The State Bar of California

Title of Report: 2020 Adopted Final Budget
Statutory Citation: Business and Professions Code section 6140.1
Date of Report: February 27, 2020

The State Bar of California has submitted a report to the Legislature in accordance with Business and Professions Code section 6140.1, which requires the State Bar to submit a final proposed final budget to the Legislature by February 28 of each year. This summary is provided pursuant to Government Code section 9795.

The 2020 Adopted Final Budget incorporates the increased licensing fee revenue approved by the Legislature and Governor through Senate Bill 176 (Stats. 2019, ch. 698). The enactment of SB 176 represents an important milestone in the history of the State Bar, providing the first increase in the base licensing fee since 1998. This budget reflects the intention of the State Bar to implement the licensing fee increase with fidelity to the legislatively articulated purposes for which the increase was granted.

2020 General Fund expenses, which are supported by mandatory licensing fees, total $96.2 million. This represents an increase of 12.9 percent from 2019 budgeted expense levels, and compares to $94.9 million in 2020 projected revenue. The $1.3 million in budgeted reserve spending is to fund the $1.7 million for enhancements to the State Bar's Case Management System (CMS). The increases in General Fund expenses are supported by the approved fee bill, which includes:

- New Positions in the Office of Chief Trial Counsel,
- A negotiated 3.5 percent cost of living adjustment for employees,
- Equitable retiree health benefits for all employees,
- Technology projects and replacement of equipment, and
- Capital improvement.

In addition, the Budget highlights, starting at page 7, the significant progress the State Bar has made toward the goals outlined in its 2017-2022 Strategic Plan.

The 2020 Adopted Final Budget can be accessed at: http://www.calbar.ca.gov/About-Us/Our-Mission/Protecting-the-Public/Reports. A printed copy of the report may be obtained by calling 415-538-2000.

The State Bar *of California*

2020 Adopted Budget

Prepared by the Office of Finance

February 28, 2020

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EXECUTIVE DIRECTOR'S BUDGET MESSAGE

The final 2020 budget incorporates the increased licensing fee revenue approved by the Legislature and Governor through Senate Bill 176 (Stats. 2019, ch. 698). The enactment of SB 176 represents an important milestone in the history of the State Bar, providing the first increase in the base licensing fee since 1998. The State Bar views this increase as recognition of the importance of the State Bar's mission of public protection, furthering access to legal services, and increasing diversity and inclusion in the legal profession. The State Bar also understands the need to adhere closely to the articulated purposes for the fee increase to demonstrate the State Bar's continued fiscal responsibility and laser focus on carrying out the State Bar's mission.

The fee increase provides needed funding to support the State Bar's public protection mission. The 2020 license fee includes a 23 percent increase in the General Fund fee for active licensees that supports the discipline system and a 100 percent increase in Client Security Fund Fee to reimburse victims of attorney theft or other losses due to attorney misconduct.

The increased fee for the General Fund covers the structural operating deficit that had accumulated over the 20 years since the last fee increase, supports equitable retiree health for all employees, and funds a cost of living increase for employees that was granted effective January 1, 2020 and made retroactive to January 1, 2019. The increase also funds 19 new positions in the Office of Chief Trial Counsel, and provides recurring funding for technology replacements.

Unfortunately, the structure of the funding provided to support needed capital improvements, is not sufficient to support the Five Year Capital Plan. SB 176 funds $8.1 million of capital improvements, but spread over the course of the decade, with annual funding of only $0.8 million annually. In conjunction with the fact that the Legislature approved only a small portion of the State Bar's request to help replenish our reserve fund, this structure and amount of capital funding will require the State Bar to review other options prior to the 2021 Budget to address the ongoing funding challenge for maintaining its capital assets.

The budget that follows demonstrates strict adherence to the allocation of the fee increase, as directed by the Legislature. Below is a comparison of the 2019 and 2020 License Fee for Active Attorneys.

Active License Fee (Purpose)	**2019 Active License Fee**	**2020 Active License Fee**	**Change**
General Fund	$ 333	$ 404	$ 71
Client Security Fund	40	80	40
Lawyer Assistance Program	10	1	(9)
Technology Special Assessment	-	5	5
Capital Special Assessment	-	4	4
Reserve Special Assessment	-	3	3
Total Active Fee:	**$ 383**	**$ 497**	**$ 114**

As outlined in the next section, the State Bar has made significant progress in achieving Strategic Plan goals over the course of the last year. That progress reflects the new State Bar, an organization focused on its core mission – public protection, which includes support for increased access to, and inclusion in, the legal system. The transition has sometimes been difficult for our licensees, who historically have seen the State Bar as designed to advance their professional interests. It has also caused some bumps in the road with the State Bar's committees, commissions, and boards (referred to collectively as subentities), which have witnessed their roles change as the Board increasingly exercises its oversight role, and restructured the purpose, size, and responsibilities of many of these subentities as it reevaluated the role of volunteer subentities in a regulatory agency. Nonetheless, the State Bar has continued with the measures put in place over the last several years, outlined in last year's budget submission, to address the extraordinary fiscal challenges of not receiving a fee increase in the face of escalating labor costs and increasing operating cost.

The State Bar continued to promote an organizational culture of innovation and mission focus throughout 2019, as it will in 2020. While seeking efficiency in our operations, the State Bar is simultaneously looking to develop innovative ideas to increase access to justice; examining how to modify and improve the bar examination development and grading processes; implementing new systems to prioritize the increasing number of complaints filed against California attorneys; and halting the practices of nonattorneys preying on vulnerable victims.

The 2020 budget projects total revenue of $211.9 million with expenses of $242.5 million. The 2020 General Fund budget projects $94.9 million in revenue with total expenses and indirect charges of $96.2 million. General Fund expenses will exceed revenues by approximately $1.3 million, bringing operating reserves to $15.2 million or 15.9 percent, which is slightly below the Board's Reserve Policy of 60 days operations, or 17 percent. The $1.3 million deficit includes a one-time use of reserves of $1.7 million for enhancements for the State Bar's Case Management System (CMS), offset by a small surplus in other areas.

Overall, General Fund revenues are budgeted to increase by 24 percent or $18.4 million; $16.8 million of which is due to the 2020 licensing fee increase. The additional $1.5 million growth in General Fund revenue stems primarily from additional rental income and a transfer in from the Admissions Fund as reimbursement for expenditures for the Admissions Information Management Systems (AIMS) project.

Expenses and indirect cost reimbursements for 2020 total $96.2 million, an increase of $11.0 million or 12.9 percent over the 2019 budget. This increase was supported by the approved fee bill, including:

1. New Positions in the Office of Chief Trial Counsel,
2. A negotiated 3.5 percent cost of living adjustment,
3. Equitable retiree health benefits for all employees, and
4. Technology projects and replacement of equipment.

For capital improvements, the 2020 budget decreased by $2.3 million from 2019 because the fee bill only allocated $0.8 million for capital improvements in 2020 and the level of existing reserves do not support borrowing against future funding for capital improvements. As noted, the State Bar will be exploring a variety of options to determine how best to utilize the limited funding available to address necessary capital improvements, including elevator maintenance, HVAC, and fire/life safety maintenance.

With respect to other (non-General) Funds, the 2020 budget reflects $119.0 million in revenue and $148.6 million in expenses. Planned reserve spending is primarily stemming from three major funds, including: (1) the draw- down of $11.7 million in Bank Settlement Fund revenues to support legal services grants, (2) the expenditure of Equal Access Fund reserves of $1.6 million, and (3) Legal Services Trust Fund spend down of reserves at $11.2 million. This spend down of reserves will result in a meaningful increase in funding to support critical access to justice efforts throughout the state in 2020. For the Lawyer Assistance Program (LAP), the 2020 fee bill provides a "fee holiday" and reduced the fee from $10 per Active Licensee to $1, and reduced the fee for Inactive Licensees from $5 to $0, necessitating an estimated $2.2 million reduction in the LAP Fund. In the Admissions Fund, there is an anticipated budget deficit of $2.4 million for 2020, comprised of $0.7 million one-time in AIMS remediation costs and a $1.7 million increase in operating expenses. Even with this deficit, the Admissions Fund is projecting ending reserves of $6.1 million or 27.0 percent, which is above the target of 17 percent in the Board Reserve Policy.

Accounting for budgeted reserve spending in 2020, the State Bar anticipates reducing its various Fund balances over the course of the year. Even with these reductions the State Bar projects remaining compliant with a 2016 Board of Trustees' adopted minimum reserve policy for all but one of its funds: the General Fund as of December 31, 2020.

2017-2022 STRATEGIC PLAN UPDATE

FISCAL YEAR 2019 ACCOMPLISHMENTS

In May 2017, the Board of Trustees (Board) of the State Bar of California (State Bar) adopted the current mission statement to declare that “The State Bar of California's mission is to protect the public and includes the primary functions of licensing, regulation and discipline of attorneys; the advancement of the ethical and competent practice of law; and support of efforts for greater access to, and inclusion in, the legal system.” Earlier that same year, the Board adopted the current Five Year Strategic Plan. That plan is reviewed each year, and updated as necessary. The Five Year Strategic Plan sets forth the following five key strategic goals:

Goal 1. Successfully transition to the “new State Bar” – an agency focused on public protection, regulating the legal profession, and promoting access to justice.

Goal 2. Ensure a timely, fair, and appropriately resourced admissions, discipline, and regulatory system for the more than 250,000 lawyers licensed in California.

Goal 3. Improve the fiscal and operational management of the State Bar, emphasizing integrity, transparency, accountability, and excellence.

Goal 4. Support access to legal services for low- and moderate-income Californians and promote policies and programs to eliminate bias and promote an inclusive environment in the legal system and for the public it serves, and strive to achieve a statewide attorney population that reflects the rich demographics of the state's population.

Goal 5. Proactively inform and educate all stakeholders, but particularly the public, about the State Bar’s responsibilities, initiatives, and resources.

To align the work of the State Bar with the goals established in the Strategic Plan, the Board also adopted key objectives to advance each of the five goals. These objectives articulate specific milestones the State Bar would accomplish in support of the goals of Strategic Plan .

The State Bar made significant progress toward achieving the goals of the Strategic Plan during 2019, as described below.

Goal 1: Successfully transition to the “new State Bar” – an agency focused on public protection, regulating the legal profession, and promoting access to justice.

- Implemented the Changes Adopted Following Review of the Subentities - In September 2018 and January 2019 the Board adopted various recommendations to alter the operation of the State Bars committees, commissions, and boards (referred to as subentities). In 2019, among other things, rule changes were adopted to implement those changes; new processes were developed to transition more day-to-day operations to staff; policies were approved by the subentities to guide those operations; working groups were established to develop new guidelines; communications approaches were developed to engage with the law schools; and subentities were transformed into review bodies for certain bodies of work, including moral character determinations and decisions approving or denying applications for reimbursement through the Client Security Fund.

- Separated the Voluntary and Mandatory Components of the Lawyer Assistance Program (LAP) – In 2019 the LAP was separated into a mandatory program – which addresses substance use and mental health issues in the context of disciplinary proceedings or as part of moral character considerations – and a voluntary program, which serves attorneys and law students who proactively seek support for substance use and mental health issues.
- Merged the mandatory LAP with the Office of Probation – The mandatory LAP was also merged with the Office of Probation to align the resources at the State Bar devoted to case-management and attorney supervision, and to set the stage for the 2020 launch of the Attorney Supervision and Assistance Redesign, which is modeled after the evidence-based practice approach in the criminal justice system, and includes the use of a collaborative court model for those with substance use or mental health issues.

Goal 2. Ensure a timely, fair, and appropriately resourced admissions, discipline, and regulatory system for the more than 250,000 lawyers licensed in California.

- Fully Implemented the Odyssey Case Management System – Fulfilling a decades-old recommendation, the State Bar completed its transition from a 1980s, legacy system used by the discipline system to an integrated, web-based case management system. Odyssey provides for more accurate and transparent tracking of discipline cases, supporting the State Bar's efforts to analyze data and implement evidence-based changes to the attorney discipline system. In February, 2019, Odyssey was fully deployed in the Office of Chief Trial Counsel, Probation, and State Bar Court.
- Completed the California Attorney Practice Analysis – To determine if there is proper alignment between the California Bar Exam and the current practice of law, the State Bar launched the California Attorney Practice Analysis (CAPA) to identify the knowledge, skills and abilities required of entry level attorneys in California. Working with consultants from Scantron testing services, the CAPA Working Group completed a study of attorney practice looking at the actual subject matter and skills used by attorneys in different phases of their careers. The results of this study will serve as the basis for future modifications to the Bar Exam including selection of questions, content validation, and cut score analyses.
- Conducted a Study on Disparities in the Discipline System – The study, conducted by a professor from the University of California, Irvine, identified factors that contribute to a disproportionate rate of discipline for nonwhite attorneys. Further research, as well as steps to address these disparities, are planned for 2020.

- Launched an Online Complaint Portal – In conjunction with the full deployment of the Odyssey case management system, the State Bar launched a portal that allows complaints to be filed online, eliminating the need for complainants to print and mail forms. The online complaint form is now available in six languages, with additional languages to be added in 2020.
- Increased Efforts to Combat the Unauthorized Practice of Law (UPL) – The State Bar's Office of Chief Trial Counsel (OCTC) met with District Attorneys' offices across the State to encourage the prosecution of nonattorney UPL cases, seeking collaboration in the identification and prosecution of these cases, and seeking to understand how the State Bar's efforts can be improved to ensure prosecution where appropriate.
- Completed Fingerprinting of Active Attorneys – The State Bar fulfilled the mandate contained in California Rule of Court 9.9.5 requiring that all attorneys be re-fingerprinted by December 1, 2019. More than 99 percent of California's 190,000 active attorneys were brought into compliance with this mandate, allowing the State Bar to track criminal convictions through subsequent arrest notifications from the California State Department of Justice.
- Implemented New Admissions Information Management System (AIMS) – Moving another major function of the State Bar off of a legacy information technology platform, AIMS went live in February 2019. AIMS enables electronic communications and tracking of Bar Exam applications and moral character determinations. AIMS provides a more efficient interface for applicants, law schools, exam graders and State Bar staff and will also allow the State Bar to monitor and track grader performance through the exam cycle. It has enabled the State Bar to begin to decrease wait times for exam results.
- Launched E-Learning Course for Attorneys – The Office of Professional Competence launched an online course, available at no charge to licensed attorneys, to provide training on the significant changes to the Rules of Professional Conduct adopted in late 2018.
- Moved Toward Improved Monitoring of MCLE Compliance – To ensure compliance with MCLE requirements, the State Bar adopted rules which will require all MCLE providers to upload attendance records of MCLE courses. This is designed to improve the current process by which attorneys check a box to indicate compliance with the statutory requirements, subject to annual auditing of a random percentage of attorneys. Prior to adopting the rule changes, the State Bar engaged with MCLE providers to discuss the methods that would be available to allow for the upload, take suggestions for improved processes, and respond to questions.
- Created a Path for the Accreditation of Qualifying Online Law Schools – The State Bar adopted rules allowing accreditation of fully online law schools, providing greater flexibility and access to students whose options were previously limited to registered law schools, which are not required to meet the standards required for accreditation.

- Improved Security For the Bar Exam – Implemented new protocols to ensure the integrity of Bar Exam development, administration, and grading, including:
    - limiting access to exam information in terms of both the number of staff and the time in advance of the exam that it is available;
    - securing online review and scoring of electronic answer files; and
    - establishing secure electronic communications with graders, exam development team, and staff.
- Analysis of Impact of 2-Day Bar Exam – The State Bar completed an analysis of the impact of reducing the length of the Bar Exam from three days to two, specifically focusing on whether overall scores and the passage rate was impacted, whether the scores and passage rates of particular populations were impacted, and whether the reliability of the exam was impacted by shortening the exam and modifying the weighting of the respective sections of the exam. An analysis of the financial and budgetary impacts will be completed in 2020.

Goal 3. Improve the fiscal and operational management of the State Bar, emphasizing integrity, transparency, accountability, and excellence.

- Launched a Telecommute Program for All Staff – Telecommuting provides benefits to the organization and staff, improving employee morale and efficiency.
- Launched Improved Monthly All Staff e-Newsletter – To support shared leadership, improve information sharing with all staff, and highlight key staff accomplishments, the State Bar improved its monthly all staff e-newsletter.
- Launched, Designed, and Configured a New Enterprise Resource Planning System – The State Bar completed the design and configuration of a new, integrated human resources, financial, and procurement system. The new system will replace an obsolete system that was no longer supported by its vendor.
- Enhanced Ability to Collect Discipline Costs and Client Security Fund Reimbursement –The State Bar implemented statutory changes to improve the ability to collect reimbursement from attorneys whose misconduct leads to discipline system costs and/or payouts from the Client Security Fund.

Goal 4. Support access to justice for all California residents and improvements to the state's justice system.

- Completed a California Justice Gap Study – This first-of-its-kind study included a survey of nearly 4,000 Californians, an intake census conducted by legal aid providers, and a law student survey assessing the impact of the cost of law school on access to justice. The findings will allow the State Bar to be more targeted in its efforts to increase access to justice.

- Continued Work of the Task Force on Access Through Innovation of Legal Services (ATILS) – In 2019, the Task Force issued a request for public comment on sixteen options for regulatory reform; considered over 2,800 responses to this request; conducted a public hearing on the proposals; and, conducted 5 town hall meetings with local bar association stakeholders.
- Launched a Leadership Bank Program – The Leadership Bank Program encourages banks to pay higher interest rates on IOLTA accounts, and recognizes those that do. In 2019, the State Bar worked closely with financial institutions holding the largest IOLTA accounts to negotiate higher interest rates, resulting in a 102 percent increase in 2020 IOLTA grants for distribution to legal services providers.
- Distributed Equal Access Funds – The State Bar distributed an additional $20 million in Equal Access Fund monies for homelessness prevention projects; the first $15 million of which was distributed within three months of the appropriation of those funds through the State budget process.
- Distributed Bank Foreclosure Settlement Funds – The State Bar awarded $6.5 million for foreclosure prevention and community redevelopment projects to legal services programs that submitted proposals in response to an RFP.
- Conducted Pathways to Justice Conference – Conducted, with co-sponsorship of the Legal Aid Association of California and the Judicial Council's Center for Families, Children & the Courts, the 2019 Pathways to Justice Conference for more than 400 attendees, providing substantive programming for legal services attorneys, and court-based self-help center staff.
- Modernized Lawyer Referral Services Rules – The State Bar adopted revised rules governing the certification of Lawyer Referral Services, allowing for automated matching of members of the public needing legal services with attorney members of Lawyer Referral Service panels, with a goal of increasing access to legal services.
- Report on Diversity and Inclusion Plan – The State Bar submitted the first Biennial Diversity and Inclusion Action Plan to the Legislature as mandated by Business and Professions Code section 6001.3.
- Developed a Statistical Picture of the Diversity of California Lawyers – The State Bar launched an attorney census in late January 2019, to develop a picture of the state of the profession. Getting data on overall demographics, the demographic makeup of particular legal sectors (private, government, public interest), the relative abilities of people of different demographic backgrounds to advance in their career, and career satisfaction, the attorney census created a rich data set that the State Bar has begun to mine. Three "Bar Briefs" have been published examining pieces of the data, and a more comprehensive report card on the diversity of the profession will be released in early 2020.
- Convened Diversity Summit – The State Bar convened the 2nd Annual Diversity Summit in San Francisco with county bar associations, affinity bar leaders, Diversity and Inclusion Officers from private firms, executives, Council on Access and Fairness (COAF) members, and members of the State Bar's Board of Trustees. The group developed

recommendations for metrics to include in the State Bar's first Diversity Report Card and additional survey questions to roll out for future reporting and to support inclusion efforts across the legal spectrum.

- Updated Attorney Census – The State Bar launched a revised attorney census instrument to improve data collection for 2020 to inform the State Bar about the diversity of the legal profession and the obstacles to diverse attorneys' entry into, retention, and advancement in the legal profession.
- Conducted Law School Survey – The State Bar surveyed law schools to identify programs to improve retention of diverse student and researched best practices for supporting diverse students in law schools.

Goal 5. Proactively inform and educate all stakeholders, but particularly the public, about the State Bar's responsibilities, initiatives, and resources.

- Broadened Outreach to Immigrant Community – The State Bar's Office of Chief Trial Counsel (OCTC) distributed 20,000 posters with information about UPL and how to file a complaint to consulates, the United Farm Workers, and legal and immigration services organizations.
- Launched Admissions e-Newsletter – The State Bar launched an e-newsletter for dissemination of information to law school deans.
- Launched Print-on-Demand Pamphlets – The State Bar developed pamphlets for law enforcement partners, with information about legal services for immigrants and UPL. These pamphlets are available in multiple languages on the State Bar's website.
- Increased Social Media Presence – The State Bar has increased its presence on LinkedIn, Twitter, and Facebook to disseminate information about disciplined attorneys as broadly as possible. The State Bar is also using social media to alert consumers about scams related to disaster assistance, and UPL. Each month the State Bar is also publicizing the resources available for attorneys with substance use and mental health issues.
- Centralized Information for Immigration Assistance – The State Bar developed a page on its website with information in English and Spanish about legal services providers that provide legal assistance for immigration issues.
- Organized Legal Aid Information by County – The State Bar has provided on its website a detailed list of legal aid providers, in English and Spanish, organized by county.
- Improved Public Information - In response to wildfires in Northern and Southern California, the State Bar developed consumer fraud alerts in multiple languages warning the public to watch out for and report potential fraud perpetrated by those posing as lawyers or lawyers taking advantage of vulnerable victims. In addition, the State Bar issued alerts targeting immigrant communities focused on increased reports of fraud stemming from Federal family separation policies and the increased incidence of immigration raids.

OUTLINE OF KEY 2020 INITIATIVES

The Board of Trustees received regular updates regarding Strategic Plan progress during the course of 2019. In January 2020, the Board conducted its annual planning session during which it explored options for improving the fairness and effectiveness of the discipline system. The Board also explored in detail one of its existing objectives – examining the efficacy of paraprofessional programs to increase access to justice. Following the planning session and input received throughout 2019, key 2020 initiatives include the following:

- Work with State Bar staff and the Legislature toward the goal of transitioning voluntary LAP to the California Lawyers Association.
- Adopt consistent, transparent guidelines for moral character determinations, along with decision matrices to provide law students and Bar Exam applicants guidance as to issues taken into consideration by the State Bar.
- Develop a comprehensive set of rules for accrediting California law schools focused around the core principles intended to be achieved by California accreditation.
- Revise rules to support "deemed accredited" status for schools accredited by an institutional accreditor, reducing duplication and costs for law schools.
- Fully implement the Enterprise Resource Planning upgrade of the State Bar's human resources, finance, and procurement modules improving the efficiency, effectiveness, and accountability of the State Bar's administration.
- Recommend changes to the Bar Exam based on results of the California Attorney Practice Analysis and the National Committee of Bar Examiners Job Analysis.
- Conduct a new workload study of the Office of Chief Trial Counsel to create differentiated case weights in response to recommendations by the Legislative Analyst's Office. The workload study will also evaluate the impact of the new case management system and case prioritization protocols on the workload in the Chief Trial Counsel's office, and estimate current resource needs based on the updated workload study.
- Implement the Attorney Supervision & Assistance Redesign project to provide for more appropriate sanctions and oversight of attorneys on probation using evidence-based assessments of attorneys' risks and needs.
- Complete the work of the Task Force on Access through Innovation of Legal Services and submit related recommendations to the Board of Trustees.
- Examine the advantages and disadvantages of the licensure/certification of paraprofessionals in California to help address the justice gap while continuing to ensure public protection. Present recommendations to the Board of Trustees.
- Improve State Bar employee engagement and development opportunities as part of the continued investment in employee engagement. Employee engagement and development efforts include expanded professional development opportunities and the modernization of personnel policies to make the State Bar a more flexible, competitive, and productive employer.

- Identify the focus for an online self-assessment program to assist attorneys in evaluating their practices to minimize the risk of engaging in professional misconduct.
- Launch the online MCLE Provider Course Upload Program, which will allow MCLE providers to submit required MCLE attendance records online.
- Update the short and long term real estate strategy related to ownership and maintenance of the State Bar offices at 180 Howard Street.
- Collect expanded demographic data on law students to support efforts to improve diversity and retention in law schools, and validate the data to ensure the submission of consistent data from all law schools.
- Continue to evaluate and make changes to the bar examination development and grading processes, including consideration of the use of a sampling plan in the selection of bar exam topics; consideration of the CAPA study and its impact on bar exam development; review of recommendations from the Department of Consumer Affairs; evaluation of the differential performance on specific bar exam questions by specific populations; additional identification and implementation of other ways in which diversity and inclusion principles can be institutionalized in bar exam development.
- Devise or acquire implicit and explicit bias training for bar examination proctors and graders.
- Implement remote proctoring of Bar Examination.
- Expand and improve the Productive mindset: Strategies & Stories, assuming the results of the July 2019 intervention continued to demonstrate a positive impact on bar exam pass rates for students who fully participated in the program.
- Increase participation in the Leadership Bank Program to increase legal services revenue.
- Complete Phase II of California Justice Gap Study, specifically focused on Californians with limited English proficiency.
- Publish an annual report on the state of the legal profession.
- Host Diversity Summits by sector (private, government, and nonprofit) to identify and analyze sector specific issues and interventions for diverse attorneys' entry into, retention, and advancement in these respective fields and develop appropriate, targeted interventions.
- Analyze the 2020 attorney census data to identify trends, obstacles, and interventions to improve inclusion and diversity in the legal profession.
- Finalize online consumer legal information, available in multiple languages.
- Continue to enhance efforts to improve the investigation of UPL matters to ensure vulnerable populations are protected.
- Continue to partner with law enforcement to ensure appropriate prosecution of UPL matters.

STATE BAR BACKGROUND

The State Bar of California is a public protection organization committed to transparency, accountability, excellence through lawyer regulation, education and discipline, and support for improvements to the legal justice system. In its capacity as a judicial branch agency, the State Bar operates to ensure that the legal profession serves the people of the state in a manner consistent with the highest standards of professional competence, care, and ethical conduct. It also serves as an administrative arm of the California Supreme Court on all matters pertaining to the admission, discipline, and regulation of California's lawyers.

HISTORY

The California Legislature created the State Bar as a public corporation in the 1927 State Bar Act. The State Bar Act authorized the State Bar, subject to approval by the California Supreme Court, to fix the qualifications for admission to practice law, adopt Rules of Professional Conduct, and conduct disciplinary proceedings. The State Bar Act also authorized the State Bar to aid in the administration of justice. In 1960, the electorate added the State Bar to the California Constitution. That provision, as amended in 1966, provides: "The State Bar of California is a public corporation. Every person admitted and licensed to practice law in this State is and shall be a member of the State Bar except while holding office as a judge of a court of record."

In 2011, the California Legislature amended the State Bar Act to make public protection "the highest priority for the State Bar of California and the Board of Trustees in exercising their licensing, regulatory, and disciplinary functions." (Business and Professions Code section 6001.1) Consistent with a statutory change effective January 1, 2018, functions and activities outside of the core mission of the State Bar were transferred to a new, private, nonprofit corporation (See Stats. 2017, ch. 422.). The sole focus of the State Bar is now on its regulatory function. Consistent with this shift in focus and priorities, the Board of Trustees adopted a new State Bar Mission Statement, which reads:

"The State Bar of California's mission is to protect the public and includes the primary functions of licensing, regulation and discipline of attorneys; the advancement of the ethical and competent practice of law; and support of efforts for greater access to, and inclusion in, the legal system."

