Valley Average	6.6	54	\$82,928	\$94,961	4.7%	93	\$79,171	\$92,198	0.1%	55	\$79,096	\$90,455	(0.7%)	75	\$80,295	\$91,068
SoCal Average	6.4	176	\$83,924	\$97,341	2.9%	188	\$81,524	\$95,857	5.4%	117	\$77,319	\$88,191	0.8%	161	\$79,417	\$87,517
Bay Average	5.1	44	\$91,090	\$101,234	(3.9%)	121	\$94,822	\$101,626								

NOTES:

- ✓ Base – this reflects base compensation before overtime and bonus
- ✓ Total – this includes base salary, overtime and bonus
- ✓ In 2014, the Average Base Salary for Seniors in the Valley was \$82,817
- ✓ In 2014, the Average Total Salary for Seniors in the Valley was \$91,190
- ✓ 61% of the Seniors in the survey were CPA's in 2020
- ✓ **45% of the Seniors in the survey are CPA's in 2021**

SALARY DATA | Senior Accountants

SoCal		2021		2020		2019		2018				
Location	Years of Exp	Average of Base	Average of Total	% Change Base	Average of Base	Average of Total	% Change Base	Average of Base	Average of Total	% Change Base	Average of Base	Average of Total
LA	2	\$73,008	\$81,571	(7.0%)	\$78,552	\$87,057	**	*	*	**	*	*
LA	3	\$69,192	\$83,225	(6.5%)	\$74,000	\$90,075	(7.5%)	\$80,000	\$89,106	29.7%	\$62,000	\$68,714
LA	4	\$82,995	\$90,993	(7.4%)	\$89,667	\$102,375	24.5%	\$72,000	\$75,000	(1.2%)	\$70,839	\$75,874
LA	5	\$83,500	\$101,618	(0.6%)	\$84,000	\$102,601	(1.2%)	\$85,000	\$88,000	7.6%	\$77,347	\$81,800
LA	6	\$86,730	\$97,871	13.4%	\$76,500	\$85,336	(19.5%)	\$95,000	\$97,875	10.7%	\$85,190	\$88,390
LA	7+	\$97,137	\$113,901	(2.0%)	\$99,125	\$117,362	9.7%	\$90,400	\$93,626	1.9%	\$88,422	\$91,914
LA Average	6.6	\$86,912	\$99,324	(0.6%)	\$87,428	\$100,815	0.4%	\$87,111	\$90,901	8.6%	\$79,446	\$83,666
OC/SD	2	\$78,123	\$96,357	(3.7%)	\$81,120	\$108,720	26.0%	\$64,400	\$68,725	(8.9%)	\$65,000	\$75,453
OC/SD	3	\$76,762	\$92,270	5.4%	\$72,843	\$88,668	5.9%	\$68,799	\$72,704	(8.8%)	\$71,260	\$79,741
OC/SD	4	\$79,497	\$94,821	3.6%	\$76,710	\$97,339	7.0%	\$71,685	\$83,152	4.2%	\$71,705	\$79,798
OC/SD	5	\$78,248	\$93,672	(4.4%)	\$81,853	\$100,980	9.0%	\$75,119	\$88,460	4.8%	\$75,600	\$84,425
OC/SD	6	\$80,662	\$90,375	(0.2%)	\$80,786	\$97,532	5.5%	\$76,581	\$95,716	8.9%	\$78,833	\$87,912
OC/SD	7+	\$86,224	\$100,284	0.3%	\$85,957	\$101,827	8.4%	\$79,261	\$90,273	(4.2%)	\$87,316	\$94,205
OC/SD Average	5.6	\$78,038	\$96,311	(1.3%)	\$79,085	\$97,447	7.0%	\$73,878	\$85,433	(0.2%)	\$77,375	\$85,631
Valley	2	\$69,430	\$81,331	(5.1%)	\$73,129	\$83,570	(2.1%)	\$74,667	\$79,923	10.9%	\$60,000	\$72,096
Valley	3	\$71,912	\$82,857	(2.1%)	\$73,466	\$84,159	(0.6%)	\$73,911	\$85,784	5.1%	\$71,917	\$81,654
Valley	4	\$85,400	\$97,205	12.0%	\$76,265	\$86,221	16.4%	\$65,500	\$79,987	(0.1%)	\$73,006	\$80,103
Valley	5	\$82,028	\$92,519	4.7%	\$78,368	\$91,654	5.0%	\$74,667	\$87,830	5.6%	\$74,174	\$83,159
Valley	6	\$81,066	\$93,257	5.6%	\$76,793	\$92,131	(0.7%)	\$77,314	\$84,469	(5.3%)	\$76,033	\$89,222
Valley	7+	\$83,716	\$99,364	(1.0%)	\$84,521	\$98,362	(0.5%)	\$84,957	\$96,527	(3.9%)	\$88,295	\$100,429
Valley Average	6.6	\$82,928	\$94,961	4.7%	\$79,171	\$92,198	0.1%	\$79,096	\$90,455	(0.7%)	\$80,295	\$91,068
SoCal Average	6.4	\$83,924	\$97,341	2.9%	\$81,524	\$95,857	5.4%	\$77,319	\$88,191	0.8%	\$79,417	\$87,517