BOARD OF TRUSTEES

The State Bar's governing body, the Board of Trustees, meets regularly to consider organizational, policy, and regulatory matters.

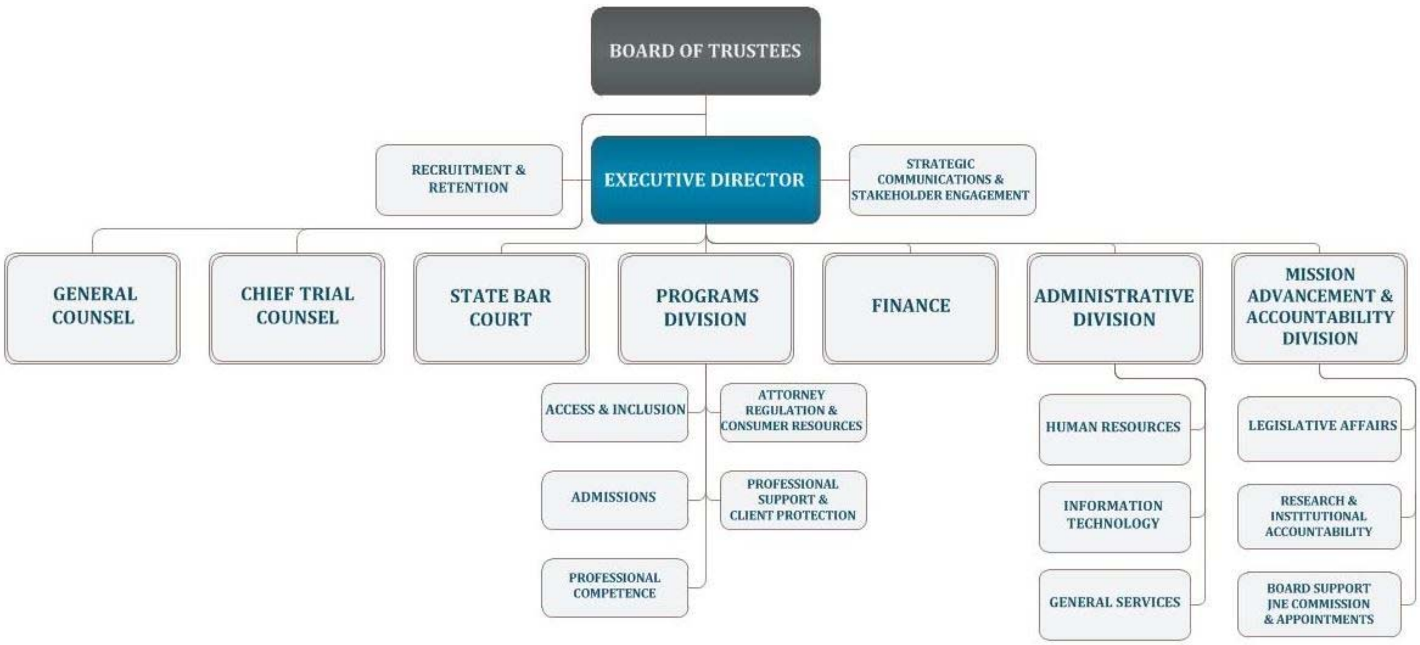
The Board is comprised of 13 trustees, including:

- Five attorneys appointed by the California Supreme Court, who will serve four-year terms;
- Two attorneys appointed by the Legislature, one by the Senate Committee on Rules and one by the Speaker of the Assembly; and
- Six "public" or nonattorney members, four appointed by the Governor, one by the Senate Committee on Rules and one by the Speaker of the Assembly.

ORGANIZATIONAL STRUCTURE

The Board of Trustees guides policymaking for the State Bar. The State Bar's Executive Director, Chief Trial Counsel, and General Counsel report directly to the Board of Trustees. The Executive Director, through and with the State Bar's Leadership Team[1] is responsible for ensuring that the organization fulfills its mission and achieves the specific goals outlined in the State Bar's strategic plan.

The organizational chart illustrates the State Bar's oversight structure:



LICENSEES

With over 250,000 licensed attorneys, the State Bar of California is the largest State Bar in the country. To practice law in California attorneys must pass the California Bar Examination, meet moral character requirements, satisfy triennial Minimum Continuing Legal Education (MCLE) requirements, and pay annual licensing fees to the State Bar.

[1] In addition to the Executive Director, the Leadership Team is comprised of the General Counsel, Chief Trial Counsel, Chief of Programs, Chief Financial Officer, Chief Administrative Officer, and Chief of Mission Advancement and Accountability.

FISCAL 2020 BUDGET OVERVIEW

SOURCES OF FUNDS

The State Bar's 2020 Adopted Budget reflects $211.9 million in total revenue and $242.4 million in total expenses. The graphs and tables below report the major revenues and expenses budgeted in 2020. Variances in budgeted amounts compared to the prior year are discussed below.

Figure 1 shows the composition of sources of funding for 2020. Mandatory fees are the largest source of revenue for the State Bar.

Figure 1: Break-out of 2020 Projected Revenues

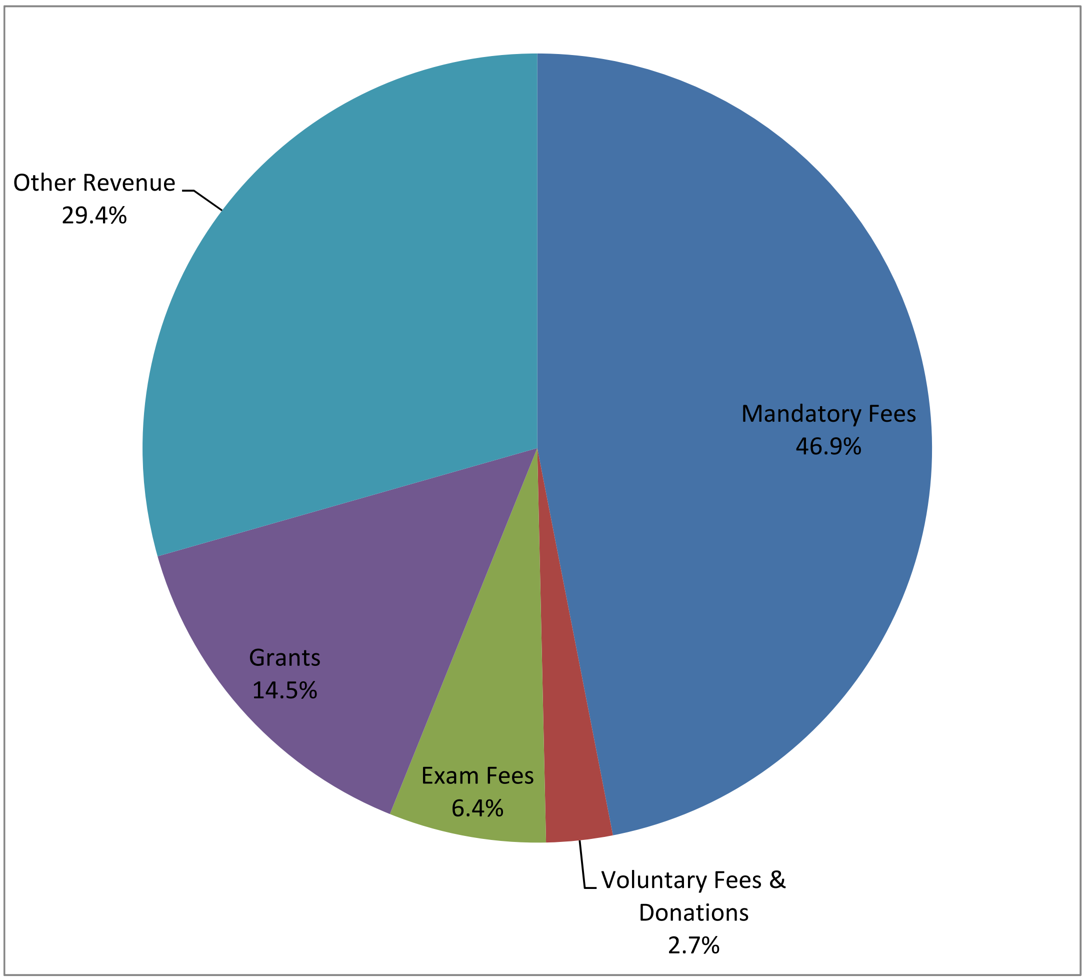


Table 1 provides a detailed breakdown of 2019, 2020, and 2021 projected revenues by funding source.

Table 1: Comparison of Revenue Budget

	2019 Budget	2020 Budget	2021 Forecast
Mandatory Fees	$76,567,300	$99,448,446	$101,834,930
Voluntary Fees & Donations	8,428,200	5,751,700	5,780,459
Exam Fees	13,935,300	13,658,480	13,658,480
Grants	25,857,400	30,701,985	30,701,985
Other Revenue	42,636,900	62,350,814	62,311,512
Total Fund Sources	**$167,425,100**	**$211,911,425**	**$214,287,365**

Mandatory Fees

Active attorneys must pay $497 annually to maintain their license. This includes a $25 discipline fee, an $80 client security fee, and a $1 lawyer assistance fee. Attorney licensing fees are set by the Legislature annually.

Grants

Grants include revenue received by the State Bar from a variety of agencies and other sources. Grants are administered through the Equal Access Fund, which is aimed at helping Californians who need legal services, but cannot afford to hire a lawyer. The adopted budget represents a 19 percent increase from 2019 grants revenue.

Exam Fees

Exam fees, which are housed in the State Bar's Admissions Fund, include revenue from the First-Year Law Students' Examination and the California Bar Examination. The adopted budget represents a 2 percent decrease from 2019 exam fee revenue, resulting from an expected 2 percent decrease in the number of applicants from 2019 to 2020.

Voluntary Fees and Donations

The State Bar also generates revenue through voluntary fees from licensees, and donations. Voluntary fees and donations fund specific program areas including the Legal Services Trust Fund, Elimination of Bias Fund and Legislative Activities Fund. The 2020 adopted budget represents a 32 percent decrease from the prior year's voluntary fees and donations revenue, due to an assumption that mandatory fee increases will negatively impact voluntary donations.

Other Revenue

In addition to the funding sources outlined above, the State Bar generates revenue from a host of other sources and services provided, including student registration fees, law school accreditation, penalty and late fee assessments, the Interest on Lawyers' Trust Account (IOLTA) program, certificates of good standing, moral character fees, insurance commissions, lease revenue, and interest income. The budget for 2020 has been adjusted to reflect an increase based on actual revenue received in 2019 attributable to a significant increase in IOLTA revenue.

USE OF FUNDS

State Bar Divisions and Offices are responsible for implementing the State Bar's Strategic Plan. They include: the Office of the Executive Director; the Office of the General Counsel; the Office of Chief Trial Counsel; State Bar Court; the Office of Recruitment and Retention; the Office of Finance; the Mission Advancement and Accountability Division, which includes the Office of Board and Committee Support, the Office of Strategic Communications and Stakeholder Engagement, and the Office of Research and Institutional Accountability; the Programs Division, which includes the Office of Admissions, the Office of Attorney Regulation & Consumer Resources, the Office of Professional Support & Client Protection, which includes the Lawyer Assistance Program, Probation and the Client Security Fund, the Office of Access & Inclusion, and the Office of Professional Competence; and the Administrative Division, which includes the Office of General Services, the Office of Human Resources, and the Office of Information Technology.

A brief overview of each, along with key specific revenue, expense, and personnel data, is provided in the State Bar Operations Budget Detail section of this document.

Table 2 below outlines the operating budget by expense type for 2020 and the 2021 forecast.

Table 2: State Bar Expenses by Cost Type

	2019 Budget	2020 Budget	2021 Forecast
Personnel Expense	$86,011,700	$96,875,512	$98,813,022
Services	20,319,800	23,066,047	22,788,618
Legal Services Grants	62,670,700	98,463,237	100,432,502
Supplies and Equipment	9,089,000	8,798,330	8,974,297
Other Expense	2,263,400	2,653,404	2,706,472
Debt Service	695,100	695,100	709,002
CSF Payments	6,899,800	13,599,990	13,871,990
Reimbursements	(1,485,000)	(1,685,000)	(1,718,700)
Total Expenses	**$186,464,500**	**$242,466,620**	**$246,577,203**

Personnel Expenses

Personnel expense includes salary and benefits, supplemental staffing, employee health care, and retirement. These expenses total $96.9 million of the State Bar's 2020 budget. The adopted budget represents a 13 percent increase from the prior year. These increases are attributable to additional FTEs, cost-of-living adjustments, and health care and retirement increases.

Services

Services expense includes professional services, other outside services, exam graders, and exam proctors. Services account for $23.1 million of the State Bar's 2020 Budget. The adopted budget represents a 14 percent increase from the prior year services expenses, occurring primarily in the Professional Services accounts for Information Technology projects.

Legal Services Grants

Legal services grants represent distribution of grants generated through the Interest on Lawyers' Trust Account program, Equal Access Fund, and bank settlements. Legal Services Grants account for $98.5 million of the State Bar's 2020 Budget. These expenses represent a 57 percent increase in 2020 compared to the prior year, primarily due to increases in the Legal Services Trust Fund grant distribution.

Supplies and Equipment

Supplies and equipment expense includes exam and software licensing, supplies and postage, computers and software, buildings and equipment, and telecommunications. This category accounts for $8.8 million of the State Bar's 2020 budget. The adopted budget represents a 3 percent decrease from the prior year's Supplies and Equipment budget.

Other Expenses & Client Security Payments

Other expenses primarily consist of Client Security Fund payments, followed by travel and training. These expenses account for $16.3 million of the State Bar's 2020 budget. The adopted budget represents a 77 percent increase from prior year costs, resulting from an expected increase in Client Security Fund payouts.

Debt Service

In 2012 the State Bar acquired a real property located at 845 South Figueroa Street in Los Angeles and entered into a 15- year loan agreement in the amount of $25.5 million with Bank of America. The annual interest rate on this loan is 4.26 percent and the outstanding loan balance as of December 2019 is approximately $15.6 million.

In 2016, the State Bar entered into a 10-year loan agreement with Bank of America for $10 million for the purpose of refinancing the costs of tenant improvements of its 180 Howard Street building in San Francisco. These improvements are needed in order to restore vacant floors to lease-ready status. The annual interest rate on this loan is 4.26 percent and the outstanding balance as of December 2019 is approximately $6.9 million.

Annual interest expense for these loans is approximately $0.9 million for 2020; the costs are charged to individual program funds through indirect cost allocation based on space occupancy.

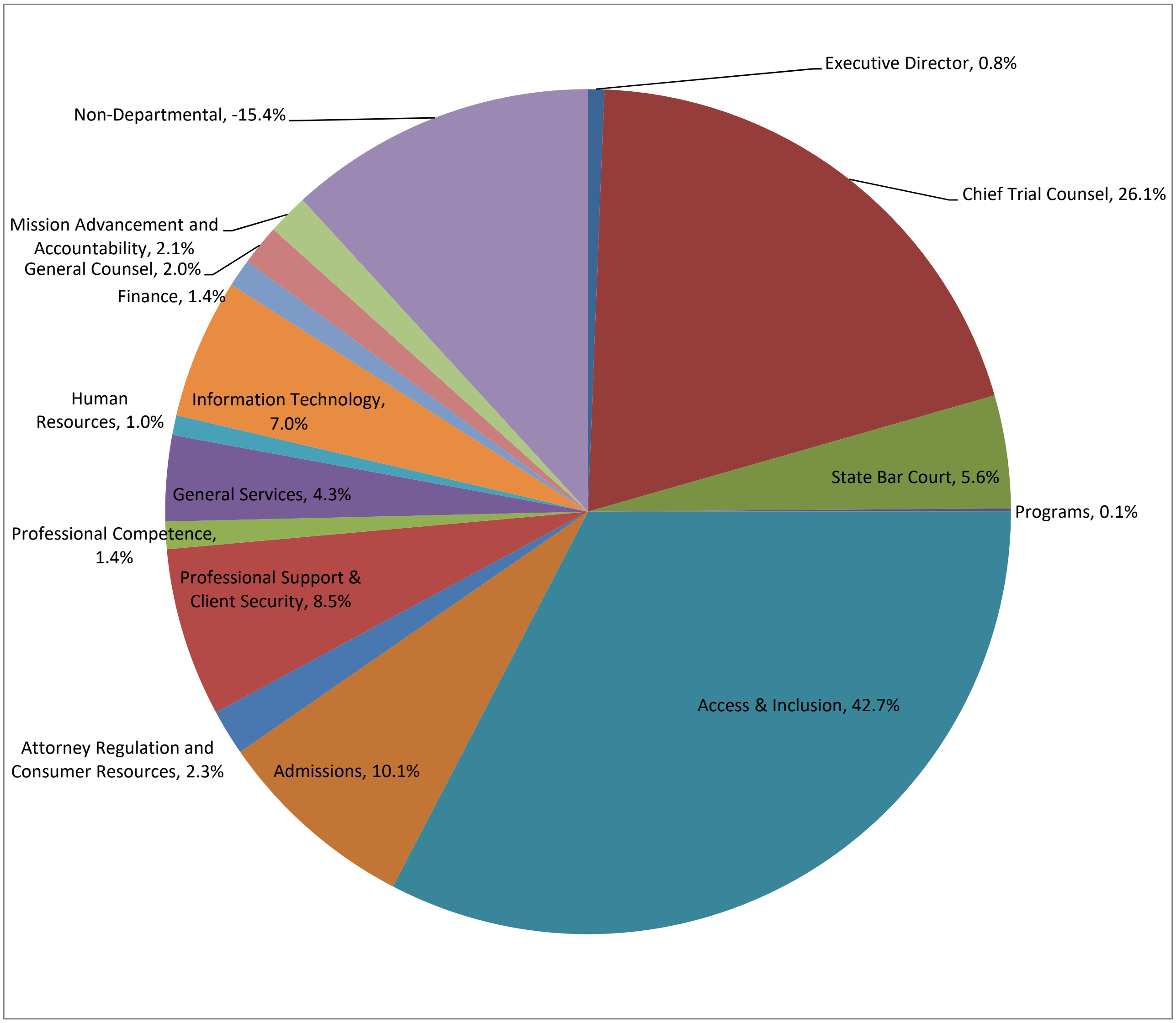
Depreciation

Depreciation is not shown as part of the operating budget. Starting in 2018, depreciation is recorded on capital projects and investments at the end of the fiscal year.

Total Operating Budget

Figure 2 illustrates the composition of operating expenditures, by office. Access & Inclusion comprises 43 percent of total expenditures, due to a planned spend-down of a large bank settlement grant, and high levels of trust fund revenue. The Office of Chief Trial Counsel represents 26 percent of operating budget expenditures. Together these two offices comprise a little over two-thirds of the State Bar's operating budget.

Figure 2: Operations Budgets

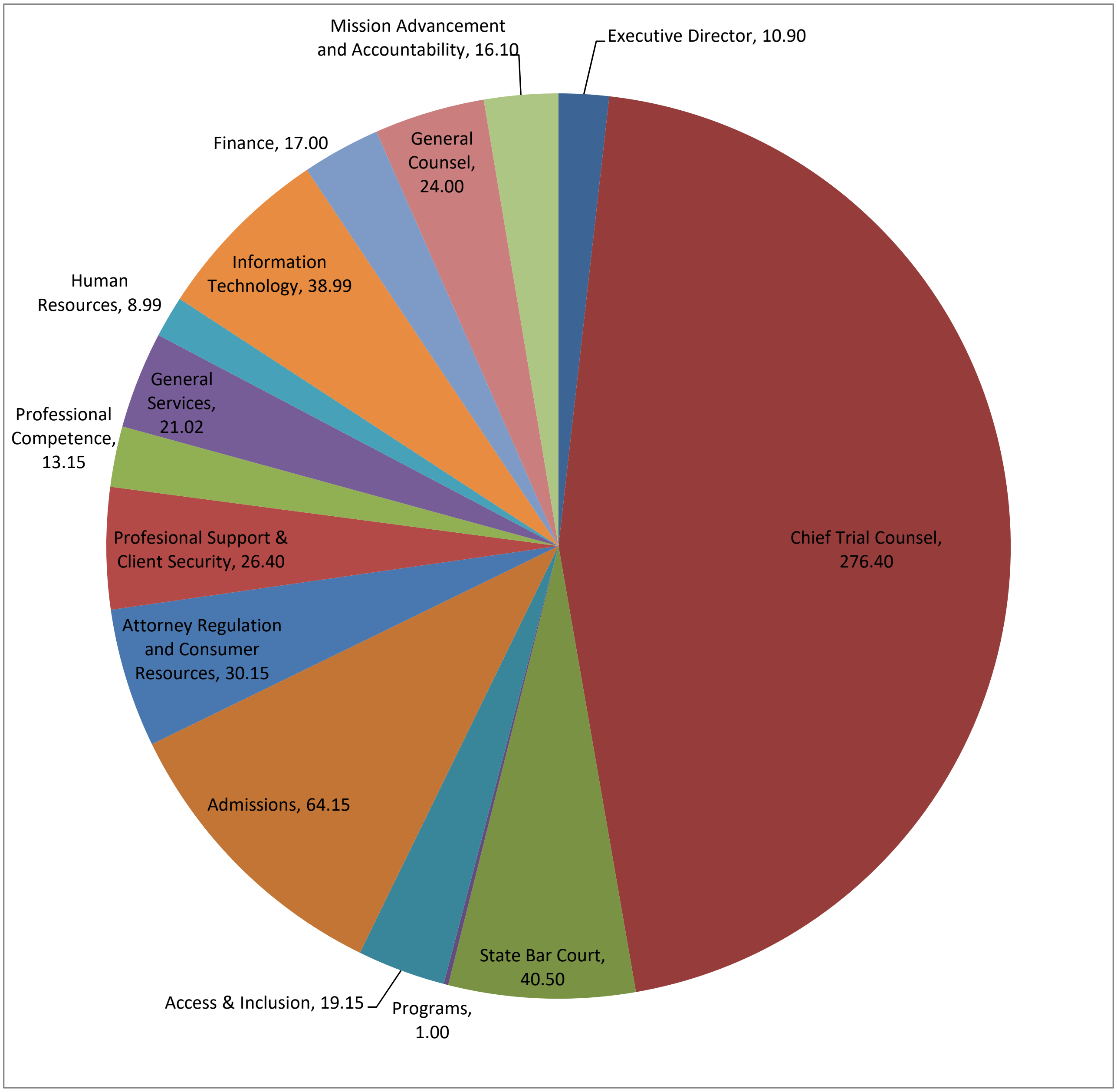


Total Staffing for 2020

The 2020 adopted budget funds 607.9 full-time equivalent positions, compared to 582.83 budgeted for 2019.

Figure 3 below illustrates the distribution of FTEs across the State Bar. Details are provided in the Budget Detail section of this document.

Figure 3: Distribution of Full Time Employees



Staffing History

Table 3 shows a three-year history of staffing. The 2020 budget has an increase of 25 total FTEs, with 21 new funded FTEs in the Office of Chief Trial Counsel and two new funded FTEs in State Bar Court.

Table 3: Three-Year Staffing History

Division/Office	2018	2019	2020
Access & Inclusion	19	19	19
Admissions	69	65	64
Attorney Regulation & Consumer Resources	24	29	30
Chief Trial Counsel	253	256	277
Executive Director	10	8	11
Finance	16	17	17
General Counsel	23	24	24
General Services	22	22	21
Human Resources	13	7	9
Information Technology	31	34	39
Mission Advancement & Accountability	21	24	16
Professional Competence	11	13	13
Professional Support & Client Protection *	26	26	26
Programs	-	-	1
Special Projects	7	1	-
State Bar Court	43	39	41
Total FTE	588	583	608

** Office of Professional Support & Client Protection includes: Client Security, Lawyer Assistance Program, Probation*

BUDGET ASSUMPTIONS

The 2020 budget reflects the following significant assumptions:

Mandatory Licensee Fees & Voluntary Donations

Budgeted licensee fees and voluntary donations, excluding late penalties, total $105.2 million, as compared to $85.0 million in the 2019 adopted budget, reflecting a $20.2 million increase. This increase reflects an increase of $22.9 million in mandatory fees resulting from the 2020 licensing fees, offset by an anticipated reduction of $2.7 million in voluntary donations.

Personnel Expense

Personnel expense is the largest single component of the State Bar's costs. The 2020 personnel expense budget increased by $10.9 million, or 13 percent, from $86.0 million in 2019 to $96.9 million. The increase is due to additional FTEs, cost-of-living adjustments, and the extension of retiree health care to all employees.

Affinity and Insurance Program Revenues

The 2018 Fee Bill redirected virtually all of the State Bar's affinity and insurance program revenue. In 2019, revenue received from insurance programs was split as follows: 25 percent to California Change Lawyers, 25 percent to qualified legal services projects and support centers, and 50 percent to support discipline functions of the State Bar or the Client Security Fund

Pursuant to Business and Professions Code section 6141.3 (c), the first $150,000 of all revenue from noninsurance affinity programs and insurance programs received in 2020 and 2021 will go to the California Commission on Access to Justice. Any additional revenue, after administrative costs are deducted, will be distributed as follows: one third to the California Lawyers Association; and, two thirds to California Change Lawyers, which will distribute its portion of the revenue as specified in section 6141.3(c)(2).

Professional Services, Temporary Help

Zero-based budgeting continues in 2020 for professional services and temporary help line items. Professional service expenses are budgeted at $7.9 million, up from last year's budget of $5.5 million; the increase occurs primarily in IT-related projects. Temporary help expenses are budgeted at $1.6 million, similar to last year's budget.

Legal Specialization Fund

The 2018 budget reflected a $1 million loan from the Legal Specialization Fund to the Admissions Fund to finance a portion of the Admissions Information Management System (AIMS). The loan is being repaid to the Legal Specialization Fund in equal installments of $100,000 over 10 years, beginning in 2019. The second installment is included in the 2020 budget.

Capital Maintenance

The State Bar has a multiyear capital improvement program in place to ensure that its 180 Howard Street headquarters building operates safely and efficiently and complies with updated building codes. Due to the structure of the funding for capital improvements, and the limited fee increase to support replenishment of the State Bar's reserves, building improvements budgeted in 2020 total only $725,000, despite the current Five-Year Capital Improvement Plan.

Indirect Cost Allocation

Direct costs are those that can be specifically identified with a particular operational area. For the State Bar, this include functions such as Executive Director, Chief Trial Counsel, State Bar Court, the Mission Advancement and Accountability Division, Admissions, Attorney Regulation & Consumer Resources, Access & Inclusion, Professional Competence, Lawyer Assistance Program, Probation, Client Security Fund, and General Services.

Indirect costs are not readily identifiable with a specific operating program, but rather, are incurred for a joint purpose that benefits more than one program. Common examples of indirect costs include finance, human resources, recruitment and retention, information technology, insurance, and building maintenance.

Although indirect costs are generally not readily identifiable with specific programs, their costs are allocated to programs via various allocation bases, so that program costs will be more accurately reflected in the State Bar's financial data.

The total amount of the 2020 indirect cost pool, to be allocated to programs, is $38.6 million compared to $35.6 million in the 2019 budget. The table below provides detail on both the indirect cost pool components, and amounts charged to individual funds.