NOTES:

- ✓ Base – this reflects base compensation before overtime and bonus
- ✓ Total – this includes base salary, overtime and bonus

- ✓ * = Firms did not identify any employees with corresponding years of experience in that year
- ✓ ** = Unable to calculate a % change

SALARY DATA | Supervisors

2021					% Change Base	2020				% Change Base	2019				% Change Base	2018		
Location	Years of Exp	Count	Average of Base	Average of Total		Count	Average of Base	Average of Total	Count		Average of Base	Average of Total	Count	Average of Base		Average of Total		
LA Average	14.1	39	\$94,704	\$103,321	(3.8%)	28	\$98,423	\$102,224	(12.0%)	1	\$111,833	\$111,833	18.1%	25	\$88,211	\$94,670		
OC/SD Average	13.8	15	\$97,959	\$103,692	2.8%	9	\$95,258	\$101,702	0.6%	8	\$94,722	\$101,085	2.0%	5	\$90,200	\$99,122		
Valley Average	11.2	54	\$92,744	\$104,826	3.5%	46	\$89,614	\$93,228	(5.6%)	40	\$94,905	\$102,848	0.6%	29	\$93,453	\$102,239		
SoCal Average	12.6	108	\$94,176	\$104,125	1.0%	83	\$93,198	\$97,120	(2.8%)	49	\$95,880	\$103,100	5.2%	59	\$90,851	\$98,011		

Bay Average	7.4	29	\$104,120	\$111,618	0.7%	23	\$103,391	\$105,700
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Supervisor A				Supervisor B		
Location	Average Years of Exp	Average of Base	Average of Total	Average Years of Exp	Average of Base	Average of Total
LA	9.9	\$99,770	\$103,421	19.2	\$88,602	\$96,597
OC/SD	11.2	\$98,125	\$103,815	21.1	\$89,755	\$95,208
Valley	9.1	\$89,105	\$101,084	14.9	\$95,731	\$106,547
SoCal	9.7	\$95,487	\$102,899	19.0	\$93,398	\$100,429

Bay	7.4	\$104,120	\$111,618	*	*	*
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NOTES:

- ✓ Base – this reflects base compensation before overtime and bonus
- ✓ Total – this includes base salary, overtime and bonus
- ✓ In 2014, the Average Base Salary for Supervisors in the Valley was \$85,110
- ✓ In 2014, the Average Total Salary for Supervisors in the Valley was \$92,207
- ✓ Supervisor A = On the path to manager; promotion will likely be next cycle
 - ✓ 55% of Supervisor A's in the survey are CPA's
- ✓ Supervisor B = Not on the path to Manager because they are a non-CPA; or a "career Senior/Supervisor"
 - ✓ 37% of Supervisor B's in the survey are CPA's

SALARY DATA | Managers

2021				% Change Base	2020				% Change Base	2019				% Change Base	2018		
Location	Count	Average of Base	Average Bonus %		Count	Average of Base	Average Bonus %	Count		Average of Base	Average Bonus %	Count	Average of Base		Average Bonus %		
LA	69	\$122,744	6.9%	6.2%	63	\$115,576	5.8%	1.0%	10	\$114,473	11.1%	1.5%	29	\$112,773	9.5%		
OC/SD	24	\$117,956	7.2%	(5.7%)	42	\$125,037	2.6%	(1.5%)	28	\$126,880	13.2%	1.3%	19	\$125,305	8.7%		
Valley	62	\$118,592	6.6%	(3.1%)	86	\$122,334	5.3%	(2.7%)	64	\$125,791	14.0%	2.8%	48	\$122,373	9.3%		
SoCal	155	\$120,342	6.8%	(0.3%)	191	\$120,699	4.9%	(2.4%)	102	\$123,648	12.8%	3.0%	96	\$120,053	9.1%		
Bay	39	\$136,653	5.6%	0.8%	57	\$135,542	2.9%										

NOTES:

- ✓ Base – this reflects base compensation before overtime and bonus
- ✓ Bonus % - this reflects the bonus as a percentage of base salary
- ✓ In 2014, the Average Base Salary for Managers in the Valley was \$117,923
- ✓ 92% of Managers in the survey were CPA's in 2020
- ✓ **89% of Managers in the survey are CPA's in 2021**

SALARY DATA | Senior Managers

2021					% Change Total Comp	2020				2019			2018		
Location	Count	Average of Base	Average of Total	Average Bonus %		Count	Average of Base	Average of Total	Average Bonus %	Count	Average of Base	Average Bonus %	Count	Average of Base	Average Bonus %
LA	52	\$155,595	\$169,743	9.1%	(4.8%)	27	\$171,074	\$178,259	4.2%	9	\$153,333	8.9%	19	\$146,343	8.0%
OC/SD	34	\$150,991	\$175,603	16.3%	6.3%	32	\$160,781	\$165,122	2.7%	30	\$154,879	11.1%	9	\$155,889	7.3%
Valley	88	\$157,592	\$174,895	10.9%	2.8%	73	\$156,982	\$170,168	8.4%	33	\$158,010	11.2%	16	\$150,609	8.9%
SoCal	174	\$155,705	\$173,455	11.4%	1.6%	132	\$160,785	\$170,754	6.2%	72	\$156,121	10.4%	44	\$149,684	8.5%
Bay	41	182,432	\$193,013	5.8%	2.8%	77	\$181,378	\$187,726	3.5%						