Fund	2019 Budget	2020 Budget	2019 vs 2020
Admissions	5,420,600	5,236,698	(183,902)
Bank Settlement	31,801	58,525	26,724
Client Security	581,746	886,175	304,429
Elimination of Bias	58,105	131,294	73,189
Equal Access	16,837	325,777	308,940
General Fund	27,283,848	30,359,191	3,075,343
Justice Gap	6,965	4,226	(2,739)
Lawyer Assistance Program	483,430	547,890	64,460
Legal Specialization	743,259	439,485	(303,774)
Legal Services Trust	845,651	421,506	(424,145)
Legislative Activities	135,500	171,302	35,802
	35,607,742	**38,582,069**	**2,974,327**

Indirect Cost Pool	2019 Budget	2020 Budget	2019 vs 2020
General Svcs. - LA	3,975,105	4,560,064	584,959
General Svcs. - SF	5,601,811	5,084,840	(516,971)
Licensee Billing	425,611	508,862	83,251
Building/Capital Improve.	2,743,980	507,500	(2,236,480)
General Counsel	4,544,739	4,903,586	358,847
Ex. Dir./BOT/Comm	3,533,071	4,419,116	886,045
Information Technology	9,167,692	13,297,554	4,129,862
Non-Departmental	15,416	0	(15,416)
Human Resources	2,453,232	2,412,337	(40,895)
Finance	3,147,233	2,888,220	(259,013)
	35,607,890	**38,582,079**	**2,974,189**

Information Technology Projects

2020 information technology projects include various implementation efforts, including the Oracle financial software upgrade (ERP System), upgrades to the Odyssey Case Management System (CMS), and security upgrades.

Lawyer Assistance Program

Budgeted expenses in the Lawyer Assistance Program (LAP) increased to $2.5 million in 2020 from the $2.0 million budgeted in 2019. Because of a fee holiday in the recent fee bill, budgeted revenue will only be $0.3 million, of which $0.2 million will be provided to The Other Bar to fund voluntary support for lawyers. With the reduction in revenues, the Lawyer Assistance Program will be spending down part of its existing fund balance in 2020.

Use of Reserves

Budgeted revenues are $213.8 million, with $30.9 million funded from reserves. The $30.9 million assumes reserve funding is composed of $29.6 million of non-General Fund amounts collected in prior years that will be spent in 2020, and $1.6 million for upgrades to the State Bar's case management software that staff recommends be financed from General Fund reserves.

The following table is a listing of funds using reserves, with the amounts, the projected ending percentage, if applicable, and the purpose for the use of reserves.

Fund Name	Use of Reserves	Ending %	Purpose
General	-$1,326,400	15.9%	One-Time (CMS-IT)
Admissions	-$2,390,400	27.0%	Operating & One-Time
Bank Settlement	-$11,695,600	NA	Planned Spend Down – Grants
Client Security	-$10,600	18.4%	Operating
Elimination of Bias	-$105,900	53.6%	Planned Spend Down to Target
Equal Access	-$1,637,900	NA	Planned Spend Down – Grants
Justice Gap	-$81,000	NA	Planned Spend Down – Transfer Out
Lawyer Assist. Program	-$2,172,100	59.3%	Fee Holiday 2020
Legal Services Trust	-$11,164,400	NA	Planned Spend Down – Grants
Legislative Activities	-$133,200	38.8%	Planned Spend Down to Target

The State Bar received $44.7 million in Bank Settlement funds in 2016. In 2020, $11.8 million is budgeted to be spent from these funds to support legal services initiatives focused on foreclosure prevention and community economic development. For Equal Access and Legal Services Trust Fund, the $1.6 and $11.2 million are planned spend downs of reserves from the prior years.

2021 Projected Budget

The State Bar provides a projection for year two in the budget as part of the legislative submittal. For the 2021 Projected Budget figures included in this report, conservative assumptions were made that revenue and expense items would only change from 2020 in the range of 0-2 percent.

BUDGET DEVELOPMENT PROCESS

BUDGET CALENDAR

The State Bar's budget process begins with preliminary revenue and expense projections for the upcoming budget year. Then, under the direction of the Chief Financial Officer (CFO), the Office of Finance issues budget instructions containing detailed guidance on the preparation of budget requests. Offices prepare budget requests and submit to the Office of Finance for review.

The Office of Finance reviews the budget requests, compares against projected revenues, and prepares the budget document. With the approval of the Executive Director, the State Bar's proposed budget is presented to the Board of Trustees for adoption in January.

Beginning in 2019, the Office of Finance submits only the final version of the budget to the Legislature by February 28.

BUDGET DEVELOPMENT

Each year, the State Bar's budget is prepared in accordance with Business and Professional Code section 6140.1. The State Bar's Budget Policies and Procedures Manual documents in detail budget preparation, formulation, submission and approval processes. The budget expresses, in terms of dollars, the funded programs and plans of the State Bar for the budget year and the estimated income by sources necessary to finance these programs and plans. The budget is the primary instrument of fiscal control and, accordingly, contains all income and expenses of the State Bar. The State Bar's strategic plan provides the framework for the annual budget formulation and process.

Revenue included in the annual budget are estimates. Unlike expense accounts, revenue accounts are not budgets subject to adoption. Revenue estimates may be adjusted from time to time to reflect additional information as it becomes available or to correct technical or clerical errors.

The Office of Finance is responsible for the development and monitoring of the State Bar's annual operating budgets. It prepares the annual budget submission to the Board of Trustees and Legislature; fulfills internal and external budgeting reporting requirements; processes budget transfers and funding requests for new initiatives; reviews and monitors capital budget requests; and provides financial analyses for Offices and the Board.

BUDGET MANAGEMENT

The Office of Finance is responsible for monitoring budget spending on a monthly basis. It conducts analytical studies to support the planning and budget development processes and produces management information related to the State Bar's operations. The Office of Finance strives to create efficient and productive methods of budget preparation, using sound budget and management practices, financial planning that supports management decision making, developing innovative solutions to challenging problems, and ensuring the State Bar's budget is aligned with the State Bar's Strategic Plan.

All the State Bar's basic financial statements are prepared in accordance with Generally Accepted Accounting Principles as prescribed by the Governmental Accounting Standards Board.

BUDGET VARIANCES AND ADJUSTMENTS

The State Bar's Board of Trustees Policy Manual and Budget Policies and Procedures Manual set guidance for budget control and amendment. Quarterly financial reports and midyear forecasting and budget-to-actual variance reports are required to be presented to the Board of Trustees for review.

A significant variance is defined in the Board Policy Manual as a year-to-date budget-to-actual variance that is greater than $100,000 over the budgeted line item. When significant variances arise, the Office of Finance is responsible for investigating and identifying such items and activities. Corrective actions and reporting to the Board of Trustees are necessary depending on the extent to which the variances impact overall expenditure authority.

WORKLOAD MEASURES AND PERFORMANCE METRICS

In 2019, the State Bar implemented new Performance Metrics throughout the organization. Performance measurement provides a quantifiable way, via specific performance metrics, for organizational leaders to recognize successes and areas needing improvement. It allows policymakers, management, staff, stakeholders, and the public to build trust in leadership and see the results of ongoing efforts. Effective performance measures can also help streamline existing processes, encourage collaboration across offices, and allow organizational leaders to better manage limited resources to increase impact and plan for future growth.

Workload measures, reflecting the volume of work performed by an Office or functional area of the State Bar, will continue to be important data points to capture. Workload measures were introduced in the 2017 budget. After the performance metrics were completed, the workload measures were reviewed to assess continued relevancy in a "performance metrics" environment; only a limited number of workload measures will be reported. Because these workload measures and performance metrics are presented, in public materials, at every Board meeting, they are no longer included in the budget submission. The workload measures and performance metrics that will be reported to the Board of Trustees on March 12, 2020 include annual measures, quarterly measures through Q4 2019 and monthly measures for December 2019 and January 2020.

FUND STRUCTURE AND FINANCIAL POLICIES

The State Bar's financial policies and fund structure are designed to manage financial risk and ensure the State Bar is funded in the event of revenue changes. This section describes fund structures and significant financial policies.

FUND STRUCTURE

The State Bar's budget represents a complex mix of 21 funding sources supporting over 40 distinct functions within the organization. Pursuant to Board action in 2015, each of these sources is categorized into one of three Fund types:

- General Fund (renamed from Consolidated General Fund in June 2017): This Fund accounts for spendable financial resources that can generally be used to support most aspects of the State Bar's operations.

- Restricted Fund Group: These funds account for activities and financial resources that can only be used for specific purposes. Sometimes these constraints are imposed externally, through state statute. The State Bar has nine funds in this group:
    - Bank Settlement Fund
    - Client Security Fund
    - Elimination of Bias Fund
    - Equal Access Fund
    - Justice Gap Fund
    - Lawyer Assistance Program Fund
    - Legal Services Trust Fund
    - Legal Specialization Fund
    - Legislative Activities Fund

- Special Revenue Fund Group: These funds account for the proceeds of specific revenue sources that are restricted or committed to specified purposes. The State Bar currently has one fund in this group:
    - Admissions Fund

The primary source of funding for the General Fund is fees paid by licensees of the State Bar, as authorized annually by Business and Professions Code section 6041. Accordingly, the State Bar's discipline system, and the majority of the administrative functions supporting that system, are funded by the General Fund.

Restricted Funds are primarily generated through either separate statutory authority (for example, the Client Security and Lawyer Assistance Program Funds), or grant or settlement sources. Special Revenue Funds are self-supporting and sustained by fees paid by licensees or applicants that are set by the Board. While Restricted and Special Revenue Funds differ in their underlying revenue sources, neither is used to support General Fund activity, other than as charged for administrative support services through the allocation of indirect costs.

ACCRUAL BASIS ACCOUNTING

The State Bar utilizes the accrual basis of accounting for its Enterprise Fund, which reports all business-type activities in the General Fund, the Restricted Fund Group and the Special Revenue Fund Group. Under the accrual basis of accounting, licensee fee revenues and other fees are recognized in the period earned rather than when collected. Expenses are matched with the related revenues and are recognized in the period that the liability is incurred, regardless of the timing of the related cash flows.

Basis of budgeting refers to the method used for recognizing revenues and expenditures in budget. For budgetary purposes, the State Bar utilizes the modified accrual basis of accounting for all program funds, with budgetary control set at the cost center and expenditure category levels within each Office budget. The modified accrual basis of accounting is different from the accrual basis of accounting accepted under Generally Accepted Accounting Principles (GAAP). Depreciation expense is not included as a budgeted expense since it does not use spendable resources. Debt principal and capital outlay are also expensed under the modified accrual basis which is not in accordance with GAAP.

RESERVES

The State Bar adopted a new fund structure in 2015 and revised its Reserve Policy the following year. The fund structure, which utilizes the concept of "fund balance" for Enterprise Funds under GAAP and the Governmental Accounting Standards Board Statement No. 54, establishes a fundamental framework for the Reserve Policy in defining the classification of reserves in each program fund. Under the Reserve Policy, the State Bar is required to maintain a net minimum reserve balance that equates to two months--or a level of 17 percent--of operating expenses for all non-grant funds.

Funds subject to the policy are the General Fund, Legislative Activities Fund, Elimination of Bias Fund, Lawyer Assistance Program Fund, Legal Specialization Fund, and Admissions Fund. Whenever reserve levels surpass 30%, for a consecutive six-month period, a reserve spend-down plan shall be developed in accordance with the principles stated in the Reserve Policy.

Excluded Minimum Target Reserve Funds include the Grant, Legal Services Trust, Equal Access, Justice Gap, and Bank Settlement Funds.

For purposes of the Minimum Reserve Target, operating expenses of the Client Security Fund shall exclude application payouts.

PROCUREMENT

Purchase of goods and services are managed under a procurement system utilizing purchase requisition and purchase orders. The State Bar currently does not use encumbrance accounting. As a result, unfilled purchase orders and outstanding contractual obligations at year-end are not classified as commitments for financial statement presentation. Budget control is set at the cost center and expenditure category levels. Unspent budget appropriations lapse at each fiscal year-end.

INVESTMENT POLICY

It is the policy of the State Bar of California to invest public funds in a manner which will provide the maximum security with best investment return, while meeting the daily cash flow demands of the State Bar and conforming to all state statutes governing the investment of public funds and all resolutions of the Board of Trustees. The State Bar's investment policy applies to all financial assets under direct control of the State Bar, including all funds accounted for in the State Bar quarterly report to the Board and include the General Fund, Restricted Funds, and other funds that may be created from time to time. The State Bar holds no pension trust funds for which it is accountable. The State Bar utilizes an independent third party custodian to provide custodial services on all its investments.

Under the investment policy, the State Bar's investment portfolio will remain sufficiently liquid to enable the State Bar to meet all operating requirements that might be reasonably anticipated. The State Bar's investment policy is designed to attain a market rate of return throughout budgetary and economic cycles, commensurate with the State Bar's investment risk constraints and the cash flow characteristics of the portfolio. Investments are made with the intent to hold to maturity unless the liquidity needs of the portfolio require that the security be sold or a capital gain be realized in a manner that better positions the overall portfolio in achieving investment policy goals.

The CFO is designated as the official with responsibility for authorizing the sale or liquidation of investments in advance of their scheduled maturity dates. The CFO makes quarterly reports to the Board of Trustees on the status of the State Bar's investment portfolio. These reports include information as to the type of investment, the amount of money invested with various institutions, market value for securities with a maturity of more than 12 months, purchase and maturity dates, rate of interest, and statement of portfolio liquidity, as required by California law.

Under the policy, employees shall disclose any financial interests as required by the Conflict of Interest Code for Designated Employees of the State Bar of California and the Conflict of Interest Code for the State Bar Board of Trustees. All persons authorized to place or approve investments shall report annually on Form 700 of the California Fair Political Practices Commission all required economic interests for that year.

CASH RECEIPTS POLICY

The State Bar's Cash Receipts Policy provides uniform procedures and guidelines for the collection, custody, reporting, and deposit of cash receipts. The procedures have been established to encourage an effective administration and internal control of cash handling operations to meet the State Bar's objectives: to deposit cash timely, record cash collections accurately and consistently, and minimize cash delivered directly to State Bar.

STATE BAR OPERATIONS BUDGET DETAIL

This section provides a detailed description of each operating area of the State Bar of California. The profiles include:

- Overview
- Division or Office objectives
- Organizational structure
- 2019 accomplishments
- 2020 objectives
- Adopted budget expenditures by cost type[1]
- Staffing requirements

OPERATING AREA PROFILES

The table below provides a summary comparison of the 2019 budget to the 2020 budget by operating area. Additional information on each operating area is provided in the operating detail that follows.

Bar Expenses by Operating Area

Expenses	2019 Budget	2020 Budget
Executive Director	$1,654,600	$1,944,150
Chief Trial Counsel	53,074,400	63,309,621
State Bar Court	12,777,800	13,690,010
Programs	32,900	348,689
Access & Inclusion	67,610,900	103,572,910
Admissions	23,860,900	24,559,273
Attorney Regulation and Consumer Resources	6,115,200	5,536,872
Professional Support & Client Security	12,179,600	20,505,227
Professional Competence	3,804,800	3,320,897
General Services	10,050,300	10,411,354
Human Resources	2,242,000	2,433,281
Information Technology	11,841,400	16,993,475
Finance	3,574,000	3,358,074
General Counsel	4,649,000	4,929,394
Mission Advancement and Accountability	4,427,800	4,973,735
Non-Departmental	(31,089,100)	(37,080,298)
Total Expenses	**$186,806,500**	**$242,806,664**

OFFICE OF THE EXECUTIVE DIRECTOR

OVERVIEW

The Office of the Executive Director (OED) is responsible for ensuring that the State Bar achieves the goals and objectives outlined in the Bar's Strategic Plan; the OED is responsible for supporting the Board of Trustees and overseeing State Bar staff to this end.

The OED provides support and direction regarding personnel administration, budget, facilities, and all other management related matters. In its leadership role, the OED establishes and effectuates operational and programmatic oversight. The OED establishes Bar-wide operating policies and procedures and communicates and reinforces those policies and procedures with all staff. The OED leads the State Bar's efforts to ensure accountability for the use of resources and compliance with mandates, statutes, rules, and other requirements.

Office Objectives

- Ensure that the State Bar achieves the goals and objectives outlined in its Strategic Plan.
- Ensure that the State Bar is an accountable and transparent organization.
- Ensure the responsible use of funds.

Organizational Chart

Fiscal Year 2019 Accomplishments

Significant progress on implementation of the Bar's 2017-2022 Strategic Plan including:

- Approval of a first-in-20 years licensing fee increase to support critical investments in the State Bar's discipline system, the Client Security Fund, fair and equitable retiree health for all staff, and technology and capital improvements.
- Implementation of key governance changes adopted by the Board of Trustees in late 2018 and early 2019 to improve the Board's oversight of the important work conducted by the State Bar's volunteer subentities, including adoption of necessary rule changes, and to more effectively utilize the expertise of volunteers in the development of policy.
- Deployment of case management systems to improve and modernize the operations of the State Bar discipline system and admission system.
- Instituted a process to refer court-ordered debt, including both discipline costs and CSF reimbursement of restitution payments, to the Franchise Tax Board for collection so as to improve the State Bar's collection of outstanding debt owed.

- Addition of key objectives related to the State Bar's mission-driven and statutory responsibility to increase diversity and inclusion in the legal profession.

Fiscal Year 2020 Projects and Objectives

- Allocate the 2020 licensing fee increase with fidelity to the direction of the Legislature so as to lay the foundation to support future increases as needed.
- Publish the first annual report card on the diversity in the legal profession.
- Publish the first comprehensive California Justice Gap Study including an analysis of the impact of law school debt on access to justice, and make recommendations to narrow the gap.
- Deliver a report of the findings from the California Practice Analysis, identifying the knowledge, skills, and abilities necessary for entry level attorneys in California, and the impact of those findings on the content of the California Bar Examination.
- Publish a State Bar annual report
- Publish the Annual Discipline Report.
- Launch a workgroup to develop recommendations on the licensure of paraprofessionals as a means for increasing access to justice.
- Finalize the work of the Taskforce on Access Through Innovation of Legal Services and advance responsible regulatory reform.

2020 Budgeted Revenue

Budgeted Revenue for the Executive Director in both the 2020 and 2021 budget years is generated by the MCLE self-study test.

Table 1: Source of Revenue by Fund

Fund	2019 Budget	2020 Budget	2021 Forecast
General Fund			
Other Revenue	$120,000	$148,700	$148,700
General Fund Total	$120,000	$148,700	$148,700
Total Funds	**$120,000**	**$148,700**	**$148,700**

2020 Budget by Expense Category

The Office of Executive Director's total budget for 2020 is $1.9 million. **Table 2** provides detailed and comparative information regarding the Office of Executive Director budgeted 2020 expenses.

Table 2: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$1,012,400	$1,057,443	$1,078,592
Services	282,500	315,900	322,218
Supplies and Equipment	40,100	87,397	89,145
Other expense	74,900	274,800	280,296
Indirect Costs	244,700	208,610	212,782
Total Expenses	**$1,654,600**	**$1,944,150**	**$1,983,033**

Personnel

The Office of Executive Director employs 10.9 full-time employees. **Table 4** provides prior and current year staffing information for the Office of Executive Director.

Table 3: Staffing

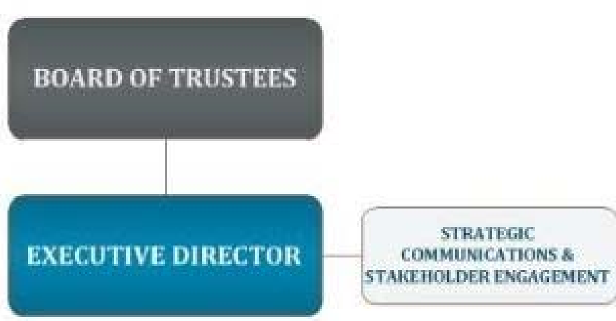
	Positions			Salaries	
Regular Status Fulltime Employees	**FY 2019 Budget**	**FY 2020 Budget**	**FY 2021 Forecast**	**2020 Budget**	**2021 Forecast**
Executive Director	0.90	0.90	0.90	$240,498	$245,308
Program Supervisor	0.00	1.00	1.00	117,047	119,388
Senior Program Analyst	0.00	0.50	0.50	49,937	50,936
Human Resources Analyst	3.00	5.00	5.00	414,440	422,729
Public Information Officer	0.00	1.00	1.00	77,708	79,262
Program Coordinator	0.75	1.50	1.50	123,106	125,568
Human Resources Specialist	3.00	1.00	1.00	71,883	73,320
Total FTE	**7.65**	**10.90**	**10.90**	**$1,094,619**	**$1,116,511**

OFFICE OF STRATEGIC COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

OVERVIEW

The Office of Strategic Communications and Stakeholder Engagement is responsible for ensuring that the general public, oversight bodies such as the Legislature and Supreme Court, and all key audiences and stakeholders—including attorney licensees, legal services partners, law school deans, and applicants—are informed about the agency's public protection role and know how to access the State Bar's services and resources. The office supports key strategic plan objectives and initiatives, including efforts to increase diversity and inclusion in the legal profession, improve access to legal services, and expand outreach to vulnerable populations regarding the unauthorized practice of law (UPL). The office also provides consumer legal information and supports all key functions of the agency through online content, social media promotion, publications, and media and public outreach. The office responds to media and public inquiries and produces consumer pamphlets, fact sheets, data briefs, news releases, and several e-newsletters, as well as video and digital publications.

Organizational Chart



Fiscal Year 2019 Accomplishments

- Developed and executed an annual strategic communications plan to deliver integrated communication/outreach efforts on all key strategic objectives.
- Substantially broadened outreach on immigration fraud and UPL. Developed multilingual online and print consumer resources, shared these with partners through innovative print-on-demand portal, and published lists of immigration legal aid providers by county.
- Supported the State Bar's efforts to increase diversity in the legal profession by developing communications materials, including presentations and a new series of diversity Bar Briefs.
- Developed quarterly email newsletter for law school deans.
- Improved discipline content on website.
- Increased social media engagement by diversifying content.
- Supported launch of the State Bar Court online docket with communications plan, user guides, and web design.
- Developed and distributed fact sheets on key strategic initiatives.
- Executed innovative social media video campaign to create awareness and promote participation in California Attorney Practice Analysis survey.

Fiscal Year 2020 Objectives

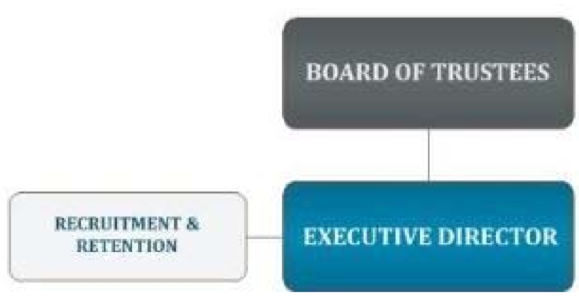
- Further expand UPL outreach through PSA radio campaign or other means and social media placements for Spanish-speakers.
- Finalize revamp of consumer information pamphlets; make available in multiple languages.
- Make targeted usability improvements to highly used sections of the website, including consumer information, discipline content, attorney profiles, and news.
- Support key 2020 initiatives including California Justice Gap Study, State Bar Annual Report, Diversity Report Card, Task Force on Access Through Innovation of Legal Services, and bar exam studies.

OFFICE OF RECRUITMENT AND RETENTION

OVERVIEW

The Office of Recruitment and Retention manages the recruitment, hiring, and onboarding of all new staff members as well as temporary workers; offers classroom and online training in a variety of topics; delivers staff, manager and team consultation; and designs and manages programs and services to foster the continued professional development, well-being, and retention of State Bar staff.

Organizational Chart



FISCAL YEAR 2019 ACCOMPLISHMENTS

- Created a Paralegal Certificate Pilot Program.
- Implemented an Employee Wellness Program.
- Streamlined the job application process for internal and external applicants.
- Conducted multirater assessments and Emotional Quotient training for supervisors and managers.

FISCAL YEAR 2020 PROJECTS AND INITIATIVES

- Implement automation of the recruitment process, making full use of the new Oracle Fusion system (Recruitment and Onboarding modules).
- Develop and implement inclusion and diversity-oriented recruitment and advancement principles.
- Develop and implement a State Bar Talent Acquisition & Management Plan, drawing on best practices from the public and private sectors.
- Incorporate career satisfaction and advancement questions into employee engagement survey.
- Develop and implement a Retention Plan to include professional development, career planning, advancement opportunities, and performance management.
- Following the analysis of the Employee Engagement Survey that closed on January 31, 2020, update the Employee Engagement Action plan and begin implementation efforts

OFFICE OF GENERAL COUNSEL

OVERVIEW

The Office of General Counsel (OGC) functions as the State Bar's lawyer, and is responsible for providing legal advice and representation to the State Bar, its Board of Trustees, and all subentities and programmatic clients.

Office Objectives

To provide legal advice to the State Bar's Board of Trustees, executive staff, and subentities, and represent them in trial and appellate administrative proceedings and civil litigation. OGC provides advice and representation in various practice areas including admissions and discipline, governance, labor and employment, intellectual property, contracts, bankruptcy, collections, professional responsibility and ethics, antitrust, Bagley-Keene Open Meeting Act, California Public Records Act, legislation, rules, regulation, privacy, public accommodation, and real property. OGC also administer the Rule 2201 process, and the Complaint Review Unit (CRU), which handles requests for a "second look" from complainants who have had their matters closed by the Office of Chief Trial Counsel.

Organizational Chart

Fiscal Year 2019 Accomplishments

- The Complaint Review Unit continued to reduce the turnaround time for completion of "second- look" review of OCTC closed cases to under 90 days, while still keeping the number of Walker petitions at or below the historical average.[2]
- Continued to develop niche expertise within OGC in various areas such as antitrust, bankruptcy, ethics, and privacy.

[2] The second-look process was transferred to OGC in July 2016. In the two full years preceding the transfer (years 2014 and 2015), the A&R turnaround time for completion was 217 days and 85 days respectively, and the number of Walker petitions filed was 67 and 95, respectively. The OGC/CRU turnaround time for completion was 59 days in 2019 and 70 days in 2018, and the number of Walker petitions filed was 83 in 2019 and 77 in 2018.

- Updated contracts handling standards and procedures.
- Further developed 2201 program, including recruitment of additional outside counsel known as Special Deputy Trial Counsel (SDTCs); revision of Rule 2201 to decrease recusals and increase efficiency of SDTCs, and coordinated with the SDTC Administrator on procedural matters such as processing invoices and expense reports, reporting data to the State Bar, reporting to RAD regarding the status of the cases, obtaining approval to retain new SDTCs, setting up training, and providing other support or resources as needed.
- Re-assumed responsibility for judgment-related work to improve collections, including conducting and reviewing property search results, seeking the entry of new judgments for debtors with real property, filing abstracts of judgment for new judgments in the counties in which such real property is located, renewal of judgments, and providing acknowledgments of satisfaction of judgment when the amount owed has been fully paid.

2020 Budget by Expense Category

The Office of General Counsel's total budget for 2020 is $4.9 million. **Table 2** provides detailed and comparative information regarding the Office of General Counsel budgeted 2020 expenses.

Table 1: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$4,310,100	$4,627,686	$4,720,239
Services	191,500	191,500	195,330
Supplies and Equipment	59,000	44,808	45,705
Other expense	86,400	65,400	66,708
Total Expenses	**$4,647,000**	**$4,929,394**	**$5,027,982**

Personnel

The Office of General Counsel employs 24.00 full-time employees. **Table 4** provides prior and current year staffing information for the Office of General Counsel.