NOTES:

- ✓ Base – this reflects base compensation before overtime and bonus
- ✓ Bonus % - this reflects the bonus as a percentage of base salary
- ✓ 93% of Senior Managers in the survey were CPA's in 2020
- ✓ **87% of Senior Managers in the survey are CPA's in 2021**

AVERAGE SALARY | In SoCal by Years of Experience

SoCal		2021			2020			2019			2018		
% Change in Total	Years of Exp	% Staff*	Base	Total	% Staff*	Base	Total	% Staff*	Base	Total	% Staff*	Base	Total
1.3%	1	7%	\$57,518	\$65,078	9%	\$56,024	\$64,215	10%	\$55,147	\$62,524	10%	\$52,402	\$57,105
2.1%	2	12%	\$62,321	\$74,181	13%	\$61,521	\$72,626	9%	\$59,770	\$67,614	10%	\$57,520	\$62,601
1.4%	3	9%	\$67,497	\$79,829	7%	\$67,656	\$78,726	8%	\$66,874	\$76,221	8%	\$62,051	\$66,897
1.8%	4	7%	\$76,590	\$86,211	11%	\$73,416	\$84,709	9%	\$71,729	\$79,726	7%	\$66,407	\$72,393
1.6%	5	8%	\$79,028	\$91,554	9%	\$78,069	\$90,076	8%	\$78,676	\$87,265	9%	\$71,131	\$77,081
6.9%	6	8%	\$89,701	\$97,418	7%	\$82,884	\$91,095	6%	\$83,657	\$94,675	5%	\$73,705	\$80,454
0.5%	7	9%	\$89,512	\$97,741	6%	\$89,463	\$97,258	3%	\$88,318	\$97,033	5%	\$79,626	\$84,593
0.7%	8	7%	\$109,509	\$118,993	6%	\$110,840	\$118,137	6%	\$104,991	\$111,968	6%	\$86,969	\$91,591
(5.0%)	9	3%	\$106,158	\$112,627	3%	\$111,505	\$118,602	4%	\$102,962	\$108,762	3%	\$98,348	\$103,227
4.5%	10	3%	\$110,415	\$119,432	3%	\$107,780	\$114,335	3%	\$103,203	\$111,701	5%	\$99,295	\$108,788
	Total	73%			74%			66%			69%		

NOTES:

- ✓ Average Base and Total Salary based on years of public accounting experience regardless of title
- ✓ Staff, Senior, Supervisor, Manager and Senior Manager are only included (no administrative positions or Bookkeepers)
- ✓ * = % of all professional staff with 'x' number of years of experience
- ✓ Total = % of Staff that has 1 to 10 years of experience (those with 11+ years of experience are not included)

AVERAGE SALARY | In Bay by Years of Experience

Bay	2021		2020			
	% Change in Total	Years of Exp	Base	Total	Base	Total
	0.3%	1	\$67,400	\$72,423	\$67,179	\$72,211
	2.8%	2	\$77,344	\$83,294	\$74,445	\$81,004
	3.8%	3	\$85,592	\$92,661	\$83,213	\$89,233
	(3.8%)	4	\$93,300	\$100,279	\$88,080	\$104,209
	(0.9%)	5	\$99,894	\$112,910	\$101,235	\$113,908
	3.8%	6	\$114,305	\$123,606	\$109,889	\$119,034
	(0.6%)	7	\$115,987	\$125,704	\$120,288	\$126,455
	(1.6%)	8	\$125,325	\$135,049	\$131,030	\$137,245
	7.5%	9	\$146,286	\$155,982	\$139,877	\$145,039
	2.2%	10	\$144,173	\$156,784	\$145,129	\$153,466

NOTES:

- ✓ Average Base and Total Salary based on years of public accounting experience regardless of title
- ✓ Staff, Senior, Supervisor, Manager and Senior Manager are only included (no administrative positions or Bookkeepers)
- ✓ * = % of all professional staff with 'x' number of years of experience

AVERAGE SALARY | In SoCal by Title and Location

SoCal (2021)