Table 2: Staffing

	Positions			Salaries	
Regular Status Fulltime Employees	FY 2019 Budget	FY 2020 Budget	FY 2021 Forecast	2020 Budget	2021 Forecast
General Counsel	1.00	1.00	1.00	$249,206	$254,190
Deputy General Counsel	1.00	1.00	1.00	205,198	209,302
Attorney IV	4.00	3.00	3.00	504,984	515,083
Attorney III	6.75	7.00	7.00	1,093,729	1,115,603
Attorney II	2.00	3.00	3.00	375,312	382,818
Attorney I	1.00	1.00	1.00	88,386	90,154
Administrative Supervisor	1.00	1.00	1.00	98,495	100,465
Legal Secretary III	1.00	1.00	1.00	79,820	81,417
Senior Administrative Assistant	0.00	1.00	1.00	69,697	71,091
Paralegal	2.00	1.00	1.00	70,042	71,442
Administrative Assistant II	3.00	3.00	3.00	199,551	203,542
Legal Secretary I	1.00	1.00	1.00	51,833	52,870
Total FTE	**23.75**	**24.00**	**24.00**	**$3,086,253**	**$3,147,978**

OFFICE OF CHIEF TRIAL COUNSEL

OVERVIEW

The Office of Chief Trial Counsel (OCTC) is the prosecutorial arm of the State Bar, responsible for investigating and prosecuting attorneys for violations of the Rules of Professional Conduct and the State Bar Act. In addition to its core attorney discipline functions, OCTC is responsible for regulatory proceedings before the State Bar Court, such as representing the Committee of Bar Examiners in moral character appeals and representing the Board of Legal Specialization in specialization certification appeals. OCTC is also responsible for ancillary proceedings such as superior court proceedings involving the assumption of a law practice and the pursuit of civil penalties against those involved in the unauthorized practice of law.

OCTC is staffed with attorney and non-attorney staff. Together, OCTC's staff comprise 41 percent of the State Bar's workforce.

Organizational Chart

Office Objectives

- To protect the public by fairly, efficiently, and aggressively investigating and prosecuting misconduct and ethics violations committed by California-licensed attorneys and by working proactively to prevent attorney misconduct.
- Aggressively seek to respond to the unauthorized practice of law by nonattorneys, coordinate with law enforcement partners to do so, and focus on protecting those victims who are the most vulnerable to harm.
- Refine and fully institutionalize the case prioritization system which is centered on public protection by prioritizing complaints which put the client or the general public at the most significant risk, and addressing as many complaints of misconduct as quickly, completely, and capably as possible.
- Fully staff the Expeditor Program in conjunction with the case prioritization system.
- Ensure appropriate allocation of resources to address high priority cases.

- Continue to customize the new Odyssey case management system and adapt internal processes to leverage the enhanced capabilities of a modern case management system.
- Continue to assess existing policies and procedures and develop new policies and procedures that maximize efficiency and operational effectiveness in public protection.
- Provide the Board of Trustees with necessary and appropriate information and reports (e.g. productivity and performance reports, age of case reports, etc.) needed for appropriate management and oversight.
- Maintain OCTC operations within annual budget.

Fiscal Year 2019 Accomplishments

- Continued to prioritize cases posing the most significant public protection risk.
- Implemented Odyssey, a new case management system.
- Managed a significant increase in the number of complaints OCTC receives annually due to the launch of online complaints in October 2018.
- Increased attorney and investigator staffing.
- Incorporated performance metrics by which to measure OCTC's performance and to hold the Office and its staff accountable.
- Significantly increased in outreach efforts regarding nonattorney UPL, including on-camera interviews with Univision, Telemundo and CNN; posted video clips about nonattorney fraud on Facebook, Twitter, and LinkedIn.
- Expanded online complaint portal to include Chinese, Korean, Russian, and Vietnamese languages.
- Completed in-person visits to 24 County District Attorney's offices to educate them about nonattorney UPL and discuss ways to partner with them to respond to it.

Fiscal Year 2020 Projects and Objectives

- Create a new enforcement team in OCTC to assist in the management of the growing workload.
- Effectively manage the influx of cases arising from the State Bar's mandatory attorney fingerprinting efforts.
- Fine-tune the case prioritization system that is centered on public protection by prioritizing complaints that put the client or the general public at the most significant risk, and addressing as many complaints of misconduct as quickly, completely, and capably as possible.
- Launch a case prioritization system for non-attorney UPL cases.
- Continue to customize the new Odyssey case management system and adapt internal processes to leverage the enhanced capabilities of a modern case management system.
- Leverage lessons learned from bi-annual audits, appeals, calibration efforts, and other sources to expand training and reduce errors and increase compliance with policy.

2020 Budget by Expense Category

The Office of Chief Trial Counsel's total budget for 2020 is $63.3 million, an increase of $10.2 million from prior year. This increase is occurs in personnel expense because of new positions, cost of living adjustments, and increases to retiree medical. **Table 1** provides detailed and comparative information regarding the Office of Chief Trial Counsel budgeted 2020 expenses.

Table 1: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$36,495,000	$43,225,347	$44,089,854
Services	615,700	606,300	618,426
Supplies and Equipment	536,100	493,669	503,543
Other expense	192,200	185,200	188,904
Indirect Costs	16,235,400	19,999,105	20,399,087
Reimbursements	(1,000,000)	(1,200,000)	(1,224,000)
Total Expenses	**$53,074,400**	**$63,309,621**	**$64,575,813**

Personnel

The Office of Chief Trial Counsel employs 276.4 full-time employees, an increase of 20.5 FTE's over 2019 Budget. This increase was enabled by the 2020 fee increase which funded 19 new positions. **Table 2** provides prior and current year staffing information for the Office of Chief Trial Counsel.

Table 2: Staffing

	Positions			Salaries	
Regular Status Fulltime Employees	**FY 2019 Budget**	**FY 2020 Budget**	**FY 2021 Forecast**	**2020 Budget**	**2021 Forecast**
Interim Chief Trial Counsel	1.00	1.00	1.00	$260,424	$265,632
Special Assistant Chief Trial	1.00	1.00	1.00	240,534	245,345
Deputy Chief Trial Counsel	1.00	1.00	1.00	160,478	163,688
Assistant Chief Trial Counsel	6.00	6.00	6.00	1,133,971	1,156,650
Program Manager III	1.00	0.00	0.00	0	0
Attorney III	0.25	0.00	0.00	0	0
Supervising Attorney	13.00	15.00	15.00	2,662,477	2,715,727
Senior Attorney	32.80	33.50	33.50	4,564,485	4,655,775
Attorney	39.80	48.90	48.90	5,188,018	5,291,779
Investigator III	4.00	4.00	4.00	424,453	432,942
Investigator II	48.00	59.00	59.00	5,347,081	5,454,023
Translator - Interpreter	2.00	2.00	2.00	165,868	169,186
Investigator I	17.00	16.00	16.00	1,196,390	1,220,317
Administrative Supervisor	5.00	4.00	4.00	373,905	381,383
Senior Administrative Assistant	5.00	5.00	5.00	403,779	411,855
Paralegal	17.00	18.00	18.00	1,429,428	1,458,016
Administrative Assistant II	20.00	22.00	22.00	1,584,244	1,615,929
Legal Secretary II	16.00	16.00	16.00	1,151,365	1,174,393
Legal Secretary I	1.00	0.00	0.00	0	0
Administrative Assistant I	1.00	1.00	1.00	58,607	59,779
Program Assistant II	20.00	19.00	19.00	1,187,533	1,211,284
Office Assistant II	4.00	4.00	4.00	205,544	209,655
Total FTE	**255.85**	**276.40**	**276.40**	**$27,738,584**	**$28,293,355**

STATE BAR COURT

OVERVIEW

The California State Bar is the only State Bar in the United States with independent professional judges dedicated to ruling on attorney disciplinary and regulatory cases. The independent State Bar Court adjudicates matters filed by OCTC, and has the power to recommend that the California Supreme Court suspend or disbar those attorneys found to have committed acts of professional misconduct or to have been convicted of serious crimes. For lesser offenses, public or private reprovals may be issued. In regulatory matters, the State Bar Court adjudicates attorney reinstatements and matters where applicants for admission are challenging an adverse moral character determination.

HEARING DEPARTMENT

The Hearing Department of the State Bar Court hears disciplinary cases brought by the Office of Chief Trial Counsel, regulatory matters brought by petitioners, motions for modification and revocation of attorney probation, and other matters.

REVIEW DEPARTMENT

The Review Department of the State Bar Court decides disciplinary and regulatory cases on appeal, exercises suspension and other powers delegated pursuant to California Rule of Court rule 9.10, and conducts interlocutory review on issues materially affecting the outcome of Hearing Department cases. The Review Department reviews resignations with charges pending and examines criminal convictions, issuing interim suspensions, and refers conviction matters to the Hearing Department.

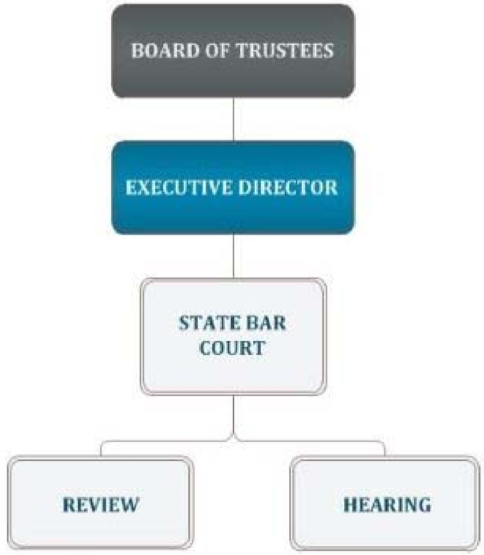
EFFECTUATIONS UNIT

The Effectuations Unit of the State Bar Court transmits cases to the California Supreme Court and processes all other cases not requiring Supreme Court action, including, for example, resignations without charges pending.

State Bar Court Objectives

- To hear and decide cases fairly, correctly and efficiently for the protection of the public, the courts, and the legal profession.
- To meet identified Court Performance Standards including:
    - Achieve a caseload clearance ratio of 1:1 meaning the total number of cases closed each year is equivalent to the total number of cases filed.
    - Achieve "on time" case processing of 90 percent for Hearing and Review Department matters and 100 percent for the Effectuations Unit, thus ensuring that respondents are given timely due process and the public is protected from any attorney misconduct as rapidly as possible.

Organizational Chart



Fiscal Year 2019 Accomplishments

- Onboarded two hearing judges.
- Completed the initial judicial training program allowing the new judges to quickly begin conducting trials.
- Completed the integration of selected Rules of Practice into the Rules of Procedure.
- Implemented the new case management system.

Fiscal Year 2020 Projects and Objectives

- Continue to meet and improve stated case processing goals for all case and matter types.
- Build on the Odyssey Case Management System implementation by adding statistical reports and refining data entry and case processing procedures.
- Propose Revisions to the Rules of Practice of the State Bar Court.
- Roll out new requirements for attorneys on probation to complete an online course on the Rules of Professional Conduct and the State Bar Act.

2020 Budgeted Revenue

The State Bar Court's total revenue budget for 2020 is $20,003. **Table 1** provides detailed and comparative information regarding the State Bar Court budgeted 2020 revenue. The revenue is comprised of State Bar Court Reporter subscriptions, along with CD sales, rules booklet sales, certification fees, and photocopies.

Table 1: Source of Revenue by Fund

Fund	2019 Budget	2020 Budget	2021 Forecast
General Fund			
Other Revenue	$12,700	$20,003	$20,003
General Fund Total	$12,700	$20,003	$20,003
Total Funds	**$12,700**	**$20,003**	**$20,003**

2020 Budget by Expense Category

State Bar Court's total budget for 2020 is $13.7 million. **Table 2** provides detailed and comparative information regarding State Bar Court budgeted 2020 expenses.

Table 2: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$7,114,500	$7,956,892	$8,116,030
Services	48,900	50,425	51,434
Supplies and Equipment	195,600	187,724	191,479
Other expense	165,700	169,600	172,992
Indirect Costs	5,253,100	5,325,369	5,431,876
Total Expenses	**$12,777,800**	**$13,690,010**	**$13,963,811**

Personnel

State Bar Court employs 40.50 full-time employees. **Table 3** provides prior and current year staffing information for State Bar Court.

Table 3: Staffing

	Positions			Salaries	
Regular Status Fulltime Employees	FY 2019 Budget	FY 2020 Budget	FY 2021 Forecast	2020 Budget	2021 Forecast
Review Judge	2.00	2.00	2.00	$423,954	$432,433
Hearing Judge	5.00	5.00	5.00	970,402	989,810
Presiding Judge	1.00	1.00	1.00	212,829	217,086
Court Counsel	0.00	1.00	1.00	190,839	194,656
Chief Court Counsel	1.00	0.00	0.00	0	0
Program Director III	0.00	1.00	1.00	200,381	204,389
Assistant Chief Court Counsel	1.00	0.00	0.00	0	0
Program Manager II	2.00	1.00	1.00	155,058	158,160
Supervising Attorney	1.00	2.00	2.00	362,405	369,653
Senior Attorney	5.00	6.00	6.00	892,479	910,328
Program Supervisor	0.00	3.00	3.00	314,678	320,971
Program Analyst	1.00	1.00	1.00	83,657	85,330
Court Specialist	13.00	12.00	12.00	1,036,093	1,056,815
Program Specialist	0.00	1.00	1.00	78,707	80,281
Senior Administrative Assistant	5.00	3.00	3.00	213,610	217,882
Legal Secretary II	1.73	1.50	1.50	96,798	98,734
Total FTE	**38.73**	**40.50**	**40.50**	**$5,231,891**	**$5,336,529**

MISSION ADVANCEMENT AND ACCOUNTABILITY DIVISION

OVERVIEW

The Mission Advancement and Accountability Division (MAAD) is responsible for ensuring the implementation of the mission and long-term vision of the State Bar in coordination with the Board of Trustees, State Bar leadership and staff, stakeholders, and other interested parties. The Division is responsible for:

- Compliance – monitoring legal, rule, policy, and procedural mandates under which the State Bar operates; working with responsible divisions and individuals within the State Bar, and documenting and tracking compliance with these requirements. MAAD staffs to the Audit Committee and Executive Committee of the Board of Trustees, identifying high-risk issues in the compliance inventory and conducting performance audits to mitigate the risk. Included in MAAD's compliance tracking is responsibility for updating the Strategic Plan and monitoring Bar activities in support of accomplishment of the Plan's goals and objectives.
- Legislative Liaison – tracking legislation that may affect the State Bar and working with staff to identify legislative changes that will improve the efficiency and effectiveness of operations, communicating with the Legislature and Governor's office on matters of interest to the State Bar, the Legislature and Governor's office. In collaboration with the Executive Committee of the Board of Trustees, securing consensus on policy priorities to pursue in the Legislative session.
- Judicial Nominees Evaluation (JNE) Commission support – staffing the JNE Commission, which is distinct from support for the Board of Trustees in that the JNE Commission works directly with the Office of the Governor and conducts its proceedings confidentially as required under Government Code Section 12011.5. MAAD personnel provide ongoing support for the JNE Commissioners who evaluate judicial nominees. MAAD personnel also serve as staff to the Review Committee of JNE which hears appeals of "Not Qualified" ratings by the JNE Commission.
- Data Management and Research – overseeing the design and implementation of research projects, managing the contracts of external researchers, and producing reports on the operation of the Bar.
- Board and Committee Support – providing direct support and staffing to the Board and numerous Board Committees. Direct support involves all phases of administrative support for the Board of Trustees and standing Board Committees including agenda development, compliance with open-meeting rules, orientation and on-boarding of Committee and Board members, posting of agendas, and logistics for holding meetings. MAAD staffs to the Applicant Evaluation and Nominations Committee, the Committee charged with making recommendations to the Supreme Court, Governor, and Legislature of applicants to fill vacant judicial positions on the State Bar Court. MAAD also provides indirect support for numerous subentities related to the recruitment of members

MAAD is made up of Secretariat (formerly known as Board and Committee Support); Legislative Liaison, and; Research and Institutional Accountability.

SECRETARIAT (FORMERLY KNOWN AS OFFICE OF BOARD AND COMMITTEE SUPPORT)

Secretariat organizes and manages meetings of the Board of Trustees and its committees. In addition to serving as Secretary to the Board of Trustees, Secretariat also staffs the Judicial Nominees Evaluation and Review Committee on Judicial Nominees Evaluation commissions, staffs the Trustee Nominating Committee, the Applicant Evaluation and Nomination Committee, and manages appointments to the State Bar subentities. Board meeting organization and management involves coordination of agendas of the various committees of the Board with the Board agenda, ensuring that Board Committees have vetted proposals before they are brought to the full Board, tracking the development and implementation of committee work plans, and posting agendas and meeting notices in compliance with Bagley-Keene Open Meeting requirements.

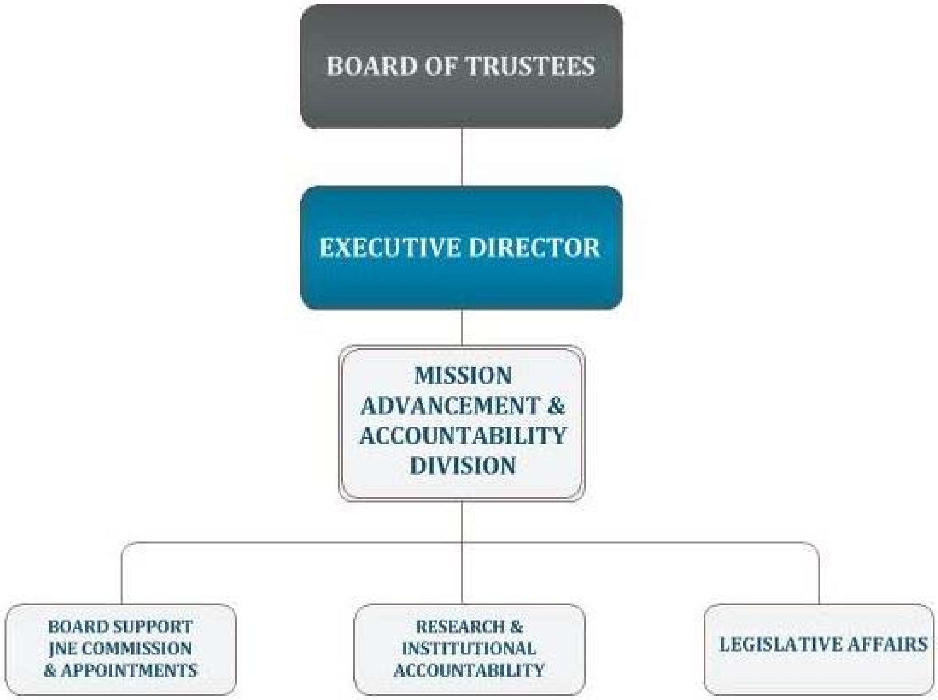
OFFICE OF RESEARCH AND INSTITUTIONAL ACCOUNTABILITY

The Office of Research and Institutional Accountability (ORIA) conducts research and evaluation in support of the State Bar's mission and serves as a project management office for major, multidivisional initiatives. ORIA also provides project management, data collection, and analysis for technically complex projects and generates reports for both external and internal audiences. The Annual Discipline Report is produced by ORIA, as are the monthly Discipline System Statistical Reports, and weekly management reports produced for the Office of Chief Trial Counsel and a range of other metrics that the State Bar uses to hold itself accountable. ORIA staff also serve as coordinators for Board committees and ad hoc working groups.

Division Objectives

- Ensure that the State Bar is compliant with statutory and rule mandates through oversight of an operational and policy compliance function.
- Ensure that the State Bar uses best practices in data collection, data analytics, and outcome evaluation to monitor, evaluate, and report on its performance.
- Provide effective staff support to the Board of Trustees and support continuous improvement in the Board's operations and governance.
- Provide independent, comprehensive, accurate, and fair evaluations of candidates for judicial appointment and nomination including an appeals process of ratings of "Not Qualified".
- Conduct a volunteer application and appointment process that is timely, accurate, complies with exiting Board policies and statutory requirements, and produces an applicant pool that is broadly diverse and representative of the state's population.
- Recruit applicants to serve as State Bar Court judges and serve as staff to the Applicant Evaluation and Nominations Committee, making recommendations to the Supreme Court, Governor, and Legislature.

Organizational Chart



Fiscal Year 2019 Accomplishments

- Launched a census of the population of licensed attorneys through the MyStateBar webpage, compiled and analyzed the data from the census, delivered data for various presentations on the demographic make-up of the attorney population including presentations to the State Legislature, Board of Trustees, and for the 2nd Annual Diversity Summit.
- Completed the launch of the Odyssey Case Management system for OCTC, the State Bar Court, and the Office of Probation.
- Extracted, cleaned, and presented the data for the 2018 Annual Discipline Report.
- Surveyed all State Bar staff on issues related to employee satisfaction and presented the results to leadership and staff.
- Identified and documented essential data elements contained within Odyssey and developed the data extraction routines necessary to produce the Annual Discipline Report in 2020.
- Completed the shadowing of the Bar Exam calibration work of psychometrician Roger Bolus and began to transfer that work in-house.
- Designed and conducted the data collection and managed the contract and Working Group for the California Attorney Practice Analysis.
- Provided data and analytic support for the ongoing work evaluating the "Strategies and Stories Program" intervention for improving performance on the Bar exam.
- Managed the contract with the Department of Consumer Affairs and staffed the evaluation of the State Bar's process for administering the Bar Exam.
- Conducted an analysis of the frequency with which topics appear on the Bar Exam and developed a system for random sampling of question topics.

- Conducted research and analysis for the California Justice Gap Study and wrote major components of the final report.
- Staffed the final meetings of the Malpractice Insurance Working Group and wrote the final report of the Working Group.
- Provided analytic support and data analysis for a report on disparities in the Discipline System, presented to the Board of Trustees in November, 2019.
- Finalized compliance with California Rule of Court 9.9.5 completing the documentation of fingerprinting approximately 190,000 attorneys and processing of approximately 10,000 Records of Arrest and Prosecution.
- Worked with the Board of Trustees and State Bar staff to finalize legislative priorities for 2020.
- Finalized the re-writing of the Board of Trustees Policy Manual (Board Book), documenting the rules and procedures, and policies of the Board of Trustees.
- Implemented the adoption of new Agenda Item templates for meetings of the Board of Trustees and developed processes for out-sourcing the remediation of agenda items to improve the quality of the agenda items at Board meetings and ensure accessibility of documents online.
- Developed a Board Administrative Manual, documenting processes and procedures for management of Board and Committee meetings.
- Staffed the Applicant Evaluation and Nominations Committee (AENC), evaluating 31 applicants for two vacant State Bar Court judge positions and making recommendations to the Speaker of the Assembly and Senate Committee on Rules.
- Staffed four JNE Commission Meetings during which the Commission, completed evaluation of 62 applicants for judgeships.

Fiscal Year 2020 Projects and Objectives

- Launch Phase II of research and operational evaluation related to disparities in the attorney discipline system.
- Support the 2020 Governance in the Public Interest Task Force in its efforts to assess, and report to the Legislature regarding possible changes to the way the State Bar conducts its regulatory responsibilities.
- Conduct data analysis and report findings on reasons that attorneys transfer to Inactive status.
- Conduct data analysis and report findings on modified attorney census.
- Finalize Board Book revisions and secure approval of the Board of Trustees.
- Produce statutorily required reports.
- Produce ongoing reports reflecting new State Bar metrics.
- Produce ongoing management reports for the Office of Chief Trial Counsel.
- Complete California Attorney Practice Analysis and develop recommendations for selection and weighting of questions on the Bar Exam.
- Identify legislative priorities for 2020 legislative session.

2020 Budgeted Revenue

Mission Advancement and Accountability Division's total revenue budget for 2020 is $801,167. **Table 1** provides detailed and comparative information regarding the Mission Advancement and Accountability Division's budgeted 2020 revenue. Revenue derives primarily from voluntary fees to Legislative Activities paid through the fee statement.

Table 1: Source of Revenue by Fund

Fund	2019 Budget	2020 Budget	2021 Forecast
General Fund			
Other Revenue	$0	$15,000	$15,000
General Fund Total	$0	$15,000	$15,000
Grants			
Grants	$257,500	$0	$0
Grants Total	$257,500	$0	$0
Legislative Activities			
Voluntary Fees & Donations	$775,000	$775,000	$778,875
Other Revenue	2,400	11,167	11,167
Legislative Activities Total	$777,400	$786,167	$790,042
Total Funds	**$1,034,900**	**$801,167**	**$805,042**

2020 Budget by Expense Category

Mission Advancement and Accountability's total budget for 2020 is $5.0 million. **Table 2** provides detailed and comparative information regarding Mission Advancement and Accountability budgeted 2020 expenses.

Table 2: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$3,392,000	$2,880,515	$2,938,125
Services	283,900	578,700	590,274
Supplies and Equipment	96,000	113,519	115,790
Other expense	440,400	426,500	435,030
Indirect Costs	215,500	974,501	993,991
Total Expenses	**$4,427,800**	**$4,973,735**	**$5,073,210**

Personnel

Mission Advancement and Accountability employs 16.10 full-time employees. The decrease from the 2019 Budget reflects the movement of Strategic Communications to the Executive Director's office and moving positions to create the new Project Management Office in Information Technology. **Table 4** provides prior and current year staffing information for Mission Advancement and Accountability.

Table 3: Staffing

	Positions			Salaries	
Regular Status Fulltime Employees	**FY 2019 Budget**	**FY 2020 Budget**	**FY 2021 Forecast**	**2020 Budget**	**2021 Forecast**
Executive Director	0.10	0.10	0.10	$26,722	$27,256
Chief of Mission	1.00	1.00	1.00	226,924	231,463
Program Director II	1.00	1.00	1.00	165,413	168,722
Program Supervisor	1.00	0.00	0.00	0	0
Principal Program Analyst	4.00	3.00	3.00	433,687	442,361
Attorney IV	1.00	1.00	1.00	184,336	188,022
Attorney II	1.00	0.00	0.00	0	0
Senior Program Analyst	4.00	2.50	2.50	275,020	280,520
IT Analyst II	1.00	0.00	0.00	0	0
Public Information Officer	3.00	0.00	0.00	0	0
Program Analyst	3.00	2.00	2.00	169,606	172,998
Program Coordinator	0.25	3.50	3.50	285,776	291,491
Senior Administrative Assistant	1.50	0.00	0.00	0	0
Administrative Assistant II	2.00	2.00	2.00	138,273	141,039
Total FTE	**23.85**	**16.10**	**16.10**	**$1,905,757**	**$1,943,872**

PROGRAMS DIVISION

OVERVIEW

The Programs Division comprises the Office of Admissions, the Office of Attorney Regulation and Consumer Resources, the Office of Access & Inclusion, the Office of Professional Competence, and the Office of Professional Support and Client Protection (Client Security Fund, Lawyer Assistance Program, and Probation).

2020 Budget by Expense Category

Programs' total budget for 2020 is $348,689. The increase from 2019 Budget to 2020 is due to Programs Division personnel being reported at the Office level in 2019. **Table 1** provides detailed and comparative information regarding Programs' budgeted 2020 expenses.

Table 1: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$500	$213,794	$218,070
Services	100	100	102
Supplies and Equipment	2,300	1,732	1,766
Other expense	30,000	30,000	30,600
Indirect Costs	0	103,063	105,124
Total Expenses	**$32,900**	**$348,689**	**$355,663**

Personnel Requirements

Programs employs 1.00 full-time employees. Expenses for the Chief of Programs are generally allocated to each office within the Programs Division. The Principal Program Analyst provides project specific support to the Chief of Programs to help address the breadth of the work in the division. **Table 4** provides prior and current year staffing information for Programs.