Title	LA Average Base	LA Average Years	Valley Average Base	Valley Average Years	OC/SD Average Base	OC/SD Average Years	SoCal Average Locals	SoCal Average Regionals	SoCal Average Nationals
Staff	\$64,524	5.2	\$65,406	5.5	\$61,326	2.2	\$66,421	\$64,898	\$60,441
Senior	\$86,912	6.6	\$82,928	6.6	\$78,038	5.6	\$84,551	\$82,964	\$82,011
Audit Supervisor	\$90,434	16.2	\$89,974	13.1	\$92,711	14.2	\$93,919	\$91,422	\$88,567
Tax Supervisor	\$97,847	11.9	\$96,098	9.8	\$102,512	13.1	\$96,898	\$98,636	\$98,944
All Supervisors	\$94,704	14.1	\$92,744	11.2	\$97,959	13.8	\$95,015	\$95,723	\$94,664
Audit Manager	\$115,849	15.2	\$113,763	17.1	\$112,739	16.8	\$115,541	\$113,109	\$112,811
Tax Manager	\$126,487	12.9	\$122,158	15.8	\$121,028	14.9	\$125,866	\$122,762	\$121,386
All Managers	\$122,744	13.6	\$118,592	16.2	\$117,956	15.5	\$121,988	\$118,344	\$117,556
Audit Sr. Manager	\$146,618	16.1	\$149,818	18.2	\$141,476	17.0	\$147,792	\$146,549	\$143,318
Tax Sr. Manager	\$166,441	16.8	\$164,716	20.1	\$158,102	19.1	\$165,412	\$160,778	\$161,471
All Sr. Managers	\$155,595	16.5	\$157,592	19.2	\$150,991	18.2	\$156,752	\$155,939	\$154,510

NOTES:

- ✓ Within a given position title, Tax salaries are 7% to 13% higher than Audit salaries

AVERAGE SALARY | In Bay by Title

Bay (2021)

Title	Bay Average Base	Bay Average Years
Staff	\$74,822	1.9
Senior	\$91,090	5.1
Audit Supervisor	\$102,004	8.1
Tax Supervisor	\$106,619	6.8
All Supervisors	\$104,120	7.4
Audit Manager	\$129,822	10.0
Tax Manager	\$142,774	9.6
All Managers	\$136,653	9.8
Audit Sr. Manager	\$170,488	19.0
Tax Sr. Manager	\$189,566	13.9
All Sr. Managers	\$182,432	16.1

NOTES:

- ✓ Within a given position title, Tax salaries are 4.5% to 11% higher than Audit salaries

SALARY INCREASES | Percentages by Location

Location	% Increase Planned for 2021			% Increase Given in 2020			% Increase Given in 2019			% Increase Given in 2018		
	Under	Average	Above	Under	Average	Above	Under	Average	Above	Under	Average	Above
LA	1.6%	4.6%	7.9%	1.2%	4.4%	6.9%	4.0%	5.0%	10.0%	5.0%	5.7%	10.0%
OC/SD	1.8%	6.4%	10.3%	2.2%	5.9%	9.6%	2.1%	4.6%	7.6%	2.1%	4.9%	8.3%
Valley	1.8%	4.5%	8.8%	1.0%	3.2%	7.7%	1.8%	4.9%	9.6%	1.9%	4.6%	8.9%
SoCal	1.8%	4.8%	8.6%	1.3%	3.8%	7.6%	2.1%	4.8%	9.0%	2.2%	4.8%	8.8%
Bay	2.5%	5.3%	11.8%	1.8%	4.8%	8.1%	2.8%	5.9%	10.0%			

NOTES:

- ✓ % salary increases firms plan to give in 2021 - categorized by performance that was under average, average, and above average
- ✓ All firms give increases once a year, unless an individual is promoted mid-year or they decided to give a merit based increase (special circumstances)
- ✓ 21 firms plan to or have already given an increase to **UNDER** performers in 2021, 6 firms have yet to make a decision and 10 firms have not and do not plan to give an increase to **UNDER** performers
- ✓ 31 firms plan to or have already given an increase to **AVERAGE** performers in 2021, 6 firms have yet to make a decision
- ✓ 31 firms plan to or have already given an increase to **ABOVE AVERAGE** performers in 2021, 6 firms have yet to make a decision

OVERTIME | Rate & Seasonal Distribution

Average Overtime Hours by Title

Title	Average Overtime Hours by Title					% Change in OT Hours	SoCal (2020)	% Change in OT Hours	SoCal (2019)	% Change in OT Hours	SoCal (2018)
	Bay	LA	OC/SD	Valley	SoCal (2021)						
Staff	267	161	218	192	197	4.8%	188	(7.8%)	204	12.7%	181
Senior	322	223	245	220	225	4.7%	215	(6.1%)	229	7.5%	213
Manager	347	183	340	247	254	0.8%	252	(1.2%)	255	13.3%	225

How Many Firms Pay Overtime and at What Rate?