Table 2: Staffing

	Positions			Salaries	
Regular Status Fulltime Employees	**FY 2019 Budget**	**FY 2020 Budget**	**FY 2021 Forecast**	**2020 Budget**	**2021 Forecast**
Principal Program Analyst	0.00	1.00	1.00	$137,907	$140,665
Total FTE	**0.00**	**1.00**	**1.00**	**$137,907**	**$140,665**

OFFICE OF ADMISSIONS

The Office of Admissions is responsible for all activities pertaining to the admission of attorneys to the practice of law in California. Its principal activities include developing, administering, and grading the Bar Examination and the First-Year Law Students' Examination, as well as conducting moral character investigations. The Office also carries out responsibilities for accreditation and registration of non-ABA approved California law schools. The Office of Admissions administers programs to allow lawyers licensed in other jurisdiction or law students to practice in certain defined, limited areas, as well as programs to certify specialists in areas of legal practice.

EXAMINATIONS

Staff in this area are responsible for the acquisition, development, editing, and production of examination questions. This unit also processes petitions and determines reasonable testing accommodations for applicants with disabilities, and coordinates the ordering and production of Admission Wall Certificates for new State Bar admittees.

OPERATIONS AND MANAGEMENT

The Operations and Management (O & M) unit is comprised of Eligibility, including Special Admissions, and Examination Administration. The unit is responsible for fiscal control and budgeting pertaining to the administration of the First-Year Law Students' Examination and the California Bar Examination. This includes the intake and posting of all fees collected from applicants for the registration, examination, and moral character applications. O & M is also responsible for the day-to-day operations revolving around the determination of eligibility to take an examination and processing fingerprints for applicants. Oversight of the special admissions program includes processing applications for Pro Hac Vice and Out-of-State Attorney Arbitration Counsel; for foreign legal consultants, registered in-house counsel, registered legal aid attorneys and registration for attorneys who are married to active members of the military deployed in California. These programs enable attorneys from other jurisdictions to practice law in California in limited ways. Staff also process applications from law students who wish to enhance their legal training by participating in the Practical Training of Law Students Program.

Additional operations includes the processing of all facility contracts for test centers and for the actual administration of examinations. The O & M unit also has its own mailroom that logs and processes all incoming and outgoing mail for the Los Angeles Office of Admissions.

EXAMINATION GRADING

Staff in this area are responsible for ensuring that examinations are graded according to standards and protocols and that the results provided to applicants are error free and on time.

MORAL CHARACTER DETERMINATIONS

Staff in this area are responsible for processing the receipt of moral character applications from applicants seeking admission to practice law in California, completing the moral character investigations of applicants, conducting informal conferences for applicants when appropriate, and preparing all necessary material for applicants electing to petition the Committee of Bar Examines for review of staff determinations.

EDUCATIONAL STANDARDS

Staff in this area are responsible for the registration of unaccredited law schools and the accreditation of law schools in California. The work of this unit includes reviewing and responding to applications for registration and accreditation, developing reporting criteria, reviewing annual reports, conducting law school monitoring visits and reporting findings and recommendations including noncompliance. In 2020, the work of this unit also includes substantial revisions to the rules for accreditation. Staff in this unit provide support to the Committee of Bar Examiners, the Committee of State Bar Accredited and Registered Schools, and the Law School Council.

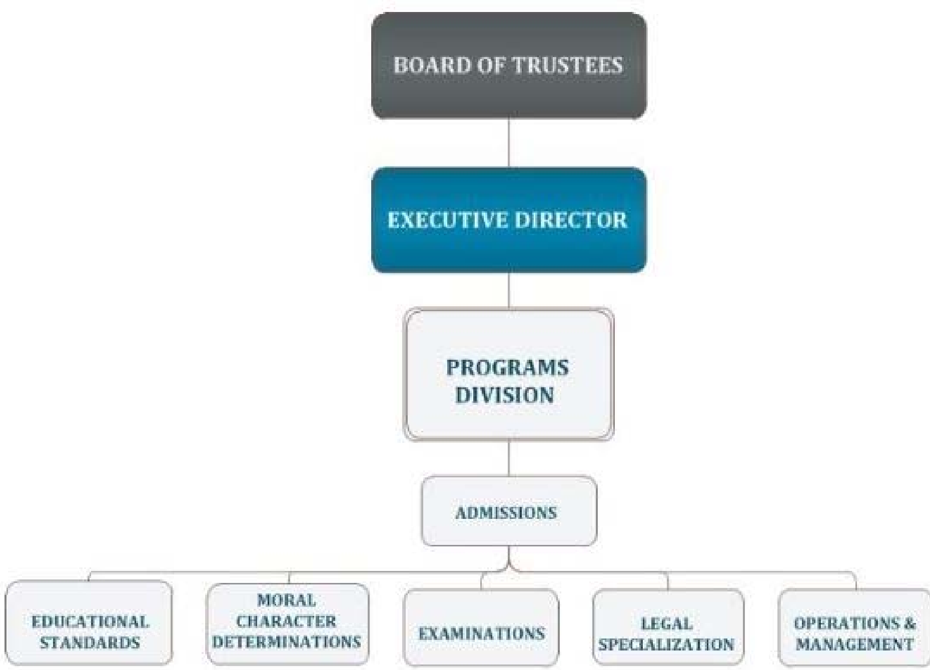
LEGAL SPECIALIZATION

Staff in this area process applications for certification and recertification of attorneys as specialists; this program enables attorneys to earn the designation of certified specialist in particular areas of law. Staff also process applications from outside entities seeking permission to certify specialists in California and applications from educational providers seeking to offer legal specialist education credit for their courses. Staff also coordinate the examination consultants and subject matter experts who create and grade legal specialist examinations.

Office Objectives

- Certify to the State Supreme Court the applicants who have demonstrated minimum competence, legal training, and good moral character required for admission to the practice of law.
- Prepare, administer, grade and release results from two administrations of the California Bar Examination, two administrations of the First-Year Law Students' Examination and one biennial administration of the Legal Specialization Examination in accordance with best practices in the development and administration of licensing exams.
- Determine that applicants possess the moral character required for admission.
- Ensure that accredited and registered unaccredited law schools adhere to established legal education standards and rules.
- Certify as certified specialists in designated areas of practice attorneys who have satisfied established standards of experience, training and competence, including passing a specialization examination.
- Provide a mechanism for attorneys not admitted to the active practice of law in California and law students to engage in alternative limited practice in certain areas under the supervision of an attorney licensed in California.

Organizational Chart



Fiscal Year 2019 Accomplishments

- Revised State Bar Rules to implement changes to the roles and responsibilities of the subentities coordinated by the Office of Admissions following the 2018 governance review by the Board.
- Provided training to the Committee of Bar Examiners on the unauthorized practice of law and the dynamics of sexual assault and survivor response.
- Transitioned to staff led informal conferences, and developed procedures for the Committee of Bar Examiners in its new role as the administrative review body.
- Formed and facilitated the Moral Character Working Group to develop guidelines to ensure consistent assessment of moral character, and to provide transparency.
- Conducted approximately 200 informal conferences and assisted the Committee of Bar Examiners in rendering determinations with respect to moral character applications.
- Completed the licensee fingerprint initiative, including taking responsibility for processing all fingerprint cards from State Bar applicants and existing licensees, and for handling correspondence and tracking of unsuccessful fingerprinting for all applicants and licensees.
- Implemented the Special Admissions Rules of Court and State Bar Rules, including adoption of a new rule creating a new special admissions category for Military Spouse Attorneys.
- Implemented the Legal Specialization Examination Development and Drafting Team (LSEDG) and transitioned the function from the volunteer Legal Specialization Advisory Commissions to paid professionals. Recruited graders for the 2019 Legal Specialization Examinations.
- Developed and administered the 2019 Legal Specialization Examinations for 13 specialty areas.
- Transitioned the review of Legal Specialization certification and recertification applications from volunteers to staff.
- Conducted two law school site inspections and two inspections following findings of noncompliance with accreditation requirements.
- Reformulated the structure of the annual agenda for the Law School Assembly to increase engagement with law schools, provide them with useful information necessary to their ongoing work with law students, and to receive valuable feedback on State Bar initiatives.
- Transitioned the law school’s annual report submission to an electronic process.
- Accepted termination of registration from one nonperforming law school.
- Implemented State Bar rules and guidelines allowing for accreditation of fully online JD programs.
- Sent letters of noncompliance to law schools not substantially complying with accreditation or registration requirements.
- Engaged in cross-program initiatives on a law school student survey; in the Bar Exam Stories & Strategies Program; and the development of a plan to collect demographic information to be able to assess law student retention.
- Conducted an analysis of the grading process for the California Bar Exam, which includes recommendations for creating efficiencies in the process.

- Participated in the California-specific job analysis study, i.e., the California Attorney Practice Analysis (CAPA) which commenced in December 2018 and continued through 2019.
- Guided the preparation of a report on the impact of transitioning from a three-day to a two-day bar examination, encompassing four administrations of the exam (July 2017, February 2018, July 2018, and February 2019).

Fiscal Year 2020 Projects and Objectives

- Continue to develop and implement policy and procedure changes necessitated by the transition to the Admissions Information Management System; work on AIMS Phase II updates and pursue further modifications and enhancements of the AIMS system.
- Pursue an item banking solution for the legal specialization.
- Finalize the work product for the Moral Character Working Group.
- Implement recommendations resulting from CAPA study.
- Develop, seek approval, and implement law school accreditation rule changes.
- Convene all law school registrars to share beneficial information that will assist the registrars in their work with law students.
- Pilot and report back to CBE & BOT on remote proctoring at Bar Exam and First-Year Law Students' Exam sites.
- Implement policy guidelines for the level of sanctions to be imposed for various exam conduct violations and procedures for staff determination of sanctions, with appeals to the Committee of Bar Examiners.
- Implement or follow up on recommendations stemming from various studies regarding the bar exam, including: the determination of the knowledge, skills, and abilities for entry level attorneys, and how that should impact the content of the bar exam; recommended sampling methodologies for bar exam question selection; a review of bar examination administration and security practices; an analysis of the current grading methodology for the bar exam; and an analysis of the performance on essay and performance test questions to identify differential impacts on various populations.

2020 Budgeted Revenue

The Office of Admissions' total revenue budget for 2020 is $23.0 million. **Table 1** provides detailed and comparative information regarding the Office of Admissions budgeted 2020 revenue. Revenue derives primarily from Examination Fees followed by Other Revenue.

Table 1: Source of Revenue by Fund

Fund	2019 Budget	2020 Budget	2021 Forecast
Admissions			
Exam Fees	$13,935,300	$13,658,480	$13,658,480
Other Revenue	8,980,600	9,358,638	9,358,638
Admissions Total	$22,915,900	$23,017,118	$23,017,118
Total Funds	**$22,915,900**	**$23,017,118**	**$23,017,118**

The $308,220 decline in Exam Fees compared to 2019 reflects an anticipated decline in the number of applicants. The $7.5 million in Other Revenue reflects a slight increase compared to 2019. Other revenue consist primarily of Moral Character Determination Fees ($4.0 million), Student Registration Fees ($765,000) and fees related to Multijurisdictional Practice (MJP) program totaling $848,773.

2020 Budget by Expense Category

The Office of Admissions' total budget for 2020 is $24.5 million. **Table 2** provides detailed and comparative information regarding the Office of Admissions budgeted 2020 expenses.

Table 2: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$8,184,100	$8,745,131	$8,920,033
Services	8,303,500	8,643,619	8,816,491
Supplies and Equipment	638,500	891,940	909,779
Other expense	570,900	602,400	614,448
Indirect Costs	6,163,900	5,676,183	5,789,707
Total Expenses	**$23,860,900**	**$24,559,273**	**$25,050,458**

2020 Interfund Transactions

Table 3 below provides comparative information regarding the amount of transfers to or from other operation areas

Table 3: Interfund Transactions

	2019 Budget	2020 Budget	2021 Forecast
Interfund Transfers Out	$100,000	$825,000	$102,000
Interfund Transfers In	100,000	100,000	100,000
Total Interfund Transactions	**$200,000**	**$925,000**	**$202,000**

Personnel

The Office of Admissions employs 64.15 full-time employees. **Table 4** provides prior and current year staffing information for the Office of Admissions.

Table 4: Staffing

	Positions			Salaries	
Regular Status Fulltime Employees	**FY 2019 Budget**	**FY 2020 Budget**	**FY 2021 Forecast**	**2020 Budget**	**2021 Forecast**
Chief of Programs	0.15	0.15	0.15	$37,289	$38,034
Program Director III	1.00	1.00	1.00	200,828	204,845
Program Director I	1.00	1.00	1.00	156,183	159,307
Program Manager III	2.00	1.00	1.00	159,369	162,556
Principal Program Analyst	1.00	1.00	1.00	157,226	160,370
Program Manager I	2.00	3.00	3.00	383,910	391,588
Attorney	0.00	1.00	1.00	100,262	102,267
Special Projects Liaison	0.15	0.00	0.00	0	0
Program Supervisor	7.00	7.00	7.00	793,643	809,516
Program Analyst	1.00	3.00	3.00	286,716	292,450
Investigator II	8.00	5.00	5.00	432,616	441,269
Program Coordinator	3.00	1.00	1.00	87,570	89,321
Investigator I	1.00	4.00	4.00	291,073	296,895
Administrative Supervisor	1.00	1.00	1.00	87,796	89,552
Program Specialist	6.00	6.00	6.00	446,065	454,987
Fiscal Services Specialist	1.00	1.00	1.00	76,169	77,692
Senior Administrative Assistant	2.00	3.00	3.00	219,063	223,444
Administrative Assistant II	5.00	3.00	3.00	228,063	232,624
Program Assistant III	6.00	6.00	6.00	451,831	460,868
Administrative Assistant I	3.00	2.00	2.00	125,754	128,269
Office Assistant III	1.00	1.00	1.00	75,330	76,836
Program Assistant II	9.00	9.00	9.00	547,645	558,598
Office Assistant II	4.00	4.00	4.00	207,513	211,664
Total FTE	**65.30**	**64.15**	**64.15**	**$5,551,914**	**$5,662,953**

PROGRAMS DIVISION

OFFICE OF ATTORNEY REGULATION & CONSUMER RESOURCES

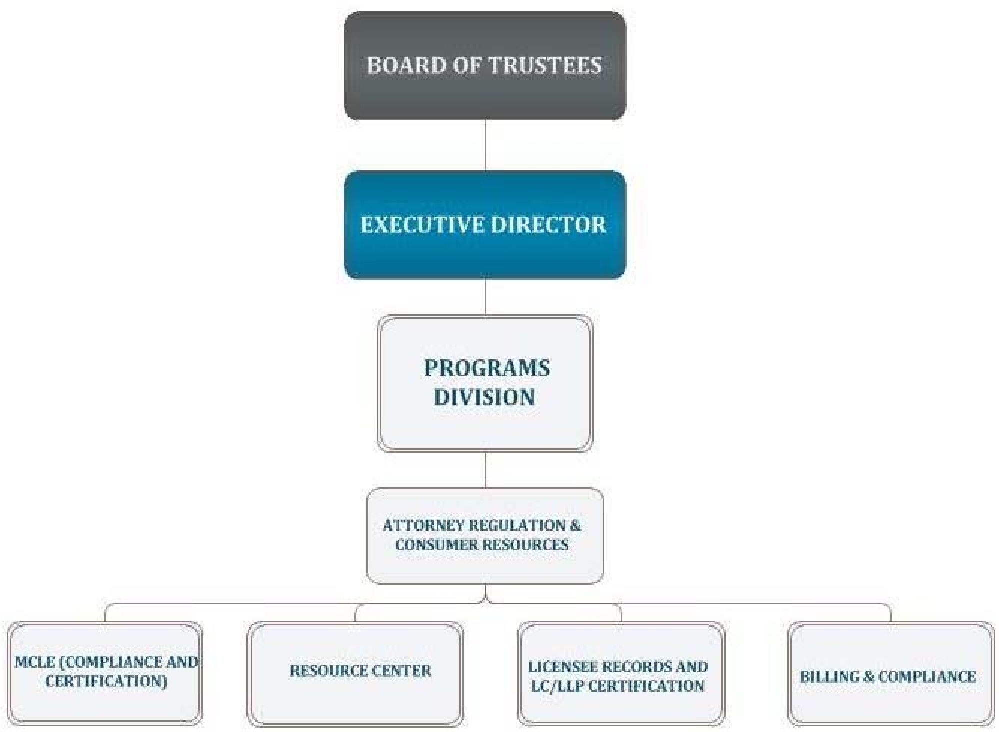
Overview

The Office of Attorney Regulation & Consumer Resources (ARCR) maintains, on behalf of the Supreme Court, the official “Roll of Attorneys” - the list of all attorneys who are licensed to practice in California. ARCR also manages the registration of law corporations and limited law partnerships and is responsible for ensuring the compliance of all licensees with various administrative requirements, including requirements for continuing legal education. The office also operates the State Bar’s call center, handling calls from those wishing to make a complaint against an attorney, attorneys with questions about their fees or MCLE requirements, applicants inquiring about registering for the bar examination, and other calls.

Office Objectives

To maintain the official Attorney Roll, as delegated by the Supreme Court, with diligence and accuracy; to provide excellent service while operating the State Bar Resource Center in order to facilitate the public's ease of access to information and State Bar resources; and to efficiently administer programs and functions including all billing and other requirements related to annual license renewal, Minimum Continuing Legal Education regulation, and Law Corporation and Limited Liability Partnership certification.

Organizational Chart



Fiscal Year 2019 Accomplishments

- Implemented new fingerprinting requirements for active attorneys and attorneys transitioning from inactive to active status. ARCR was responsible for all aspects of customer service and compliance tracking, successfully bringing over 190,000 attorneys on Active status into compliance by December 1, 2019.
- Completed a second cycle with an improved online LLP Renewal program, increasing participation.
- Trained and transitioned all Resource Center staff on to the new CMS and AIMS systems.

Fiscal Year 2020 Projects and Objectives

- Continue development, and launch by December 2020, of the Provider Course Upload program. This online system for MCLE Providers to report attendance will make annual MCLE compliance determination easier, will improve audit capabilities, and will help to ensure that attorneys complete MCLE as required.
- Incorporate ongoing fingerprinting compliance tracking into ARCR's routine activities for those licenses that are newly subject to the requirement as part of their transition to Active status.
- Leverage ongoing improvements to the online LLP Renewal program to develop an online Law Corporation Renewal program that would be ready for launch by the end of 2020, in time for the 2021 Law Corporation renewal cycle.
- Develop and implement, by December 2020, the technological improvements needed to collect and display mandatory and discretionary licensee record data, as put forth in newly revised State Bar Rule 2.2 pertaining to the "Licensee Record."

2020 Budgeted Revenue

The Office of Attorney Regulation & Consumer Resources' total revenue budget for 2020 is $1.0 million. Revenue is made up primarily of Late Compliance Fees, MCLE fees and fees for Certificates of Standing.

Table 1: Source of Revenue by Fund

Fund	2019 Budget	2020 Budget	2021 Forecast
General Fund			
Other Revenue	$985,900	$1,032,829	$1,032,829
General Fund Total	$985,900	$1,032,829	$1,032,829
Total Funds	**$985,900**	**$1,032,829**	**$1,032,829**

2020 Budget by Expense Category

The Office of Attorney Regulation & Consumer Resources' total budget for 2020 is $5.5 million. **Table 2** provides detailed and comparative information regarding the Office of Attorney Regulation & Consumer Resources budgeted 2020 expenses.

Table 2: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$3,476,800	$3,704,743	$3,778,838
Services	143,400	113,400	115,668
Supplies and Equipment	217,200	141,897	144,735
Other expense	20,400	4,000	4,080
Indirect Costs	2,257,400	1,572,831	1,604,288
Total Expenses	**$6,115,200**	**$5,536,872**	**$5,647,609**

Personnel

The Office of Attorney Regulation & Consumer Resources employs 30.15 full-time employees. **Table 4** provides prior and current year staffing information for the Office of Attorney Regulation & Consumer Resources.

Table 3: Staffing

	Positions			Salaries	
Regular Status Fulltime Employees	**FY 2019 Budget**	**FY 2020 Budget**	**FY 2021 Forecast**	**2020 Budget**	**2021 Forecast**
Chief of Programs	0.15	0.15	0.15	$37,289	$38,034
Program Director II	1.00	1.00	1.00	174,299	177,785
Program Manager II	2.00	1.00	1.00	134,572	137,264
Special Projects Liaison	0.15	0.00	0.00	0	0
Program Supervisor	4.00	4.00	4.00	430,081	438,683
Program Analyst	1.00	2.00	2.00	179,764	183,359
Program Coordinator	3.00	4.00	4.00	326,690	333,224
Program Specialist	2.00	2.00	2.00	160,433	163,642
Program Assistant III	5.00	5.00	5.00	327,982	334,542
Public Svce Representative III	4.00	4.00	4.00	238,923	243,702
Program Assistant II	4.00	3.00	3.00	167,643	170,996
Public Svce Representative II	3.00	4.00	4.00	237,759	242,514
Total FTE	**29.30**	**30.15**	**30.15**	**$2,415,436**	**$2,463,745**

PROGRAMS DIVISION

OFFICE OF ACCESS & INCLUSION

Overview

The Office of Access & Inclusion (OA&I) operates several programs intended to ensure that all Californians have appropriate access to the legal system and that the State Bar's diversity and inclusion goals are advanced. The programs administered by the office are supported by a mix of General Fund, grants, and voluntary contributions.

Access to Justice

OA&I works to expand, support, and improve the delivery of legal services to low- and moderate-income Californians, and develops and administers a range of programs that support and promote the direct delivery of legal services to low and middle income Californians. This work includes the development of policy initiatives and other programs in collaboration with institutions working to expand access to justice for low income Californians. These efforts also include encouraging increased pro bono participation and designing and facilitating free high-quality substantive and skill-based training for legal services lawyers, pro bono counsel, law students, and other advocates on a variety of topics. OA&I also coordinates a statewide Disaster Legal Services Response network and cosponsors a comprehensive, statewide legal services conference every three years.

Legal Services Funding

OA&I focuses on attorney and bank compliance with Interest on Lawyers' Trust Accounts (IOLTA) requirements, including ensuring banks are paying comparable rates, and that attorneys are meeting their ethical obligations to segregate client and third party funds in an IOLTA account when those funds cannot earn interest for the benefit of that client or third party. In addition, staff are responsible for the administration and distribution of grants generated through IOLTA, the Equal Access Fund, the Justice Gap Fund, and other revenue sources, including national settlements with banks providing funding for foreclosure prevention and community development legal services. These grants fund the provision of free legal services to low-income Californians through several programs – some of which distribute funds according to a statutory formula and some of which are discretionary subject to programmatic guidelines.

Diversity and Inclusion

OA&I works on programs and initiatives designed to diversify the legal profession beginning in law school and to eliminate bias in the practice of law. The activity in this area is funded primarily through voluntary contributions to the State Bar. Staff executes the Board of Trustees' Diversity and Inclusion objectives. Staff also provides support to the State Bar's Council on Access and Fairness (COAF).

Office Objectives

The promotion of greater access to, and inclusion in, the legal system.

Organizational Chart

Fiscal Year 2019 Accomplishments

Access to Justice

- Worked closely with financial institutions holding the largest IOLTA accounts to negotiate higher interest rates and ensure they were providing rates on IOLTA accounts comparable to similar products, resulting in an increase revenue for 2020 IOLTA grants by 102 percent.
- Launched a Leadership Bank Program to encourage banks to pay higher interest rates on IOLTA accounts and recognize those that do.
- Distributed an additional $15 million in Equal Access Fund monies for homelessness prevention, within three months of the funding coming into existence through the State Budget.
- Developed an RFP for $6.5 million in grants to fund foreclosure prevention and community redevelopment projects for legal services programs; reviewed proposals and awarded the grant funding.
- Completed the first of its kind California Justice Gap Study, which include a survey of nearly 4,000 Californians, an Intake Census conducted by legal aid providers, and a Law Student Survey assessing the impact of the cost of law school on access to justice.
- Conducted, in sponsorship with two other organizations, the 2019 Pathways to Justice Conference for more than 400 attendees, providing substantive programming for legal services attorneys, court-based self-help center staff, and others.
- Transitioned the California Commission on Access to Justice to an independent nonprofit entity.
- Revised rules governing the certification of Lawyer Referral Services with the goal of increasing access to legal services

Diversity & Inclusion

- Developed and submitted the first biennial report to the Legislature on the State Bar's diversity and inclusion action plan.
- Convened the 2nd Annual Diversity Summit with affinity bar leaders, Diversity and Inclusion Officers, firm leaders, Council on Access and Fairness (COAF) members, and Board members. Participants developed recommendations for metrics to include the State Bar's first Diversity Report Card and additional survey questions to roll out for future analysis and reporting to support inclusion efforts across the legal system.
- Assisted with revisions to the Attorney Census instrument to improve the data collection that will inform the State Bar about the diversity of the legal profession and the obstacles to diverse attorneys' entry into and retention and advancement in the legal profession.
- Surveyed law schools to identify programs to improve retention of diverse student and researched best practices at law schools.

Fiscal Year 2020 Projects and Objectives

- Complete Phase II of the California Justice Gap Study.
- Make significant progress to codify current grant administration practices, procedures, and policies to bring greater transparency and consistency to the grant making and grant administration process.

- Engage and increase the number of Leadership Banks to increase IOLTA revenue for distribution to legal services provides.
- Continue to monitor interest payments and fluctuations in interest rates to ensure financial institutions pay interest on IOLTA accounts at rates above or required by statute.
- Implement and execute the diversity and inclusion objectives adopted by the Board of Trustees.
- Explore options to increase access through licensing of paraprofessionals.
- Identify opportunities for coordination and collaboration to improve the delivery of legal services to veterans in California.
- Host Diversity Summits by sector (private, government, nonprofit) to identify and analyze specific obstacles to diverse attorneys' entry into, retention and advancement in these respective fields and develop appropriate, targeted interventions.

2020 Budgeted Revenue

The Office of Access & Inclusion's total revenue budget for 2020 is $77.8 million. **Table 1** provides detailed and comparative information regarding Access & Inclusion budgeted 2020 revenue. The $21.9 million increase compared to 2019 is driven primarily by Client Trust Account revenue.

Table 1: Source of Revenue by Fund

Fund	2019 Budget	2020 Budget	2021 Forecast
General Fund			
Other Revenue	$92,000	$68,787	$68,787
General Fund Total	$92,000	$68,787	$68,787
Bank Settlement			
Other Revenue	$50,000	$69,100	$69,100
Grants	0	285	285
Bank Settlement Total	$50,000	$69,385	$69,385
EOB & Bar Relations			
Voluntary Fees & Donations	$320,000	$320,000	$321,600
Other Revenue	100	6,952	6,952
EOB & Bar Relations Total	$320,100	$326,952	$328,552
Equal Access			
Other Revenue	$490,000	$580,600	$580,600
Grants	25,599,900	30,701,700	30,701,700
Equal Access Total	$26,089,900	$31,282,300	$31,282,300
Justice Gap			
Voluntary Fees & Donations	$1,232,000	$856,700	$860,984
Other Revenue	17,100	66,500	66,500
Justice Gap Total	$1,249,100	$923,200	$927,484
Legal Services Trust			
Voluntary Fees & Donations	$6,101,200	$3,800,000	$3,819,000
Other Revenue	23,010,000	41,290,796	41,290,796
Legal Services Trust Total	$29,111,200	$45,090,796	$45,109,796
Total Funds	**$56,912,300**	**$77,761,421**	**$77,786,304**

2020 Budget by Expense Category

Access & Inclusion's total budget for 2020 is $103.6 million. **Table 2** provides detailed and comparative information regarding Access & Inclusion budgeted 2020 expenses. The $36.0 million increase from 2019 is due to increases in Legal Services Grants.