Title	# of firms that DO pay OT	# of firms that DO NOT pay OT	Paid at 1.5x	Paid at 1x	% of firms that DO 2021	% of firms that DO 2020	% of firms that DO 2019	% of firms that DO 2018
Staff	30	2	28	4	94%	89%	94%	90%
Senior	25	7	17	8	78%	76%	69%	65%
Manager	6	26	2	4	19%	11%	11%	15%

Seasonal Distribution of Overtime Hours

Location	Spring	Fall
Bay	60%	40%
LA	59%	41%
OC/SD	68%	32%
Valley	66%	34%
SoCal (2021)	65%	35%
SoCal (2020)	62%	38%
SoCal (2019)	66%	34%
SoCal (2018)	69%	31%

CHARGE HOURS | Comparison by Location

Staff

Location	2021 Charge Hours	% Change	2020 Charge Hours	% Change	2019 Charge Hours	% Change	2018 Charge Hours
LA	1,439	(9.7%)	1,593	3.0%	1,546	(1.8%)	1,575
OC/SD	1,673	10.1%	1,520	(1.1%)	1,537	0.2%	1,534
Valley	1,525	(3.9%)	1,588	0.4%	1,582	1.1%	1,565
SoCal	1,544	(1.8%)	1,572	0.6%	1,563	0.3%	1,559

Bay	1,542	10.7%	1,393
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Senior

Location	2021 Charge Hours	% Change	2020 Charge Hours	% Change	2019 Charge Hours	% Change	2018 Charge Hours
LA	1,590	9.2%	1,456	(9.6%)	1,611	3.5%	1,556
OC/SD	1,639	3.5%	1,584	(3.5)	1,641	11.9%	1,466
Valley	1,613	(0.5%)	1,621	0.1%	1,620	3.6%	1,563
SoCal	1,615	1.1%	1,597	(2.2%)	1,633	7.0%	1,526

Bay	1,678	8.5%	1,547
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Manager

Location	2021 Charge Hours	% Change	2020 Charge Hours	% Change	2019 Charge Hours	% Change	2018 Charge Hours
LA	1,331	4.6%	1,272	(14.5%)	1,488	(2.4%)	1,524
OC/SD	1,679	24.6%	1,347	(8.2%)	1,467	4.3%	1,407
Valley	1,527	(0.5%)	1,535	(1.5%)	1,559	2.0%	1,528
SoCal	1,526	3.9%	1,469	(3.8%)	1,527	2.3%	1,493

Bay	1,494	2.5%	1,458
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Realization Rate

Location	Average	High	Low
LA	89%	96%	81%
OC/SD	89%	97%	80%
Valley	85%	96%	75%
SoCal (2021)	86%	97%	75%
SoCal (2020)	91%	98%	81%

Bay (2021)	89%	90%	88%
Bay (2020)	88%	91%	82%

NOTES:

- ✓ Charge Hours represents the average employee's actual number of annual charge hours

STAFF CERTIFICATION | Comparison by Location

	2021	2020	2019	2018
Location	Average	Average	Average	Average
LA	48%	52%	61%	68%
OC	47%	62%	65%	56%
Valley	53%	54%	59%	63%
SoCal	52%	55%	60%	62%
Bay	54%	65%		

NOTES:

- ✓ 78% of firms allow time off to study (using PTO)
- ✓ 54% of firms reported having an expectation for staff to become certified on average within 3 years (or before promotion to manager)
- ✓ 60% of firms give a bonus when someone becomes certified
 - Average amount: **\$2,816**
 - Some CPA bonuses are conditional on completing the exam within 24 months of hire
 - Some CPA bonuses are paid out over time as an incentive to stay at the firm (e.g., \$5,000 bonus paid out \$1,250 quarterly)
 - High: \$8,000
 - Low: \$500
- ✓ 54% of firms pay for CPA study courses and study materials
- ✓ 57% of firms pay for CPA exam costs

REMOTE WORK | Return to the Office

Hiring Remote Workers Outside of CA | 16 firms (which represents 43% of the firms in the survey) hired remote employees who live outside of California

- These firms hired a collective 64 people on a remote basis who live outside of California, averaging 4.0 per firm
- Only one firm with offices in OC/SD hired an employee outside of California

Of Those Yet To Hire Remote | 67% of the firms who have not yet hired remote have considered it

Technology (or other) Stipend for Work-From-Home or Remote Employees | 21 firms (which represents 57% of the firms in the survey) provide a stipend to remote employees

- On average this stipend is \$50 per month
- One firm provides a \$200 one-time stipend
- One firm provides a \$250 stipend every two years
- High end is \$100 per month for utilities and a \$500 one-time stipend

Real Estate Footprint | 4 firms (which represents 11% of the firms in the survey) have reduced their real estate footprint by an average of 12%

- 25% of the firms who have not yet reduced their real estate footprint are planning to when their lease is up by an average of 42%
- One firm who has already reduced their footprint intends on further reducing their footprint by 30%

BENEFITS

PTO | typically 16 to 18 days which combines vacation, sick and personal

- High = 30+ days
- Two firms offer Open-Time-Off / Unlimited PTO to exempt employees or Supervisors and above

Holidays | 7 to 8 paid holidays

- High = 15

Medical | 100% of participating firms offer medical insurance for employees – on average firm's cover 96% of the premium cost for employees (of core plans)

- 14% of firms make some contribution toward dependent coverage
- Types of plans offered: PPO, HMO, HSA, FSA, HDHP, OAP, DCARE
- Three firms offered a flat rate for employer coverage regardless of plan chosen
- Two firms contribute \$1,700 - 2,000 for single (\$2,500 for family) into HSA