Table 2: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$2,802,600	$2,882,662	$2,940,315
Services	425,200	543,153	554,016
Legal Services Grants	62,670,700	98,463,237	100,432,502
Supplies and Equipment	87,300	47,877	48,835
Other expense	124,200	457,600	466,752
Indirect Costs	1,500,900	1,178,381	1,201,948
Total Expenses	**$67,610,900**	**$103,572,910**	**$105,644,368**

2020 Interfund Transactions

Table 3 below provides comparative information regarding the amount of transfers to or from other operation areas. The transfers below are funds moving from the Justice Gap Fund to the Equal Access Fund.

Table 3: Interfund Transactions

	2019 Budget	2020 Budget	2021 Forecast
Interfund Transfers Out	$0	$1,000,000	$1,020,000
Interfund Transfers In	0	1,150,000	1,150,000
Total Interfund Transactions	**$0**	**$2,150,000**	**$2,170,000**

Personnel

Access & Inclusion employs 19.15 full-time employees. **Table 4** provides prior and current year staffing information for Access & Inclusion.

Table 4: Staffing

	Positions			Salaries	
Regular Status Fulltime Employees	**FY 2019 Budget**	**FY 2020 Budget**	**FY 2021 Forecast**	**2020 Budget**	**2021 Forecast**
Chief of Programs	0.15	0.15	0.15	$37,289	$38,034
Program Director II	1.00	1.00	1.00	185,367	189,075
Special Projects Liaison	0.15	0.00	0.00	0	0
Program Supervisor	3.00	3.00	3.00	301,342	307,369
Senior Financial Analyst	1.00	1.00	1.00	110,846	113,063
Senior Program Analyst	9.00	9.00	9.00	855,749	872,864
Program Analyst	2.00	2.00	2.00	162,418	165,666
Program Coordinator	1.00	1.00	1.00	89,730	91,525
Program Specialist	2.00	2.00	2.00	140,604	143,416
Total FTE	**19.30**	**19.15**	**19.15**	**$1,883,344**	**$1,921,011**

OFFICE OF PROFESSIONAL COMPETENCE

Overview

The Office of Professional Competence (OPC) administers the State Bar’s attorney professional responsibility programs and resources. These activities facilitate awareness of and compliance with disciplinary standards and other attorney conduct duties. OPC also administers the Mandatory Fee Arbitration Program that implements a statutory requirement to provide an alternative dispute resolution forum for attorney-client fee disputes. Beginning in 2020, responsibility for certification of Lawyer Referral Services will transition to OPC from the Office of Access & Inclusion.

Ethics Hotline

The Ethics Hotline is a confidential legal research service that promotes the competent practice of the law by providing a resource to assist attorneys in identifying and analyzing professional responsibility issues. Although legal advice is not provided, the research assistance protects clients by mitigating the incidence of unintentional misconduct in areas such as: conflicts of interest; commingling and misappropriation of client funds; deceptive advertising; and the unauthorized practice of law.

Board of Trustees and Committee Support

As needed, Professional Competence staff provides a full range of staffing support to the Board of Trustees for issues related to attorney professional responsibility. Similarly, as assigned, staff provides support to other special task forces and ad hoc committees, such as the Rules Revision Commission (RRC), and the Task Force on Access Through Innovation of Legal Services (ATILS) which was appointed by the Board in September 2018. As a regular responsibility, staff provides support for the Committee on Professional Responsibility and Conduct (COPRAC).

Outreach & Education

Staff participates in and coordinates outreach and educational activities that raise awareness of professional responsibility compliance issues, including issues arising from the new Rules of Professional Conduct. Awareness of legal ethics compliance issues contributes to competent representation of clients. These outreach and educational activities include preparing and presenting the State Bar's Annual Ethics Symposium. In addition, staff oversees the State Bar’s e-learning educational initiatives, including the New Attorney Training Program, training on the new rules of professional conduct, training for probationers (in development), and other trainings to be developed in 2020 and future years.

Mandatory Fee Arbitration

OPC administers the Mandatory Fee Arbitration Program, pursuant to Business and Professions Code section 6200, which manages arbitration cases of attorney-client disputes over legal fees. The program also assists local bar association’s fee arbitration programs with training, development of rules and fee schedules, and educational content. The program also assists clients in enforcing those awards where an attorney has been ordered to return unearned fees to the client, but fails to do so. The volunteers appointed to COPRAC include lawyers with fee arbitration expertise and COPRAC is assigned the task of drafting fee arbitration advisories.

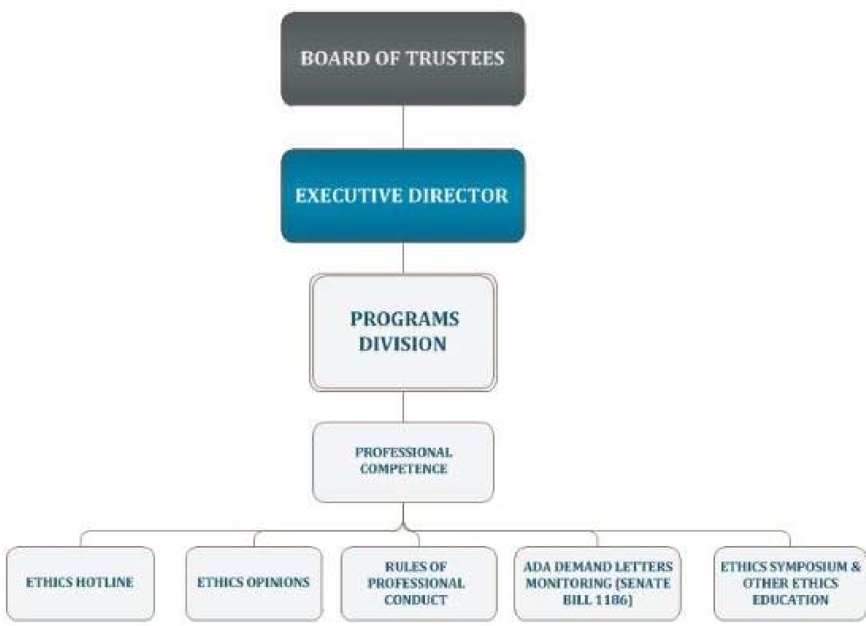
Publications

OPC staff produce and update the following professional responsibility publications: The California Compendium on Professional Responsibility; and The California Rules of Professional Conduct, The State Bar Act, and Related Statutes (the latter is also offered as an e-book). The most frequently updated publications are the extensive online professional responsibility resources on topics such as: ethics and technology; judicial ethics; civility and professionalism; senior lawyer issues; and client trust accounting, including an online version of The Handbook on Client Trust Accounting for California Attorneys.

Office of Professional Competence Objectives

- Facilitate the competent practice of the law by providing research information and resources on professional responsibility issues through the Ethics Hotline, ethics opinions, and other activities.
- Set and maintain high standards of professional responsibility by assisting the Board of Trustees and Supreme Court in considering proposed amendments to the Rules of Professional Conduct and other laws governing lawyers.
- Help protect against abusive activities in ADA construction-related accessibility claims by monitoring demand letters sent by plaintiff attorneys pursuant to statute.
- Ensure the effective operation of the Mandatory Fee Arbitration Program.
- Ensure the effective operation of Lawyer Referral Service Certification processes.

Organizational Chart



Fiscal Year 2019 Accomplishments

- Completed and launched a two-hour e-learning course on the comprehensive revisions to the Rules of Professional Conduct that became operative on November 1, 2018.
- Updated the legal ethics content in the mandatory New Attorney Training Program to conform to the revised Rules of Professional Conduct.

- Transitioned MFA programmatic functions previously conducted by the Committee on Mandatory Fee Arbitration to OPC staff
- Implemented enhancements to the Ethics Hotline call center system, including the addition of an automated satisfaction survey.
- For the Task Force on Access Through Innovation of Legal Services, managed a public comment process that resulted in over 2,800 comments from about 1,300 individual commenters.

Fiscal Year 2020 Projects and Objectives

- Continue staffing the Task Force on Access Through Innovation of Legal Services, and assist in the submission of a final report and recommendation to the Board by March 31, 2020.
- Manage the State Bar's production of e-learning courses on subjects such as: elimination of bias, competency, and mandatory fee arbitration issues.
- Develop a lawyer self-assessment program to facilitate licensee awareness of possible gaps in ethical and competent law practice management.
- Manage COPRAC's responsibility to undertake development of Fee Arbitration Program Arbitrator Advisories

2020 Budgeted Revenue

The Office of Professional Competence's total revenue budget for 2020 is $38,440. **Table 1** provides detailed and comparative information regarding Office of Professional Competence budgeted 2020 revenue. Revenues are from Ethics Symposium and Publication Sales.

Table 1: Source of Revenue by Fund

Fund	2019 Budget	2020 Budget	2021 Forecast
General Fund			
Other Revenue	$89,300	$38,440	$38,440
General Fund Total	$89,300	$38,440	$38,440
Total Funds	**$89,300**	**$38,440**	**$38,440**

2020 Budget by Expense Category

The Office of Professional Competence's total budget for 2020 is $3.3 million. **Table 2** provides detailed and comparative information regarding the Office of Professional Competence budgeted 2020 expenses.

Table 2: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$2,128,000	$2,195,396	$2,239,304
Services	487,100	278,500	284,070
Supplies and Equipment	66,300	42,712	43,566
Other expense	76,700	53,700	54,774
Indirect Costs	1,046,700	750,589	765,601
Total Expenses	**$3,804,800**	**$3,320,897**	**$3,387,315**

Personnel

The Office of Professional Competence employs 13.15 full-time employees. **Table 3** provides prior and current year staffing information for the Office of Professional Competence.

Table 3: Staffing

	Positions			Salaries	
Regular Status Fulltime Employees	**FY 2019 Budget**	**FY 2020 Budget**	**FY 2021 Forecast**	**2020 Budget**	**2021 Forecast**
Chief of Programs	0.15	0.15	0.15	$37,289	$38,034
Program Manager III	1.00	1.00	1.00	173,025	176,485
Supervising Attorney	0.00	1.00	1.00	139,405	142,194
Attorney	2.00	1.00	1.00	109,928	112,127
Special Projects Liaison	0.15	0.00	0.00	0	0
Program Supervisor	1.00	1.00	1.00	125,364	127,872
Senior Program Analyst	7.00	7.00	7.00	682,814	696,471
Program Coordinator	0.00	1.00	1.00	83,546	85,217
Senior Administrative Assistant	1.00	0.00	0.00	0	0
Public Svce Representative II	1.00	1.00	1.00	61,850	63,087
Total FTE	**13.30**	**13.15**	**13.15**	**$1,413,222**	**$1,441,486**

PROGRAMS DIVISION

OFFICE OF PROFESSIONAL SUPPORT AND CLIENT PROTECTION

CASE MANAGEMENT & SUPERVISION – MANDATORY LAP AND VOLUNTARY LAP

Overview

The Office of Case Management and Supervision (OCMS) consists of the Lawyer Assistance Program (Mandatory and Voluntary) and the Office of Probation. Together these two areas of the State Bar are responsible for providing case management and supervision services to licensed attorneys, former attorneys, and prospective attorneys. Many of these attorneys have pending or completed disciplinary proceedings; however OCMS clients also include law students and attorneys with no pending discipline.

Lawyer Assistance Program

The Lawyer Assistance Program (LAP) provides substance use disorder and mental health support services to current and former attorneys, law students, and applicants for admission to the State Bar through a range of services that are tailored to the circumstances of each participant. The goal of the LAP is to protect the public through outreach and education to the legal community about the dangers of untreated substance use and mental health problems and to assist those who struggle with these issues to find appropriate treatment (see Business and Professions Code section 6230).

In late 2019, the State Bar separated LAP into “mandatory” and “voluntary” components. Mandatory LAP encompasses those participants who seek out LAP services as part of an agreement with the State Bar Court in exchange for the imposition of a lower level of discipline if they successfully complete LAP and other terms of the agreement. Mandatory LAP also includes those participants seeking an evaluation or services upon referral by the Office of Admissions as part of the moral character determination process. Voluntary LAP is made up of participants who self-refer. Participants in both Mandatory and Voluntary LAP have access to both professional monitoring and supportive services. Staff in the Mandatory LAP now work under Probation and will ultimately be incorporated more fully into the redesign of the probation system.

Orientation and Assessment

Attorneys, former attorneys, law students, and bar applicants are eligible to receive a free professional mental health assessment by a licensed clinician without making a longer-term commitment to participate in the program. Participants are also entitled to attend up to three free sessions of a facilitated group support session without obligation to continue further.

Monitored LAP

Monitored LAP is for attorneys, law students, and State Bar applicants who must satisfy a specific monitoring or verification requirement imposed by an employer, the Office of Chief Trial Counsel, State Bar Court, the Committee of Bar Examiners, or another entity, or who otherwise desire the additional oversight. The program offers long-term structure and the support of a professional Clinical Rehabilitation Coordinator. Attendance at LAP group meetings and lab testing are typically required as conditions of participating in Monitored LAP.

Support LAP

Support LAP is for attorneys and applicants who are interested in participating in a weekly group meeting with other lawyers and would like the support of a qualified mental health professional.

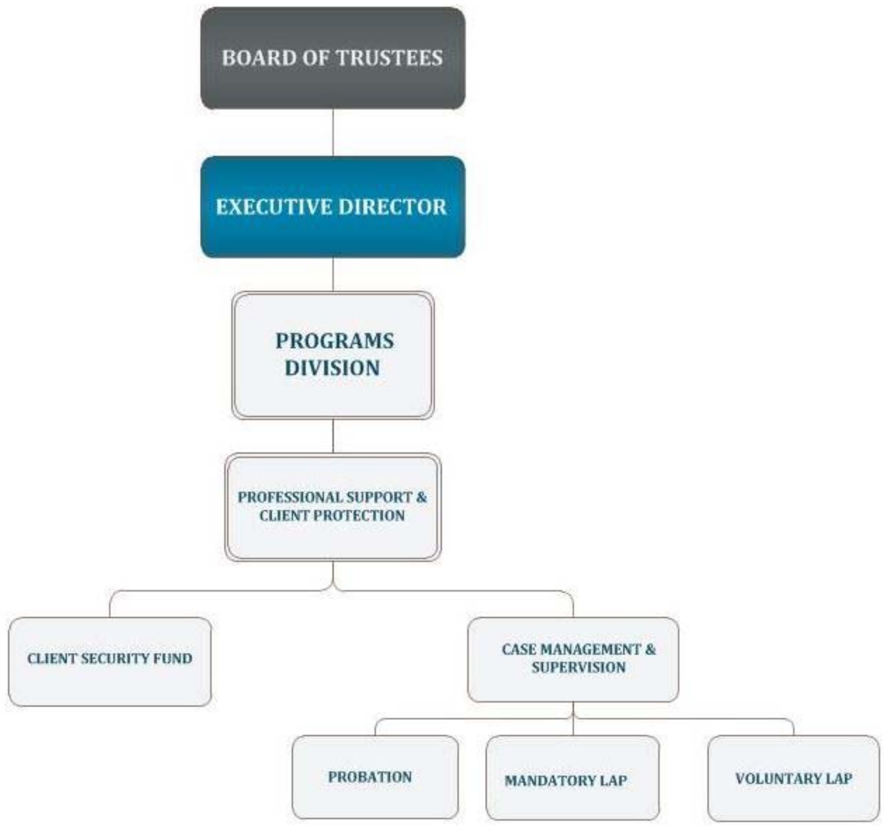
Transition Assistance Services

The LAP also offers short term counseling and career counseling at no cost to the law student, State Bar applicant or attorney. Short-term counseling includes up to two sessions of counseling with a local therapist who specializes in working with legal professionals. This counseling service addresses common problems such as stress, burnout, relationship conflicts and career concerns, and is intended to identify and treat potential problems at the earliest possible stage. Career counseling provides up to two sessions of consultation with a local career counselor who is experienced in helping legal professionals through important career transitions.

Program Objectives

To support law students, bar applicants, inactive, active and former attorneys in their rehabilitation from substance use and mental health issues to enhance public protection and maintain the integrity of the legal profession.

Organizational Chart



Fiscal Year 2019 Accomplishments

- Implemented comprehensive outreach and education program for law schools, law firms and bar associations in accordance with the LAP Strategic Plan.
- Enrolled 164 new applicants into the program; served 296 participants. 78 individuals accessed transition assistance services.
- Delivered 68 educational presentations to law schools, law firms and/or bar associations.
- Began the implementation of procedural and structural changes directed by the Board of Trustees in late 2018 and 2019, including pursuing the separation of the "voluntary" or self-referral part of the program to a new entity and began to merge the "mandatory" part of the program with Case Management & Supervision - Probation.

Fiscal Year 2020 Projects and Objectives

- Continue to implement structural changes related to the separation of the "voluntary" (or self-referral) part of the program.
- Help shape the Attorney Supervision & Assistance Redesign (ASAR) project as it applies to attorneys with substance use and mental health disorders and assist with the development of a collaborative court model.
- Continue outreach to increase participation, including making presentations to organizations as requested and reaching out to law schools and bar associations.
- Track survey responses to measure satisfaction of LAP participants.

PROGRAMS DIVISION

OFFICE OF PROFESSIONAL SUPPORT AND CLIENT PROTECTION

CASE MANAGEMENT & SUPERVISION - PROBATION

Overview

The Office of Case Management and Supervision (OCMS) consists of the Lawyer Assistance Program (Mandatory and Voluntary) and the Office of Probation. Together these two areas of the State Bar are responsible for providing case management and supervision services to licensed attorneys, former attorneys, and prospective attorneys.

The Office of Probation (OP) monitors disciplined attorneys who have been ordered to comply with probation or reproval conditions pursuant to orders issued by the California Supreme Court and/or the State Bar Court. Once these orders become effective, the OP tracks terms and conditions of probation for each disciplined attorneys, monitors compliance, and takes appropriation action on noncompliance with the court ordered conditions of probation.

Probation

OP monitoring requires staff to contact the attorney being monitored and third parties such as former clients, service providers, and other offices within the State Bar. OP staff provide timely information to the attorney, the Office of Chief Trial Counsel, and State Bar Court regarding noncompliance; OP staff are available to testify under oath in Court.

Office Objectives

- Facilitate rehabilitation of disciplined attorneys by supporting compliance with ordered conditions of probation.
- Accurately monitor disciplined attorneys to in support of the State Bar's public protection mission.
- Support public protection by timely notifying OCTC or State Bar Court of noncompliance by disciplined attorneys with ordered conditions.

Fiscal Year 2019 Accomplishments

- Initiated Attorney Supervision and Assistance Redesign project, which includes beginning to identify risks of unsuccessful completion of probation and recidivism and identifying stabilizing factors which would assist in reducing recidivism.
- Participated in conferences and trainings regarding the use of evidence based practices in a probation environment.
- Merged the mandatory Lawyer Assistance Program with the Office of Probation.

Fiscal Year 2020 Projects and Objectives

- With ORIA and IT, continue to implement the new Case Management System, including possible interfaces such as a portal, while working toward a paperless office.
- Implement the Attorney Supervision and Assistance Redesign project.

- Further implement an Evidence Based Practice approach through procedural and structural changes.
- Effectively train staff on the new Attorney Supervision and Assistance model.
- Develop a collaborative court model to more effectively address the underlying causes of misconduct for attorneys with substance use and mental health issues so as to support the State Bar's public protection mission.
- Identify and develop potential methods to improve the collection of restitution for victims of attorney misconduct.
- Continue to work toward the most efficient way to track and report successful completion of probation and/or restitution.

PROGRAMS DIVISION

OFFICE OF PROFESSIONAL SUPPORT AND CLIENT PROTECTION

CLIENT SECURITY FUND

Overview

The main purpose of the Client Security Fund (CSF) Program is to protect the public and maintain confidence in the legal profession by reimbursing victims of attorney theft. There are four main areas that encompass the work of the CSF: (a) legal case processing; (b) support for the CSF Commission and the Board of Trustees; (c) financial management; and (d) administration. CSF funding is derived from a statutorily mandated $40 fee paid as part of the annual attorney licensing process. For the calendar year 2020, CSF is receiving a one-time additional statutorily mandated $40, for a total of $80 per active licensee. CSF also receives $10 per inactive licensee.

Office Objectives

Protect the public and maintain public confidence in the legal profession by reimbursing clients who have lost money or property due to theft or other misconduct by a California lawyer. The CSF achieves this objective by:

- Making legal decisions on applications in a fair, efficient, and effective manner.
- Ensuring that the CSF system is user-friendly and accessible.
- Staffing the CSF Commission to ensure appropriate policies are set and decisions made.
- Monitoring the fiscal integrity of the CSF Fund to ensure its viability.

Fiscal Year 2019 Accomplishments

- Implemented the procedural and structural changes adopted by the Board of Trustees pursuant to recommendations of the 2017 Governance in the Public Interest Task Force including issuance of Tentative Decisions by staff counsel with the Commission as a review body, focusing on objections to Tentative Decisions.
- Distributed 100 percent of amount budgeted for reimbursements.
- Re-assessed CSF staffing needs, created Supervising Attorney position and incorporated new Attorney position to help increase efficiency and effectiveness.

- Continued regular communications with applicants regarding status of applications. Provided two mass status updates to applicants and continued to increase use of email communication to update applicants on status as requested.
- Provided requested information to State Auditor for CSF funding analysis resulting in recommendation for increase in 2020 assessment that was approved by Legislature.

Fiscal Year 2020 Projects and Objectives

- Reimburse on qualified applications the record amount budgeted for reimbursement (approximately $13 million) which is the result of the additional one-time $40 assessment approved by the Legislature.
- Decrease the time to reimbursement for eligible applications.
- Continue to provide regular status updates to applicants at least twice yearly and continue to work toward more automation and/or use of emails for status updates.

2020 Budget by Revenue Category

The Office of Professional Support and Client Protection's total revenue budget for 2020 is $16.2 million. **Table 1** provides detailed and comparative information regarding Professional Support and Client Protection's budgeted 2020 revenue. The revenue is comprised primarily of mandatory licensing fees, which support LAP and the Client Security Fund.

Table 1: Source of Revenue by Fund

Fund	2019 Budget	2020 Budget	2021 Forecast
Client Security			
Mandatory Fees	$7,927,300	$15,854,052	$15,933,322
Other Revenue	49,400	65,590	65,590
Client Security Total	$7,976,700	$15,919,642	$15,998,912
Lawyer Assistance Program			
Mandatory Fees	$2,107,000	$216,843	$2,107,169
Other Revenue	20,000	75,966	75,966
Lawyer Assistance Program Total	$2,127,000	$292,809	$2,183,134
Total Funds	**$10,103,700**	**$16,212,450**	**$18,182,046**

2020 Budget by Expense Category

The Office of Professional Support and Client Protection's total budget for 2020 is $20.5 million, for Probation, the Client Security Fund, and LAP. The increase for 2020 is because of the increase in the mandatory fee to support the Client Security Fund. **Table 2** provides aggregate and comparative information regarding Professional Support and Client Protection's budgeted 2020 expenses.

Table 2: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$3,832,600	$4,578,117	$4,669,679
Services	186,400	409,750	417,945
Supplies and Equipment	75,500	61,714	62,949
Other expense	96,500	142,297	145,143
Indirect Costs	1,573,600	2,198,348	2,242,315
CSF Payments	6,900,000	13,600,000	13,872,000
Reimbursements	(485,000)	(485,000)	(494,700)
Total Expenses	**$12,179,600**	**$20,505,227**	**$20,915,331**

Personnel

Professional Support and Client Protection employs 26.40 full-time employees across the three units. **Table 4** provides prior and current year staffing information for Case Management & Supervision.

Table 4: Staffing

	Positions			Salaries	
Regular Status Fulltime Employees	**FY 2019 Budget**	**FY 2020 Budget**	**FY 2021 Forecast**	**2020 Budget**	**2021 Forecast**
Chief of Programs	0.40	0.40	0.40	$99,436	$101,425
Program Director II	0.00	1.00	1.00	185,994	189,714
Program Manager III	1.00	0.00	0.00	0	0
Supervising Attorney	1.00	2.00	2.00	362,556	369,807
Senior Attorney	2.00	1.00	1.00	167,581	170,933
Attorney	1.00	2.00	2.00	232,249	236,894
Special Projects Liaison	0.40	0.00	0.00	0	0
Program Supervisor	2.00	2.00	2.00	244,249	249,134
Senior Program Analyst	2.00	2.00	2.00	186,915	190,653
Investigator II	1.00	1.00	1.00	100,056	102,057
Program Coordinator	1.00	1.00	1.00	87,570	89,321
Clinical Rehab Coordinator	4.00	4.00	4.00	368,499	375,869
Probation Case Specialist	6.00	6.00	6.00	481,771	491,406
Senior Administrative Assistant	1.00	1.00	1.00	79,820	81,417
Administrative Assistant II	3.00	3.00	3.00	239,419	244,207
Total FTE	**25.80**	**26.40**	**26.40**	**$2,836,115**	**$2,892,837**

ADMINISTRATIVE DIVISION

OVERVIEW

The Administrative Division comprises the core support Offices of General Services, Human Resources and Information Technology. The Administrative Division develops policies and strategies for these support functions, ensuring that they are coordinated, aligned with the State Bar's strategic goals and objectives, and effectively supporting the State Bar's mission-critical programs.

OFFICE OF GENERAL SERVICES

The Office of General Services provides a comprehensive range of facilities, administrative, and procurement services that support the work of all State Bar offices. General Services manages over 350,000 square feet of office space for State Bar staff and tenants, overseeing landlord/tenant relations; space planning and use; engineering and janitorial services; construction and capital improvements; safety and security programs; parking; and recycling programs. General Services also manages administrative support services, including document imaging and printing; mail and courier services; offsite file storage; meeting and conference support; and travel services. Finally, General Services manages the State Bar's procurement and contracting processes, ensuring compliance with competitive bidding requirements and other policies.

OFFICE OF HUMAN RESOURCES

The Office of Human Resources (HR) provides the full range of human resource services to the State Bar. Its primary functions include personnel policy administration; Equal Employment Opportunity (EEO) and nondiscrimination policy administration; classification and compensation analysis; benefits administration; and labor/employee relations.

OFFICE OF INFORMATION TECHNOLOGY

The Office of Information Technology (IT) provides the technology tools that support the State Bar's operations and programs. IT provides helpdesk, desktop, and meeting support, and maintains and enhances the State Bar's IT systems and network infrastructure. IT is also responsible for custom software development, and for enhancing, maintaining, and administering the State Bar's on-premise and public-facing applications.

DIVISION OBJECTIVES

- Maximize the value and efficiency of the State Bar's facilities through continued implementation of a capital improvement plan, space utilization plan, and management of leased space.
- Provide efficient, customer-service-focused administrative services that support the State Bar's operations and programs.
- Provide efficient processes to procure necessary goods and services and ensure policy compliance.
- Effectively recruit, manage, develop, and retain employees to ensure an engaged, motivated, and efficient workforce.