Dental | 57% of firms offer dental – these firms cover 91% of the premium cost for employees

Vision | 57% of firms offer vision – these firms cover 71% of the premium cost for employees

Cal Society / AICPA Dues | most firms (84%) cover 100%

CPE | most firms (86%) pay 100% for CPE

Life | most firms (73%) cover \$50,000 or 1x annual salary

- High = 3x annual salary (not to exceed \$500,000)

401K | small match usually 1 to 3% of employee salary

- High = 5%

Profit Sharing | typically add 3 to 5% of salary, employer deferral

- High = 7%
- Eight firms provide both profit sharing plan and offer 401K match

MBT | standard is coverage at the Golden Gate rate for 2 classes per year

- One firm tiers their coverage based on academic performance in the course

Changes for 2022 | 13% of firms (all locations) are considering changes to employer matching on 401K/profit sharing or amounts paid for medical

- Up from 6% in last year's survey

Other | Some additional benefits that were noted

- Accident Insurance
- Aflac – supplemental Insurance
- Annual Swag Credit
- Cafeteria Plan
- Cancer Insurance
- Cell Phone Expense
- Commuter Benefit
- Dash Pass
- Employee Referral
- Gym Reimbursement
- Hospital Insurance
- InfoArmor
- Long Term Care
- Long Term Disability
- Medical Allowance
- New Client Incentive
- Pet Insurance
- Remote Work Stipends
- Shadow Stock
- Short Term Disability
- Tutoring Discount K-12
- Voluntary Life
- Wellness Program

COMPOSITION OF PROFESSIONALS | % Distribution by Years of Experience

2021

Title / Years	1	2	3	4	5	6	7	8	9	10
Count	59	55	62	27	54	43	37	39	38	20
Staff	100%	82%	50%	33%	12%	7%	11%	10%	5%	15%
Senior	0%	19%	43%	48%	57%	30%	24%	16%	16%	20%
Supervisor	0%	0%	7%	19%	24%	35%	30%	20%	13%	15%
Manager	0%	0%	0%	0%	7%	28%	32%	41%	37%	20%
Sr Manager	0%	0%	0%	0%	0%	0%	3%	13%	29%	25%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2020

Title / Years	1	2	3	4	5	6	7	8	9	10
Count	54	76	42	64	54	43	38	33	16	14
Staff	100%	91%	64%	48%	45%	14%	8%	15%	12%	7%
Senior	0%	9%	31%	49%	40%	65%	24%	3%	6%	7%
Supervisor	0%	0%	5%	3%	9%	12%	45%	18%	12%	7%
Manager	0%	0%	0%	0%	6%	9%	23%	49%	57%	57%
Sr Manager	0%	0%	0%	0%	0%	0%	0%	15%	13%	22%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2019

Title / Years	1	2	3	4	5	6	7	8	9	10
Count	53	46	44	46	44	29	15	29	23	18
Staff	100%	85%	61%	54%	23%	10%	0%	10%	4%	5%
Senior	0%	15%	39%	39%	45%	56%	40%	28%	22%	22%
Supervisor	0%	0%	0%	7%	18%	17%	40%	10%	26%	22%
Manager	0%	0%	0%	0%	14%	17%	20%	42%	35%	51%
Sr Manager	0%	0%	0%	0%	0%	0%	0%	10%	13%	0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2018

Title / Years	1	2	3	4	5	6	7	8	9	10
Count	60	60	47	43	47	33	34	37	19	31
Staff	100%	87%	70%	38%	10%	18%	6%	8%	0%	3%
Senior	0%	13%	30%	55%	70%	58%	50%	24%	21%	10%
Supervisor	0%	0%	0%	7%	14%	18%	21%	19%	31%	16%
Manager	0%	0%	0%	0%	6%	6%	23%	46%	42%	58%
Sr Manager	0%	0%	0%	0%	0%	0%	0%	3%	6%	13%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NOTES:

- ✓ Tables above show the percentage distribution of title based on years of experience in SoCal
- ✓ E.g., When looking at all professionals with four years of experience in 2021, 33% of them have a title of Staff Accountant, 48% have a title of Senior Accountant, and 19% have a title of Supervisor

COMPOSITION OF PROFESSIONALS | by Title

SoCal	2021		2020		
	Title	Count	% Staff	Count	% Staff
	Staff	211	25%	317	35%
	Senior	191	23%	188	21%
	Supervisor	99	12%	83	9%
	Manager	155	19%	191	21%
	Senior Manager	173	21%	132	14%
	Total	829	100%	911	100%

Bay	2021		2020		
	Title	Count	% Staff	Count	% Staff
	Staff	24	14%	57	17%
	Senior	43	24%	121	36%
	Supervisor	26	15%	23	7%
	Manager	39	22%	57	17%
	Senior Manager	45	25%	77	23%
	Total	177	100%	335	100%

Notes:

- ✓ Represents the number of employees within each professional title and their corresponding percentage of all professionals in California

FIRM DEMOGRAPHICS | All Participating Firms

2020 Revenue	Count	# of Partners*	Revenue per Partner*	# of Employees	Revenue per Employee	# of Professionals	Revenue per Professional
0 to 4 MM	6	2.5	\$1,220,724	13.0	\$224,966	9.7	\$301,255
4.1 to 8 MM	13	4.3	\$1,447,210	28.6	\$209,343	20.0	\$305,387
8.1 to 12 MM	5	7.8	\$1,347,536	45.6	\$213,043	37.1	\$262,410
12 to 18MM	5	10.0	\$1,359,153	61.2	\$225,276	47.9	\$294,471
18 MM +	6	20.0	\$2,334,805	191.0	\$213,653	136.1	\$300,171
Average		8.5	\$1,533,724	60.8	\$215,565	44.5	\$296,086

Notes:

- ✓ * = Includes Equity and Non-Equity Partners
- ✓ # of Employees includes Partners
- ✓ # of Professionals includes Bookkeepers and Accountants

Revenue Change from 2019 to 2020

Traditional Firms	Count	Low	Average	High
0 to 4 MM	6	2%	10%	21%
4.1 to 8 MM	9	1%	6%	10%
8.1 to 12 MM	5	(1%)	6%	16%
12 to 18MM	5	9%	12%	15%
18 MM +	6	0%	11%	28%
Average		(1%)	9%	28%

Notes:

- ✓ Only one traditional firm lost revenue from 2019 to 2020
- ✓ 35% of traditional firms had double-digit revenue growth from 2019 to 2020

Business Management Average	6	(45%)	(14%)	1%
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BILLING RATES | All Professionals

SoCal			2021			2020			2019			2018		
Title	Average Hourly Billing Rate	Average Multiplier	% Change Billing Rate	Average Hourly Billing Rate	Average Multiplier	% Change Billing Rate	Average Hourly Billing Rate	Average Multiplier	% Change Billing Rate	Average Hourly Billing Rate	Average Multiplier	% Change Billing Rate		
Bookkeeper	\$127	4.1	(9.3%)	\$140	4.1	0.0%	\$140	3.9	(8.5%)	\$153	4.2			
Staff	\$153	5.0	(1.3%)	\$155	4.4	12.3%	\$138	4.6	0.4%	\$137	4.7			
Senior	\$195	4.9	4.3%	\$187	4.6	0.0%	\$188	4.8	3.1%	\$182	4.8			
Supervisor	\$211	4.7	0.0%	\$211	4.6	5.0%	\$201	4.5	2.0%	\$197	4.5			
Manager	\$266	4.7	(0.7%)	\$268	4.5	5.9%	\$253	4.4	2.6%	\$247	4.1			
Senior Manager	\$309	4.2	(4.6%)	\$324	4.1	5.5%	\$307	4.1	6.9%	\$287	4.0			

Bay			2021		
Title	Average Hourly Billing Rate	Average Multiplier			
Staff	\$134	4.3			
Senior	\$201	4.6			
Supervisor	\$230	4.6			
Manager	\$283	4.6			
Senior Manager	\$381	4.4			

Notes:

- ✓ Multiplier = Average Billing Rate / (Average Salary / 2080)
- ✓ E.g., Salary of \$100,000 (\$48.08 per hour), Billing Rate of \$200 per hour equals a multiplier of 4.2
- ✓ Realization Rates can be found on page 24

PARTNER DATA | Annual Hours & Billing Rates

Non-Managing Partners

Location	2021					2020					2019					2018				
	Count	Avg Billing Rate	% below \$300	% Over \$400	Avg Billable Hours	Count	Avg Billing Rate	% Below \$300	% over \$400	Avg Billable Hours	Count	Avg Billing Rate	% below \$300	% over \$400	Avg Billable Hours	Count	Avg Billing Rate	% below \$300	% over \$400	Avg Billable Hours
LA	59	\$465	0%	78%	1,336	37	\$446	5%	59%	1,225	21	\$451	0%	76%	972	37	\$394	3%	32%	1,030
OC/SD	25	\$353	0%	20%	1,370	47	\$399	0%	32%	1,087	47	\$398	4%	51%	972	44	\$339	23%	11%	1,299
Valley	97	\$429	6%	41%	1,244	79	\$426	4%	47%	1,035	110	\$397	5%	41%	1,218	95	\$373	7%	20%	1,247
Bay	9	\$411	11%	77%	1,386	7	\$386	10%	30%	1,398	*	*	*	*	*	*	*	*	*	*
CA	190	\$428	4%	51%	1,296	170	\$421	3%	45%	1,096	178	\$412	4%	48%	1,125	176	\$371	10%	20%	1,234

Notes:

- ✓ In the 2020 survey, the average partner generated **\$461,416** in revenue. \$421/hour * 1,096 hours
- ✓ In the 2021 survey, the average partner generated **\$554,688** in revenue. \$428/hour * 1,296 hours
- ✓ This added **\$93,272** in revenue per partner or, **\$792,812** per firm based on an average of 8.5 partners
- ✓ * = Data was not collected in the Bay for these years