- Maintain a modern and secure information technology infrastructure that effectively supports State Bar's operations and programs, with a focus on technology solutions that result in efficiencies and operational cost savings.

Organizational Chart

FISCAL YEAR 2019 ACCOMPLISHMENTS

- Continued progress on major capital improvement projects in the State Bar's San Francisco building related to HVAC and Fire/Life Safety systems.
- Completed tenant improvement projects for new office and retail tenants.
- Reconfigured additional office space in Los Angeles to allow for the expansion of the Office of Chief Trial Counsel.
- Engaged new vendors for property management, construction project management, and brokerage services.
- Replaced fleet of multifunction digital copiers.
- Completed design and configuration of new Oracle Fusion Enterprise Resource Planning System.
- Configured new systems for business continuity and emergency notification.
- Created a new IT Project Management Office.
- Implemented new Telecommuting program for all staff.

FISCAL YEAR 2020 PROJECTS AND INITIATIVES

- Continue implementing technology initiatives set forth in the State Bar's strategic plan or otherwise necessary for efficient operation, including full implementation of new Oracle Fusion ERP system, migration to Microsoft 365, and additional infrastructure upgrades.
- Implement new IT team staffing model for more effective delivery of IT projects.

- Explore and evaluate all viable options to address the limited funding available to address necessary capital improvements, including conducting a space utilization study to determine how much space could be made available for tenant leasing, examining the costs and benefits for a sale/leaseback of the San Francisco State Bar building, evaluating the options for loans to support the costs of needed capital improvements, and all other options.
- Review and update HR policies and procedures to align with best practices and provide more efficient service to staff.

OFFICE OF GENERAL SERVICES

2020 Budget by Revenue Category

The Office of General Services' total revenue budget for 2020 is $5.2 million. **Table 1** provides detailed and comparative information regarding the Office of General Services budgeted 2020 revenue. Rental Income is the primary source of income and has an increase in 2020. Also, the 2020 Fee Bill provided $0.8 million in funding to maintain capital assets.

Table 1: Source of Revenue by Fund

Fund	2019 Budget	2020 Budget	2021 Forecast
Support and Admin.			
Other Revenue	$7,900	$6,117	$6,117
Support and Admin. Total	$7,900	$6,117	$6,117
Building			
Mandatory Fees	$3,000	$810,494	$814,546
Other Revenue	2,915,200	3,929,579	3,929,579
Building Total	$2,918,200	$4,740,073	$4,744,125
LA Facility			
Other Revenue	$395,000	$425,061	$425,061
LA Facility Total	$395,000	$425,061	$425,061
Total Funds	**$3,321,100**	**$5,171,250**	**$5,175,303**

2020 Budget by Expense Category

The Office of General Services total budget for 2020 is $10.4 million. **Table 2** provides detailed and comparative information regarding the Office of General Services budgeted 2020 expenses.

Table 2: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$2,525,100	$2,629,795	$2,682,391
Services	6,452,800	6,556,500	6,688,380
Supplies and Equipment	3,774,200	1,658,358	1,691,526
Other expense	42,200	74,200	75,684
Debt Service	695,100	695,100	709,002
Indirect Costs	(3,439,100)	(1,202,600)	(1,226,652)
Total Expenses	**$10,050,300**	**$10,411,354**	**$10,620,331**

Personnel

The Office of General Services employs 21.02 full-time employees. **Table 4** provides prior and current year staffing information for the Office of General Services.

Table 3: Staffing

	Positions			Salaries	
Regular Status Fulltime Employees	**FY 2019 Budget**	**FY 2020 Budget**	**FY 2021 Forecast**	**2020 Budget**	**2021 Forecast**
Chief Administrative Officer	0.34	0.34	0.34	$78,658	$80,231
Director, General Services	1.00	1.00	1.00	173,116	176,579
Principal Program Analyst	0.00	0.34	0.34	40,712	41,526
Senior Program Analyst	1.68	1.34	1.34	154,685	157,778
Program Analyst	2.00	1.00	1.00	90,817	92,633
Administrative Supervisor	2.00	2.00	2.00	187,368	191,115
General Services Specialist III	4.00	4.00	4.00	299,982	305,982
General Services Specialist II	11.00	11.00	11.00	696,506	710,436
Total FTE	**22.02**	**21.02**	**21.02**	**$1,721,843**	**$1,756,280**

OFFICE OF HUMAN RESOURCES

2020 Budget by Expense Category

The Office of Human Resources' total budget for 2020 is $2.4 million. **Table 2** provides detailed and comparative information regarding the Office of Human Resources budgeted 2020 expenses.

Table 1: Expenses

	2019 Budget	**2020 Budget**	**2021 Forecast**
Personnel expense	$1,850,000	$2,261,037	$2,306,258
Services	136,000	88,000	89,760
Supplies and Equipment	34,000	30,744	31,359
Other expense	222,000	19,000	19,380
Total Expenses	**$2,242,000**	**$2,398,781**	**$2,446,757**

Personnel

The Office of Human Resources employs 8.99 full-time employees. **Table 4** provides prior and current year staffing information for the Office of Human Resources.

Table 2: Staffing

	Positions			Salaries	
Regular Status Fulltime Employees	**FY 2019 Budget**	**FY 2020 Budget**	**FY 2021 Forecast**	**2020 Budget**	**2021 Forecast**
Chief Administrative Officer	0.33	0.33	0.33	$76,344	$77,871
Director, Human Resources	1.00	1.00	1.00	147,263	150,209
Principal Program Analyst	0.00	1.33	1.33	142,956	145,815
Human Resources Supervisor	0.00	1.00	1.00	120,610	123,022
Senior Human Resources Analyst	4.00	4.00	4.00	421,527	429,957
Senior Program Analyst	0.66	0.33	0.33	39,509	40,299
Human Resources Coordinator	1.00	0.00	0.00	0	0
Program Coordinator	0.00	1.00	1.00	68,340	69,707
Total FTE	**6.99**	**8.99**	**8.99**	**$1,016,549**	**$1,036,880**

OFFICE OF INFORMATION TECHNOLOGY

2020 Budget by Revenue Category

The Office of Information Technology's total revenue budget for 2020 is $1.1 million. **Table 1** provides detailed and comparative information regarding the Office of Information Technology's budgeted 2020 revenue. 2020 Mandatory Fee revenue is the result of passage of the 2019 fee bill.

Table 1: Source of Revenue by Fund

Fund	2019 Budget	2020 Budget	2021 Forecast
Technology			
Mandatory Fees	$0	$1,016,222	$1,021,303
Other Revenue	0	61,150	61,150
Technology Total	$0	$1,077,372	$1,082,453
Total Funds	**$0**	**$1,077,372**	**$1,082,453**

2020 Budget by Expense Category

The Office of Information Technology's total budget for 2020 is $17 million. **Table 2** provides detailed and comparative information regarding the Office of Information Technology budgeted 2020 expenses. For 2020, personnel expenses are increasing based on new positions transferred from the Office Research and Institutional Accountability for the new Project Management Office. Also, services and equipment are increasing based on new funding from the fee bill for IT projects and the replacement of equipment.

Table 2: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$6,446,400	$7,205,306	$7,349,412
Services	1,748,500	4,114,100	3,456,882
Supplies and Equipment	3,478,500	5,395,343	5,503,250
Other expense	91,200	84,875	86,572
Indirect Costs	76,800	193,852	197,729
Total Expenses	**$11,841,400**	**$16,993,475**	**$16,593,845**

Personnel

The Office of Information Technology employs 38.99 full-time employees. **Table 4** provides prior and current year staffing information for the Office of Information Technology.

Table 3: Staffing

Regular Status Fulltime Employees	Positions FY 2019 Budget	Positions FY 2020 Budget	Positions FY 2021 Forecast	Salaries 2020 Budget	Salaries 2021 Forecast
Chief Administrative Officer	0.33	0.33	0.33	$76,344	$77,871
IT Director	1.00	1.00	1.00	206,460	210,589
IT Manager III	2.00	3.00	3.00	478,107	487,669
Principal Program Analyst	0.00	0.33	0.33	39,514	40,305
IT Manager I	2.00	2.00	2.00	275,813	281,330
Senior Program Analyst	0.66	3.33	3.33	328,398	334,966
Senior IT Analyst	6.00	8.00	8.00	983,297	1,002,963
Senior IT Business Systems Analyst	1.00	2.00	2.00	189,881	193,679
IT Business Systems Analyst II	2.00	2.00	2.00	216,687	221,020
IT Analyst II	12.00	11.00	11.00	1,231,991	1,256,631
IT Analyst I	5.00	4.00	4.00	401,372	409,400
Senior Administrative Assistant	1.00	1.00	1.00	59,868	61,065
IT Support Technician I	1.00	1.00	1.00	71,776	73,212
Total FTE	**33.99**	**38.99**	**38.99**	**$4,559,510**	**$4,650,700**

OFFICE OF FINANCE

Overview

The Office of Finance is responsible for financial reporting and analysis, budget development and oversight, accounts payable, accounts receivable, general ledger; and processing licensee and other fee payments for the State Bar.

Financial Reporting, Budgeting, and Analysis

This service area is responsible for budgeting, financial planning, financial analysis and accounting, payroll, accounts receivable and payable, and for implementing related procedures and internal controls. The Office also works closely with the State Bar's external auditors and the California State Auditor's Office to ensure the implementation of sound financial controls and public accountability.

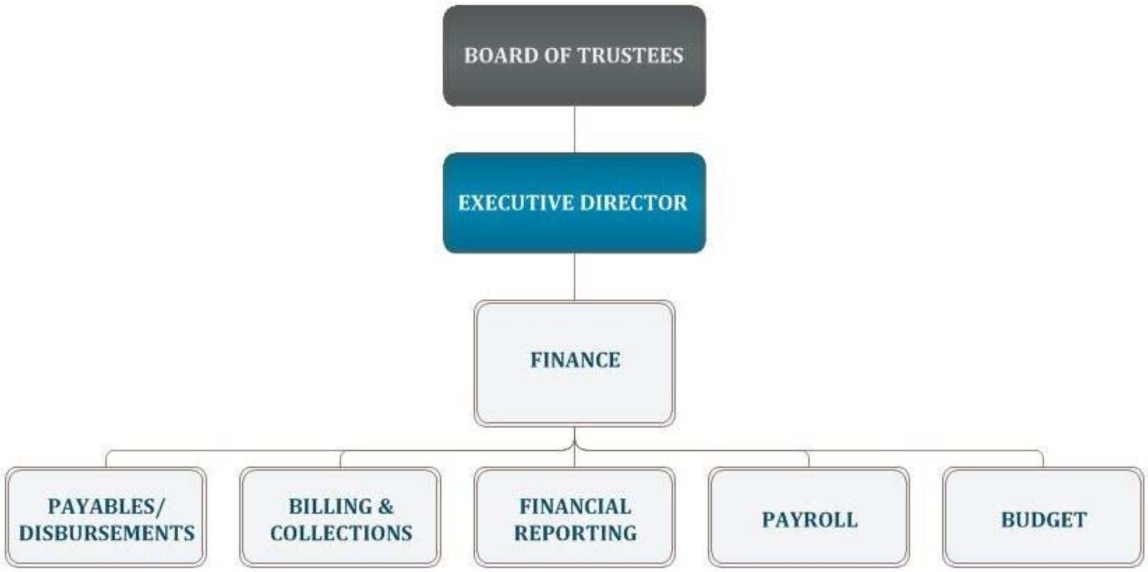
Licensee Billing

Licensee Billing is responsible for ensuring attorneys' annual fees and other payments are properly processed. The primary task for Licensee Billing staff is the treasury function of depositing and posting annual licensing fees, discipline costs, and CSF payments in the billing system. In addition, staff responds to billing inquiries, assists in the annual suspension process, and assists in the status change process.

Office Objectives

- Accurate Record Keeping. Finance maintains accurate financial records for all the State Bar's financial activities, including related written policies and procedures. Finance coordinates external audits to verify accuracy, prevent fraud, and identify opportunities for improvement.
- Transaction Processing. Finance pays employees and vendors accurately and timely.
- Strategic Budgeting. Finance creates and monitors the State Bar's budget. This includes working with all levels of State Bar management to forecast revenues and expenses, strategically allocate resources, and track budget variances.
- Cost Containment. Finance ensures that operating units do not spend more than approved.
- Promote Transparency. Finance strives for transparency of the State Bar's financial operations so that stakeholders know they can trust information we provide.
- Continuous Process Improvement. Finance coordinates with all operating units of the State Bar to continually improve the business processes, including payroll, payables, billing, receivables, grants, financial reporting and budgeting.

Organizational Chart



Fiscal Year 2019 Accomplishments

- Completed the 2020-24 General Fund Forecast.
- Facilitated the completion of the 2019 State Audit Report of the State Bar.
- Made process improvements to reduce the number of licensee fee check payments that have to be manually processed.
- Streamlined processes within billing to accommodate transition to online delivery of fee invoices created by Licensees.

Fiscal Year 2020 Projects and Objectives

- Implement Oracle ERP upgrade.
- Evaluate current collection processes and make improvements to enhance the State Bar's ability to collect discipline and court ordered restitution.
- Implement five-year internal control audit recommendations.
- Ensure that the State Bar's usage of the licensing fee increase adheres strictly to the purposes for which it was approved by the Legislature.
- Assist in the assessment of viable options for addressing the shortage of funding for needed capital improvements.
- Identify options to address the structural deficit in the Admissions Fund.

2020 Budget by Expense Category

The Office of Finance's total budget for 2020 is $3.4 million. **Table 1** provides detailed and comparative information regarding the Office of Finance budgeted 2019 expenses.

Table 1: Expenses

	2019 Budget	2020 Budget	2021 Forecast
Personnel expense	$2,441,600	$2,711,649	$2,765,882
Services	1,014,300	576,100	587,622
Supplies and Equipment	88,400	43,399	44,267
Other expense	29,700	61,425	62,654
Total Expenses	**$3,574,000**	**$3,392,574**	**$3,460,425**

Personnel Requirements

The Office of Finance employs 17.00 full-time employees. **Table 4** provides prior and current year staffing information for the Office of Finance.

Table 2: Staffing

	Positions			Salaries	
Regular Status Fulltime Employees	**FY 2019 Budget**	**FY 2020 Budget**	**FY 2021 Forecast**	**2020 Budget**	**2021 Forecast**
Controller	0.00	1.00	1.00	$169,830	$173,226
Chief Financial Officer	1.00	1.00	1.00	246,593	251,525
Finance Manager	2.00	0.00	0.00	0	0
Principal Program Analyst	0.00	1.00	1.00	137,368	140,115
Senior Financial Analyst	5.00	5.00	5.00	499,501	509,491
Financial Analyst	1.00	1.00	1.00	87,863	89,620
Fiscal Services Specialist	6.00	7.00	7.00	513,434	523,703
Administrative Assistant II	1.00	1.00	1.00	73,193	74,657
Total FTE	**16.00**	**17.00**	**17.00**	**$1,727,782**	**$1,762,338**

State Bar of California
Projected Reserve Balance by Fund
As of February 20, 2020

	Projected Reserve Bal 12/31/19	2020 Budgeted Revenues	2020 Budgeted Expenses	2020 Indirect Costs	2020 Expenses & Indirect Costs	2020 Interfund Transfers	2020 Budgeted Surplus/ (Deficit)	Projected Reserve Bal 12/31/20	Reserve Level (%) **
General Fund	**16,561,200**	**94,164,000**	**(104,288,400)**	**8,223,000**	**(96,065,400)**	**575,000**	**(1,326,400)**	**15,234,800**	15.9%
Restricted Fund Group									
Bank Settlement Fund (37)	20,648,900	69,400	(11,706,500)	(58,500)	(11,765,000)	-	(11,695,600)	8,953,300	**NA**
Client Security Fund (27)	365,900	15,919,600	(15,044,000)	(886,200)	(15,930,200)	-	(10,600)	355,300	**18.4%**
Elimination of Bias Fund (17)	518,400	326,900	(451,500)	(131,300)	(582,800)	150,000	(105,900)	412,500	**70.8%**
Equal Access Fund (29)	2,757,200	31,282,300	(32,594,400)	(325,800)	(32,920,200)		(1,637,900)	1,119,300	**NA**
Justice Gap Fund (32)	3,026,100	923,200	-	(4,200)	(4,200)	(1,000,000)	(81,000)	2,945,100	**NA**
Lawyer Assistance Program Fund (21)	3,634,100	292,800	(1,917,000)	(547,900)	(2,464,900)	-	(2,172,100)	1,462,000	**59.3%**
Legal Services Trust Fund (28)	42,102,600	45,090,800	(56,833,700)	(421,500)	(57,255,200)	1,000,000	(11,164,400)	30,938,200	**NA**
Legal Specialization Fund (24)	4,426,600	2,131,500	(1,669,100)	(439,500)	(2,108,600)	100,000	122,900	4,549,500	**215.8%**
Legislative Activities Fund (16)	490,200	786,200	(748,100)	(171,300)	(919,400)	-	(133,200)	357,000	**38.8%**
Restricted Fund Group Total	**77,970,000**	**96,822,700**	**(120,964,300)**	**(2,986,200)**	**(123,950,500)**	**250,000**	**(26,877,800)**	**51,092,200**	
Special Revenue Fund Group									
Admissions Fund (20)	8,447,800	20,885,600	(17,214,000)	(5,237,000)	(22,451,000)	(825,000)	(2,390,400)	6,057,400	**27.0%**
Special Revenue Fund Group Total	**8,447,800**	**20,885,600**	**(17,214,000)**	**(5,237,000)**	**(22,451,000)**	**(825,000)**	**(2,390,400)**	**6,057,400**	
Grand Total:	**102,979,000**	**211,872,300**	**(242,466,700)**	**-**	**(242,466,900)**	**-**	**(30,594,600)**	**72,384,400**	

Notes: ** Board Reserve Policy specifies that all grant-related Funds are excluded from the Minimum Target Reserve requirementof 17%:
The Excluded Minimum Target Reserve Funds include Grant, Legal Service Trust, Equal Access, Justice Gap, and Bank Settlement Funds.

STATE BAR
Operating Statements by Cost Center

EXECUTIVE DIRECTOR	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10001 Executive Director					
Expenses					
Personnel Expense	$480,678	$471,500	$509,566	$433,125	$441,788
Services	187,053	3,500	81,081	98,500	$100,470
Supplies and Equipment	19,866	22,500	29,649	23,656	$24,129
Other Expense	25,220	47,200	18,484	46,900	$47,838
Expenses Total	**$712,817**	**$544,700**	**$638,780**	**$602,181**	**$614,225**
10001 Executive Director Surplus/(Deficit)	**($712,817)**	**($544,700)**	**($638,780)**	**($602,181)**	**($614,225)**
10801 Communications					
Revenues					
Other Revenue	$62,205	$120,000	$198,140	$148,700	$148,700
Revenues Total	**$62,205**	**$120,000**	**$198,140**	**$148,700**	**$148,700**
Expenses					
Personnel Expense	$408,467	$456,100	$416,710	$531,518	$542,148
Services	54,793	279,000	170,134	217,400	$221,748
Supplies and Equipment	11,836	17,600	22,826	43,875	$44,753
Other Expense	2,355	2,200	5,073	1,500	$1,530
Indirect Costs	285,343	244,700	244,700	208,610	$212,782
Expenses Total	**$762,794**	**$999,600**	**$859,443**	**$1,002,903**	**$1,022,962**
10801 Communications Surplus/(Deficit)	**($700,589)**	**($879,600)**	**($661,303)**	**($854,203)**	**($874,262)**

STATE BAR
Operating Statements by Cost Center

EXECUTIVE DIRECTOR	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
11978 Recruitment and Retention					
Expenses					
Personnel Expense	$54,137	$84,800	$0	$92,800	$94,656
Supplies and Equipment	0	0	0	6,400	$6,528
Other Expense	0	25,500	0	226,400	$230,928
Expenses Total	**$54,137**	**$110,300**	**$0**	**$325,600**	**$332,112**
11978 Recruitment and Retention Surplus/(Deficit)	**($54,137)**	**($110,300)**	**$0**	**($325,600)**	**($332,112)**
18 Affinity & Insurance Fund					
Revenues					
Other Revenue	$150,288	$0	$230,520	$178,935	$178,935
Revenues Total	**$150,288**	**$0**	**$230,520**	**$178,935**	**$178,935**
18 Affinity & Insurance Fund Surplus/(Deficit)	**$150,288**	**$0**	**$230,520**	**$178,935**	**$178,935**
18001 Group Insurance Programs					
Revenues					
Other Revenue	$109,053	$0	($273,147)	$354,519	$354,519
Revenues Total	**$109,053**	**$0**	**($273,147)**	**$354,519**	**$354,519**
Expenses					
Services	$106,369	$0	$230,597	$0	$0
Expenses Total	**$106,369**	**$0**	**$230,597**	**$0**	**$0**
18001 Group Insurance Programs Surplus/(Deficit)	**$2,684**	**$0**	**($503,744)**	**$354,519**	**$354,519**

STATE BAR
Operating Statements by Cost Center

EXECUTIVE DIRECTOR	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
18002 Professional Liab Insurance					
Revenues					
Other Revenue	$55,895	$0	$1,111,558	$351,599	$351,599
Revenues Total	**$55,895**	**$0**	**$1,111,558**	**$351,599**	**$351,599**
Expenses					
Services	$55,895	$0	$607,753	$0	$0
Expenses Total	**$55,895**	**$0**	**$607,753**	**$0**	**$0**
18002 Professional Liab Insurance Surplus/(Deficit)	**$0**	**$0**	**$503,804**	**$351,599**	**$351,599**
18004 Affinity Programs					
Revenues					
Other Revenue	$126,076	$0	$166	($885,053)	($885,053)
Revenues Total	**$126,076**	**$0**	**$166**	**($885,053)**	**($885,053)**
Expenses					
Services	$72,258	$0	$226	$0	$0
Expenses Total	**$72,258**	**$0**	**$226**	**$0**	**$0**
18004 Affinity Programs Surplus/(Deficit)	**$53,818**	**$0**	**($60)**	**($885,053)**	**($885,053)**

STATE BAR
Operating Statements by Cost Center

EXECUTIVE DIRECTOR	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
23009 CLA Support					
Revenues					
Other Revenue	$1,038,262	$0	$113,085	$0	$0
Revenues Total	**$1,038,262**	**$0**	**$113,085**	**$0**	**$0**
Expenses					
Supplies and Equipment	$26,312	$0	$13,138	$13,466	$13,735
Personnel Expense	994,632	0	4,285	0	$0
Other Expense	(217)	0	323	0	$0
Expenses Total	**$1,020,727**	**$0**	**$17,746**	**$13,466**	**$13,735**
23009 CLA Support Surplus/(Deficit)	**$17,535**	**$0**	**$95,339**	**($13,466)**	**($13,735)**
EXECUTIVE DIRECTOR Surplus/(Deficit)	**($1,243,218)**	**($1,534,600)**	**($974,224)**	**($1,795,450)**	**($1,834,333)**

STATE BAR
Operating Statements by Cost Center

CHIEF TRIAL COUNSEL	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10310 OCTC-Enforcement					
Revenues					
Other Revenue	$512,695	$983,300	$50,925	$242,346	$242,346
Revenues Total	**$512,695**	**$983,300**	**$50,925**	**$242,346**	**$242,346**
Expenses					
Personnel Expense	$30,802,624	$36,434,600	$35,573,766	$43,224,947	$44,089,446
Services	407,181	490,400	405,437	481,000	$490,620
Supplies and Equipment	466,883	535,900	701,975	493,469	$503,339
Other Expense	152,282	189,200	203,332	182,200	$185,844
Indirect Costs	13,579,705	16,202,700	16,202,900	19,974,785	$20,374,281
Reimbursements	(712,616)	(1,000,000)	(1,143,338)	(1,200,000)	($1,224,000)
Expenses Total	**$44,696,059**	**$52,852,800**	**$51,944,072**	**$63,156,401**	**$64,419,529**
10310 OCTC-Enforcement Surplus/(Deficit)	**($44,183,364)**	**($51,869,500)**	**($51,893,147)**	**($62,914,055)**	**($64,177,183)**
10316 Rule 2201 Conflict Cases					
Expenses					
Personnel Expense	$59,761	$60,400	$58,015	$400	$408
Services	151,520	125,300	154,251	125,300	$127,806
Supplies and Equipment	0	200	0	200	$204
Other Expense	3,412	3,000	4,981	3,000	$3,060
Indirect Costs	18,311	32,700	32,700	24,320	$24,806
Expenses Total	**$233,003**	**$221,600**	**$249,947**	**$153,220**	**$156,284**
10316 Rule 2201 Conflict Cases Surplus/(Deficit)	**($233,003)**	**($221,600)**	**($249,947)**	**($153,220)**	**($156,284)**
CHIEF TRIAL COUNSEL Surplus/(Deficit)	**($44,416,367)**	**($52,091,100)**	**($52,143,094)**	**($63,067,275)**	**($64,333,468)**

STATE BAR
Operating Statements by Cost Center

STATE BAR COURT	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10401 SBC Sr. Executive					
Revenues					
Other Revenue	$1,185	$600	$15,600	$9,825	$9,825
Revenues Total	**$1,185**	**$600**	**$15,600**	**$9,825**	**$9,825**
Expenses					
Personnel Expense	$355,704	$368,700	$506,949	$565,024	$576,325
Services	1,398	12,300	12,108	17,625	$17,978
Supplies and Equipment	55,424	43,800	35,724	44,336	$45,223
Other Expense	17,953	16,100	8,897	16,200	$16,524
Indirect Costs	223,543	301,600	301,600	421,863	$430,301
Expenses Total	**$654,022**	**$742,500**	**$865,278**	**$1,065,049**	**$1,086,350**
10401 SBC Sr. Executive Surplus/(Deficit)	**($652,837)**	**($741,900)**	**($849,678)**	**($1,055,224)**	**($1,076,525)**
10402 Hearing Admin.-SF					
Revenues					
Other Revenue	$633	$100	$1,340	$891	$891
Revenues Total	**$633**	**$100**	**$1,340**	**$891**	**$891**
Expenses					
Personnel Expense	$844,305	$994,400	$1,019,322	$1,135,865	$1,158,583
Services	3,505	1,000	3,467	1,100	$1,122
Supplies and Equipment	39,231	43,000	42,068	43,832	$44,709
Other Expense	11,061	16,400	10,757	16,400	$16,728
Indirect Costs	1,129,439	1,325,100	1,325,100	846,375	$863,302
Expenses Total	**$2,027,541**	**$2,379,900**	**$2,400,714**	**$2,043,572**	**$2,084,443**
10402 Hearing Admin.-SF Surplus/(Deficit)	**($2,026,908)**	**($2,379,800)**	**($2,399,374)**	**($2,042,681)**	**($2,083,552)**