Managing Partners

Location	2021			2020			2019			2018		
	Count	Avg Billing Rate	Avg Billable Hours	Count	Avg Billing Rate	Avg Billable Hours	Count	Avg Billing Rate	Avg Billable Hours	Count	Avg Billing Rate	Avg Billable Hours
LA	7	\$491	814	4	\$500	673	3	\$540	832	1	\$375	1,030
OC/SD	4	\$410	930	6	\$422	987	7	\$408	887	6	\$383	1,299
Valley	18	\$436	1,156	20	\$454	1,075	10	\$424	1,089	23	\$413	1,247
Bay	1	\$450	1,010	3	\$437	1,108	*	*	*	*	*	*
CA	30	\$446	1,063	33	\$452	1,031	20	\$430	980	30	\$401	1,183

PARTNER DATA | Partner Age

SoCal	2021		2020		2019	
	Non-Managing Partners	Managing Partners	Non-Managing Partners	Managing Partners	Non-Managing Partners	Managing Partners
Count	181	29	164	30	146	29
Low Age	32 years	35 years	33 years	40 years	33 years	33 years
High Age	77 years	68 years	76 years	71 years	81 years	74 years
Average Age	52.4 years	55.6 years	53.8 years	59.1 years	53.5 years	59.4 years
% of Partners Age 50+	58.8%	82.8%	60.3%	85.5%	68.0%	87.5%
% of Partners Age 60+	35.9%	42.3%	37.1%	62.1%	39.4%	79.2%
% of Partners Age 70+	4.4%	0.0%	4.6%	3.4%	4.6%	8.3%

GLOSSARY | Job Descriptions

Title	Group Classification	Pages	Definition
Account Manager	Business Management	9	Client facing role; good technical bookkeeping and provides petty cash/credit card triage
Administrative Assistant	Administrative	7	Includes Administrative Assistants, Executive Assistants, general administrative roles & Secretaries
Assistant Bookkeeper	Business Management	9	Assist the Bookkeeper; mail/scan/mark for payment
Audit Manager	Professional	16, 20, 21, 23, 24, 28, 29, 31	CPA; Majority of their time is spent on review; Manage people or a function
Audit Senior	Professional	13, 14, 20, 21, 23, 24, 28, 29, 31	Begins to direct audit field work and reviews working papers of staff
Audit Senior Manager	Professional	17, 20, 21, 28, 29, 31	3+ years as an acting Manager; Begins business development activities
Audit Supervisor - A	Professional	15, 20, 21, 28, 29, 31	On the path to manager; promotion will likely be next cycle
Audit Supervisor - B	Professional	15, 20, 21, 28, 29, 31	Not on the path to Manager because they are a non-CPA; "career Senior"
Bookkeeper	Business Management	9	Performs bookkeeping for entertainment clients (Actors, Directors, Athletes, Musicians, etc.)
Bookkeeper	Professional	8, 31	Performs bookkeeping for traditional clients (Real Estate, Technology, professional services, etc.)
COO	Administrative	5, 6	Oversees the day-to-day administrative & operational functions of the firm (almost Partner level)
Entry Level	Professional	10	Employees with a degree in Accounting and little to no experience in a CPA Firm
Firm Administrator	Administrative	5, 6	Manages administrative operations of the firm
Firm Controller	Administrative	5, 6	Internal accounting
HR Coordinator	Administrative	5, 6	Non-management position that assists employees and managers with all functions of an HR dept
HR Manager	Administrative	5, 6	Hiring, firing, and reviews of staff; Keeps firm up-to-date on employment laws
Intern	Student	10	A student or trainee who works, sometimes without pay, in order to gain work experience
Internal Accounting	Administrative	5, 6	Performs bookkeeping of the firm (their employer, not a client)
IT Assistant	Administrative	5, 6	Help-desk and IT implementation
IT Manager	Administrative	5, 6	Maintain and expand computer networks and technologies; communicates with Partners
Office Manager	Administrative	5, 6	Handles most things around office (supplies, events, personnel)
Reception	Administrative	5, 6	Answers phones and directs guests providing a great first impression
Scheduler	Administrative	5, 6	Designs and monitors the Staff and Team Schedule
Staff	Professional	11, 12, 20, 21, 23, 24, 28, 29, 31	Spends about 90% of their time on tax return preparation or preforms detail/field work for audits
Tax Manager	Professional	16, 20, 21, 23, 24, 28, 29, 31	CPA; Majority of their time is spent on review; Manage people or a function
Tax Senior	Professional	13, 14, 20, 21, 23, 24, 28, 29, 31	Has a greater mixture of tax return preparation and review of the staff's work
Tax Senior Manager	Professional	17, 20, 21, 28, 29, 31	3+ years as an acting Manager; Begins business development activities
Tax Supervisor - A	Professional	15, 20, 21, 28, 29, 31	On the path to manager; promotion will likely be next cycle
Tax Supervisor - B	Professional	15, 20, 21, 28, 29, 31	Not on the path to Manager because they are a non-CPA; "career Senior"