STATE BAR
Operating Statements by Cost Center

STATE BAR COURT	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10403 Hearing Counsel LA/SF					
Expenses					
Personnel Expense	$1,279,795	$1,334,900	$1,580,023	$1,578,359	$1,609,926
Services	271	0	234	0	$0
Supplies and Equipment	7,191	10,900	5,186	6,010	$6,130
Other Expense	8,514	10,700	10,218	10,700	$10,914
Indirect Costs	759,655	711,100	711,100	954,248	$973,333
Expenses Total	**$2,055,427**	**$2,067,600**	**$2,306,762**	**$2,549,317**	**$2,600,303**
10403 Hearing Counsel LA/SF Surplus/(Deficit)	**($2,055,427)**	**($2,067,600)**	**($2,306,762)**	**($2,549,317)**	**($2,600,303)**
10404 Hearing Judges					
Expenses					
Personnel Expense	$1,176,533	$1,323,000	$1,092,779	$1,453,778	$1,482,853
Services	20,727	29,500	11,620	25,300	$25,806
Supplies and Equipment	15,543	30,300	13,977	27,892	$28,450
Other Expense	28,667	52,100	30,282	52,100	$53,142
Indirect Costs	601,343	725,600	725,600	875,414	$892,922
Expenses Total	**$1,842,814**	**$2,160,500**	**$1,874,259**	**$2,434,483**	**$2,483,173**
10404 Hearing Judges Surplus/(Deficit)	**($1,842,814)**	**($2,160,500)**	**($1,874,259)**	**($2,434,483)**	**($2,483,173)**

STATE BAR
Operating Statements by Cost Center

STATE BAR COURT	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10405 Hearing/Effec./Admin.-LA					
Revenues					
Other Revenue	$12,629	$12,000	$7,612	$9,286	$9,286
Revenues Total	**$12,629**	**$12,000**	**$7,612**	**$9,286**	**$9,286**
Expenses					
Personnel Expense	$1,223,762	$1,453,600	$1,298,094	$1,227,044	$1,251,585
Services	3,606	4,400	7,939	4,600	$4,692
Supplies and Equipment	42,781	50,900	37,504	47,520	$48,470
Other Expense	5,839	9,100	3,118	9,100	$9,282
Indirect Costs	901,252	1,054,200	1,054,200	941,838	$960,674
Expenses Total	**$2,177,241**	**$2,572,200**	**$2,400,855**	**$2,230,101**	**$2,274,703**
10405 Hearing/Effec./Admin.-LA Surplus/(Deficit)	**($2,164,613)**	**($2,560,200)**	**($2,393,243)**	**($2,220,815)**	**($2,265,417)**
10407 Presiding/Review Judges					
Expenses					
Personnel Expense	$822,269	$868,500	$903,800	$953,274	$972,340
Services	1,302	300	449	300	$306
Supplies and Equipment	6,917	7,800	6,769	7,132	$7,274
Other Expense	36,523	51,700	33,910	51,700	$52,734
Indirect Costs	352,798	422,400	422,400	557,329	$568,475
Expenses Total	**$1,219,809**	**$1,350,700**	**$1,367,329**	**$1,569,735**	**$1,601,130**
10407 Presiding/Review Judges Surplus/(Deficit)	**($1,219,809)**	**($1,350,700)**	**($1,367,329)**	**($1,569,735)**	**($1,601,130)**

STATE BAR
Operating Statements by Cost Center

STATE BAR COURT	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10408 Review Counsel/Clerk					
Expenses					
Personnel Expense	$781,720	$771,400	$1,026,101	$1,043,548	$1,064,419
Services	74	1,400	145	1,500	$1,530
Supplies and Equipment	9,006	8,900	10,347	11,003	$11,223
Other Expense	3,855	9,600	8,325	13,400	$13,668
Indirect Costs	959,939	713,100	713,100	728,303	$742,869
Expenses Total	**$1,754,593**	**$1,504,400**	**$1,758,019**	**$1,797,753**	**$1,833,708**
10408 Review Counsel/Clerk Surplus/(Deficit)	**($1,754,593)**	**($1,504,400)**	**($1,758,019)**	**($1,797,753)**	**($1,833,708)**
STATE BAR COURT Surplus/(Deficit)	**($11,717,000)**	**($12,765,100)**	**($12,948,663)**	**($13,670,008)**	**($13,943,808)**

PROGRAMS	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10015 Chief of Programs					
Expenses					
Personnel Expense	$1,181	$500	$105,299	$213,794	$218,070
Services	74	100	77	100	$102
Supplies and Equipment	509	2,300	1,174	1,732	$1,766
Other Expense	26,986	30,000	23,395	30,000	$30,600
Indirect Costs	0	0	0	103,063	$105,124
Expenses Total	**$28,751**	**$32,900**	**$129,944**	**$348,689**	**$355,663**
10015 Chief of Programs Surplus/(Deficit)	**($28,751)**	**($32,900)**	**($129,944)**	**($348,689)**	**($355,663)**
PROGRAMS Surplus/(Deficit)	**($28,751)**	**($32,900)**	**($129,944)**	**($348,689)**	**($355,663)**

STATE BAR
Operating Statements by Cost Center

ACCESS & INCLUSION	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10901 Commission on Access to Justic					
Expenses					
Services	$0	$100	$0	$0	$0
Supplies and Equipment	2,857	5,200	1,771	1,815	$1,852
Other Expense	10,830	10,800	3,692	0	$0
Indirect Costs	10,448	1,300	1,300	0	$0
Expenses Total	**$24,135**	**$17,400**	**$6,763**	**$1,815**	**$1,852**
10901 Commission on Access to Justic Surplus/(Deficit)	**($24,135)**	**($17,400)**	**($6,763)**	**($1,815)**	**($1,852)**
10905 Comm. on Delivery of Legal Svc					
Revenues					
Other Revenue	$74,321	$60,000	$63,287	$68,787	$68,787
Revenues Total	**$74,321**	**$60,000**	**$63,287**	**$68,787**	**$68,787**
Expenses					
Personnel Expense	$607,471	$1,094,400	$845,569	$767,512	$782,862
Services	43,024	153,900	431,085	3,900	$3,978
Supplies and Equipment	12,319	13,400	11,371	14,473	$14,763
Other Expense	9,970	29,300	10,977	20,700	$21,114
Indirect Costs	629,701	537,800	537,800	237,053	$241,794
Expenses Total	**$1,302,485**	**$1,828,800**	**$1,836,801**	**$1,043,638**	**$1,064,511**
10905 Comm. on Delivery of Legal Svc Surplus/(Deficit)	**($1,228,164)**	**($1,768,800)**	**($1,773,514)**	**($974,851)**	**($995,724)**

STATE BAR
Operating Statements by Cost Center

ACCESS & INCLUSION	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
11947 Pgrm. Dev.-Project					
Revenues					
Grants	$0	$0	$400	$0	$0
Other Revenue	0	32,000	38,159	0	$0
Revenues Total	**$0**	**$32,000**	**$38,559**	**$0**	**$0**
Expenses					
Services	$0	$2,700	$0	$0	$0
Supplies and Equipment	560	6,300	863	115	$118
Other Expense	0	23,000	20,544	0	$0
Indirect Costs	197	2,600	2,600	0	$0
Expenses Total	**$757**	**$34,600**	**$24,006**	**$115**	**$118**
11947 Pgrm. Dev.-Project Surplus/(Deficit)	**($757)**	**($2,600)**	**$14,553**	**($115)**	**($118)**
17 EOB & Bar Relations					
Revenues					
Voluntary Fees & Donations	$314,036	$320,000	$313,944	$320,000	$321,600
Other Revenue	963	100	8,358	4,334	$4,334
Revenues Total	**$314,999**	**$320,100**	**$322,302**	**$324,334**	**$325,934**
Expenses					
Indirect Costs	$99	$1,500	$1,500	$1,579	$1,611
Expenses Total	**$99**	**$1,500**	**$1,500**	**$1,579**	**$1,611**
Interfund Transfers					
Interfund Transfers In	$0	$0	$0	$150,000	$150,000
Interfund Transfers Total	**$0**	**$0**	**$0**	**$150,000**	**$150,000**
17 EOB & Bar Relations Surplus/(Deficit)	**$314,899**	**$318,600**	**$320,802**	**$472,755**	**$474,323**

STATE BAR
Operating Statements by Cost Center

ACCESS & INCLUSION	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
17007 Center for Access & Fairness					
Revenues					
Other Revenue	$2,959	$0	$2,554	$2,619	$2,619
Revenues Total	**$2,959**	**$0**	**$2,554**	**$2,619**	**$2,619**
Expenses					
Personnel Expense	$36,218	$200,000	$60,737	$206,711	$210,845
Services	837	14,000	40	215,000	$219,300
Supplies and Equipment	9,488	13,000	1,815	1,861	$1,898
Other Expense	9,023	9,000	12,444	9,000	$9,180
Indirect Costs	34,070	55,000	55,000	128,027	$130,587
Expenses Total	**$89,637**	**$291,000**	**$130,036**	**$560,598**	**$571,810**
17007 Center for Access & Fairness Surplus/(Deficit)	**($86,678)**	**($291,000)**	**($127,482)**	**($557,980)**	**($569,192)**
17008 Stakeholder Outreach					
Expenses					
Other Expense	$0	$4,100	$0	$4,100	$4,182
Indirect Costs	0	300	300	367	$375
Expenses Total	**$0**	**$4,400**	**$300**	**$4,467**	**$4,557**
17008 Stakeholder Outreach Surplus/(Deficit)	**$0**	**($4,400)**	**($300)**	**($4,467)**	**($4,557)**

STATE BAR
Operating Statements by Cost Center

ACCESS & INCLUSION	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
17012 Council on Access & Fairness					
Expenses					
Supplies and Equipment	$0	$0	$5	$0	$0
Other Expense	6,458	14,300	5,280	14,800	$15,096
Indirect Costs	8,921	1,200	1,200	1,321	$1,347
Expenses Total	**$15,379**	**$15,500**	**$6,485**	**$16,121**	**$16,443**
17012 Council on Access & Fairness Surplus/(Deficit)	**($15,379)**	**($15,500)**	**($6,485)**	**($16,121)**	**($16,443)**
28 LSTF Asset BU					
Revenues					
Voluntary Fees & Donations	$6,030,730	$6,101,200	$6,250,515	$3,800,000	$3,819,000
Other Revenue	154,868	100,000	177,141	157,253	$157,253
Revenues Total	**$6,185,598**	**$6,201,200**	**$6,427,656**	**$3,957,253**	**$3,976,253**
Expenses					
Indirect Costs	$45,336	$29,500	$29,500	$18,747	$19,122
Expenses Total	**$45,336**	**$29,500**	**$29,500**	**$18,747**	**$19,122**
Interfund Transfers					
Interfund Transfers In	$0	$0	$2,750,000	$1,000,000	$1,000,000
Interfund Transfers Total	**$0**	**$0**	**$2,750,000**	**$1,000,000**	**$1,000,000**
28 LSTF Asset BU Surplus/(Deficit)	**$6,140,262**	**$6,171,700**	**$9,148,156**	**$4,938,506**	**$4,957,131**

STATE BAR
Operating Statements by Cost Center

ACCESS & INCLUSION	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
28002 LSTF Grants					
Revenues					
Other Revenue	$21,002,551	$22,910,000	$42,281,537	$41,133,543	$41,133,543
Revenues Total	**$21,002,551**	**$22,910,000**	**$42,281,537**	**$41,133,543**	**$41,133,543**
Expenses					
Legal Services Grants	$13,849,656	$27,603,000	$27,463,024	$55,581,034	$56,692,655
Supplies and Equipment	16	0	1	1	$1
Expenses Total	**$13,849,672**	**$27,603,000**	**$27,463,025**	**$55,581,035**	**$56,692,655**
28002 LSTF Grants Surplus/(Deficit)	**$7,152,880**	**($4,693,000)**	**$14,818,512**	**($14,447,492)**	**($15,559,112)**
28005 LSTF Administration					
Expenses					
Personnel Expense	$1,341,971	$1,408,200	$885,623	$1,072,360	$1,093,807
Services	62,992	44,500	108,832	109,200	$111,384
Supplies and Equipment	17,341	35,600	13,952	18,299	$18,665
Other Expense	32,635	29,200	22,142	52,700	$53,754
Indirect Costs	681,893	816,100	816,100	402,759	$410,814
Expenses Total	**$2,136,832**	**$2,333,600**	**$1,846,649**	**$1,655,318**	**$1,688,424**
28005 LSTF Administration Surplus/(Deficit)	**($2,136,832)**	**($2,333,600)**	**($1,846,649)**	**($1,655,318)**	**($1,688,424)**
29 Equal Access -Asset BU					
Revenues					
Other Revenue	($37,522)	$0	$223	$300	$300
Revenues Total	**($37,522)**	**$0**	**$223**	**$300**	**$300**
29 Equal Access -Asset BU Surplus/(Deficit)	**($37,522)**	**$0**	**$223**	**$300**	**$300**

STATE BAR
Operating Statements by Cost Center

ACCESS & INCLUSION	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
29001 Equal Access -Admin					
Expenses					
Personnel Expense	$0	$0	$271,882	$690,867	$704,684
Services	178,615	210,000	212,910	215,053	$219,354
Other Expense	0	0	0	351,800	$358,836
Indirect Costs	12,793	16,800	16,800	325,777	$332,293
Expenses Total	**$191,408**	**$226,800**	**$501,592**	**$1,583,497**	**$1,615,167**
29001 Equal Access -Admin Surplus/(Deficit)	**($191,408)**	**($226,800)**	**($501,592)**	**($1,583,497)**	**($1,615,167)**
29002 Equal Access -Grants					
Revenues					
Grants	$25,435,549	$25,599,900	$40,309,921	$30,701,700	$30,701,700
Other Revenue	479,829	490,000	384,326	580,300	$580,300
Revenues Total	**$25,915,378**	**$26,089,900**	**$40,694,247**	**$31,282,000**	**$31,282,000**
Expenses					
Legal Services Grants	$25,677,762	$25,614,900	$40,197,933	$31,336,721	$31,963,455
Expenses Total	**$25,677,762**	**$25,614,900**	**$40,197,933**	**$31,336,721**	**$31,963,455**
29002 Equal Access -Grants Surplus/(Deficit)	**$237,616**	**$475,000**	**$496,314**	**($54,721)**	**($681,455)**

STATE BAR
Operating Statements by Cost Center

ACCESS & INCLUSION	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
32 Justice Gap Fund - BU					
Revenues					
Voluntary Fees & Donations	$980,045	$1,232,000	$1,591,790	$856,700	$860,984
Other Revenue	51,313	17,100	89,890	66,500	$66,500
Revenues Total	**$1,031,358**	**$1,249,100**	**$1,681,680**	**$923,200**	**$927,484**
Expenses					
Indirect Costs	$6,553	$7,000	$7,000	$4,226	$4,311
Expenses Total	**$6,553**	**$7,000**	**$7,000**	**$4,226**	**$4,311**
Interfund Transfers					
Interfund Transfers Out	$0	$0	$2,750,000	$1,000,000	$1,020,000
Interfund Transfers Total	**$0**	**$0**	**$2,750,000**	**$1,000,000**	**$1,020,000**
32 Justice Gap Fund - BU Surplus/(Deficit)	**$1,024,805**	**$1,242,100**	**$4,424,680**	**$1,918,974**	**$1,943,173**
37 Bank Settlement Fund					
Revenues					
Other Revenue	$658,219	$50,000	$497,261	$69,100	$69,100
Revenues Total	**$658,219**	**$50,000**	**$497,261**	**$69,100**	**$69,100**
37 Bank Settlement Fund Surplus/(Deficit)	**$658,219**	**$50,000**	**$497,261**	**$69,100**	**$69,100**

STATE BAR
Operating Statements by Cost Center

ACCESS & INCLUSION	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
37001 B of A-Second Settlement					
Revenues					
Grants	$0	$0	$601	$285	$285
Revenues Total	**$0**	**$0**	**$601**	**$285**	**$285**
Expenses					
Personnel Expense	$129,378	$100,000	$119,196	$145,212	$148,116
Legal Services Grants	9,891,289	9,452,800	9,452,789	11,545,482	$11,776,392
Supplies and Equipment	0	13,800	0	11,300	$11,526
Other Expense	0	4,500	0	4,500	$4,590
Indirect Costs	25,298	31,800	31,800	58,525	$59,695
Expenses Total	**$10,045,965**	**$9,602,900**	**$9,603,785**	**$11,765,019**	**$12,000,319**
37001 B of A-Second Settlement Surplus/(Deficit)	**($10,045,965)**	**($9,602,900)**	**($9,603,184)**	**($11,764,733)**	**($12,000,034)**
ACCESS & INCLUSION Surplus/(Deficit)	**$1,761,842**	**($10,698,600)**	**$15,854,532**	**($23,661,476)**	**($25,688,050)**

STATE BAR
Operating Statements by Cost Center

ADMISSIONS	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
20 Admissions Assets BU					
Revenues					
Other Revenue	$160,828	$0	($19,013)	$67,362	$67,362
Revenues Total	**$160,828**	**$0**	**($19,013)**	**$67,362**	**$67,362**
Expenses					
Supplies and Equipment	$0	$1,000	$0	$0	$0
Indirect Costs	5,242	100	100	82	$84
Expenses Total	**$5,242**	**$1,100**	**$100**	**$82**	**$84**
Interfund Transfers					
Interfund Transfers Out	$100,000	$100,000	$100,000	$825,000	$102,000
Interfund Transfers Total	**$100,000**	**$100,000**	**$100,000**	**$825,000**	**$102,000**
20 Admissions Assets BU Surplus/(Deficit)	**$255,586**	**$98,900**	**$80,887**	**$892,280**	**$169,278**
20001 Admissions Overhead					
Expenses					
Personnel Expense	$510,369	$855,400	$707,475	$671,010	$684,430
Services	116,184	129,700	189,834	139,800	$142,596
Supplies and Equipment	6,095	21,500	4,432	11,681	$11,915
Other Expense	104,847	108,700	102,214	156,700	$159,834
Indirect Costs	361,762	383,300	383,300	295,143	$301,045
Expenses Total	**$1,099,258**	**$1,498,600**	**$1,387,254**	**$1,274,334**	**$1,299,821**
20001 Admissions Overhead Surplus/(Deficit)	**($1,099,258)**	**($1,498,600)**	**($1,387,254)**	**($1,274,334)**	**($1,299,821)**

STATE BAR
Operating Statements by Cost Center

ADMISSIONS	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
20002 Admission Operations					
Expenses					
Personnel Expense	$2,542,968	$2,760,200	$2,730,702	$2,075,889	$2,117,407
Services	5,053,521	4,990,400	5,766,296	5,612,469	$5,724,718
Supplies and Equipment	336,054	359,300	328,561	316,841	$323,178
Other Expense	143,677	158,700	159,957	146,200	$149,124
Indirect Costs	1,109,597	1,923,900	1,923,900	1,971,918	$2,011,357
Expenses Total	**$9,185,817**	**$10,192,500**	**$10,909,416**	**$10,123,317**	**$10,325,784**
20002 Admission Operations Surplus/(Deficit)	**($9,185,817)**	**($10,192,500)**	**($10,909,416)**	**($10,123,317)**	**($10,325,784)**
20004 Admissions Administration					
Expenses					
Personnel Expense	$437,181	$657,200	$567,149	$730,643	$745,256
Services	284,968	308,100	213,485	298,450	$304,419
Supplies and Equipment	135,060	84,100	12,988	55,660	$56,773
Other Expense	0	500	649	500	$510
Indirect Costs	484,073	609,000	609,000	425,040	$433,541
Expenses Total	**$1,341,282**	**$1,658,900**	**$1,403,271**	**$1,510,293**	**$1,540,499**
20004 Admissions Administration Surplus/(Deficit)	**($1,341,282)**	**($1,658,900)**	**($1,403,271)**	**($1,510,293)**	**($1,540,499)**

STATE BAR
Operating Statements by Cost Center

ADMISSIONS	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
20007 Law School Regulation					
Expenses					
Personnel Expense	$189,395	$343,500	$373,043	$412,257	$420,503
Services	31,459	70,200	14,810	60,200	$61,404
Supplies and Equipment	3,493	5,100	2,868	3,854	$3,932
Other Expense	9,345	30,000	10,987	30,000	$30,600
Indirect Costs	160,643	216,200	216,200	164,782	$168,077
Expenses Total	**$394,336**	**$665,000**	**$617,908**	**$671,094**	**$684,515**
20007 Law School Regulation Surplus/(Deficit)	**($394,336)**	**($665,000)**	**($617,908)**	**($671,094)**	**($684,515)**
20009 Admissions Revenue					
Revenues					
Exam Fees	$14,310,118	$13,690,600	$13,571,993	$13,382,380	$13,382,380
Other Revenue	8,120,205	7,251,100	8,017,907	7,435,900	$7,435,900
Revenues Total	**$22,430,323**	**$20,941,700**	**$21,589,900**	**$20,818,280**	**$20,818,280**
Expenses					
Services	$0	$0	($57,362)	$0	$0
Supplies and Equipment	0	0	143	146	$149
Indirect Costs	3,724	2,700	2,700	8	$8
Expenses Total	**$3,724**	**$2,700**	**($54,519)**	**$154**	**$157**
20009 Admissions Revenue Surplus/(Deficit)	**$22,426,599**	**$20,939,000**	**$21,644,419**	**$20,818,126**	**$20,818,123**

STATE BAR
Operating Statements by Cost Center

ADMISSIONS	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
20011 Examination Development					
Expenses					
Personnel Expense	$355,714	$375,100	$376,344	$354,433	$361,521
Services	459,422	565,600	391,757	565,600	$576,912
Supplies and Equipment	2,087	4,500	2,563	3,469	$3,539
Other Expense	18,107	15,100	13,936	16,500	$16,830
Indirect Costs	193,502	253,800	253,800	237,001	$241,741
Expenses Total	**$1,028,832**	**$1,214,100**	**$1,038,400**	**$1,177,002**	**$1,200,543**
20011 Examination Development Surplus/(Deficit)	**($1,028,832)**	**($1,214,100)**	**($1,038,400)**	**($1,177,002)**	**($1,200,543)**
20013 Examination Grading					
Expenses					
Personnel Expense	$607,608	$654,100	$684,202	$725,308	$739,814
Services	1,412,754	1,635,400	1,321,172	1,580,900	$1,612,518
Supplies and Equipment	34,196	41,600	22,359	39,068	$39,850
Other Expense	60,486	85,400	62,174	85,400	$87,108
Indirect Costs	560,554	620,700	620,700	638,170	$650,933
Expenses Total	**$2,675,598**	**$3,037,200**	**$2,710,607**	**$3,068,846**	**$3,130,223**
20013 Examination Grading Surplus/(Deficit)	**($2,675,598)**	**($3,037,200)**	**($2,710,607)**	**($3,068,846)**	**($3,130,223)**

STATE BAR
Operating Statements by Cost Center

ADMISSIONS	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
20019 Moral Character Determinations					
Expenses					
Personnel Expense	$1,315,714	$1,777,700	$1,481,203	$2,702,953	$2,757,012
Services	23,920	65,000	19,491	64,500	$65,790
Supplies and Equipment	16,954	19,300	18,579	23,101	$23,563
Other Expense	20,944	11,300	28,707	10,300	$10,506
Indirect Costs	1,013,191	1,184,700	1,184,700	1,327,585	$1,354,137
Expenses Total	**$2,390,724**	**$3,058,000**	**$2,732,680**	**$4,128,439**	**$4,211,008**
20019 Moral Character Determinations Surplus/(Deficit)	**($2,390,724)**	**($3,058,000)**	**($2,732,680)**	**($4,128,439)**	**($4,211,008)**
20023 Special Admissions					
Expenses					
Personnel Expense	$191,666	$204,400	$210,284	$317,998	$324,358
Services	241	200	0	200	$204
Supplies and Equipment	2,228	2,700	1,860	2,007	$2,047
Indirect Costs	151,052	226,200	226,200	176,969	$180,509
Expenses Total	**$345,186**	**$433,500**	**$438,344**	**$497,174**	**$507,118**
20023 Special Admissions Surplus/(Deficit)	**($345,186)**	**($433,500)**	**($438,344)**	**($497,174)**	**($507,118)**

STATE BAR
Operating Statements by Cost Center

ADMISSIONS	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
24 Legal Specialization -Asset BU					
Revenues					
Other Revenue	$81,056	$0	$6,029	$41,365	$41,365
Revenues Total	**$81,056**	**$0**	**$6,029**	**$41,365**	**$41,365**
Interfund Transfers					
Interfund Transfers In	$100,000	$100,000	$100,000	$100,000	$100,000
Interfund Transfers Total	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**
24 Legal Specialization -Asset BU Surplus/(Deficit)	**$181,056**	**$100,000**	**$106,029**	**$141,365**	**$141,365**
24001 Legal Specialization					
Revenues					
Exam Fees	$106,404	$244,700	$393,614	$276,100	$276,100
Other Revenue	2,122,888	1,729,500	2,030,862	1,814,011	$1,814,011
Revenues Total	**$2,229,292**	**$1,974,200**	**$2,424,475**	**$2,090,111**	**$2,090,111**
Expenses					
Personnel Expense	$715,343	$556,500	$404,768	$754,639	$769,732
Services	1,032,471	538,900	197,337	321,500	$327,930
Supplies and Equipment	31,195	99,400	25,604	436,112	$444,834
Other Expense	50,665	161,200	43,474	156,800	$159,936
Indirect Costs	789,199	743,300	743,300	439,485	$448,275
Expenses Total	**$2,618,874**	**$2,099,300**	**$1,414,483**	**$2,108,537**	**$2,150,707**
24001 Legal Specialization Surplus/(Deficit)	**($389,582)**	**($125,100)**	**$1,009,992**	**($18,426)**	**($60,597)**
ADMISSIONS Surplus/(Deficit)	**$4,012,626**	**($745,000)**	**$1,603,446**	**($617,155)**	**($1,831,340)**

STATE BAR
Operating Statements by Cost Center

ATTORNEY REGULATION AND CONSUMER RESOURCES	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10201 Child & Family Support					
Expenses					
Personnel Expense	$61,750	$66,200	$65,460	$71,953	$73,392
Services	0	2,700	0	2,700	$2,754
Supplies and Equipment	1,336	1,400	841	1,396	$1,424
Indirect Costs	32,706	36,500	36,500	26,900	$27,438
Expenses Total	**$95,793**	**$106,800**	**$102,801**	**$102,949**	**$105,008**
10201 Child & Family Support Surplus/(Deficit)	**($95,793)**	**($106,800)**	**($102,801)**	**($102,949)**	**($105,008)**
10251 Atty Reg & Consumer Resources					
Revenues					
Other Revenue	$154,326	$212,600	$269,027	$255,305	$255,305
Revenues Total	**$154,326**	**$212,600**	**$269,027**	**$255,305**	**$255,305**
Expenses					
Personnel Expense	$3,059,174	$3,408,100	$3,177,669	$3,630,290	$3,702,896
Services	89,400	140,100	118,132	110,100	$112,302
Supplies and Equipment	54,966	194,800	80,559	118,662	$121,035
Other Expense	1,339	19,200	5,675	3,000	$3,060
Indirect Costs	1,552,018	2,216,500	2,216,500	1,544,016	$1,574,896
Expenses Total	**$4,756,896**	**$5,978,700**	**$5,598,535**	**$5,406,068**	**$5,514,189**
10251 Atty Reg & Consumer Resources Surplus/(Deficit)	**($4,602,570)**	**($5,766,100)**	**($5,329,508)**	**($5,150,763)**	**($5,258,884)**

STATE BAR
Operating Statements by Cost Center

ATTORNEY REGULATION AND CONSUMER RESOURCES	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10252 Transition Assistance Services					
Expenses					
Services	$10,900	$0	$14,600	$0	$0
Supplies and Equipment	0	0	0	0	$0
Expenses Total	**$10,900**	**$0**	**$14,600**	**$0**	**$0**
10252 Transition Assistance Services Surplus/(Deficit)	**($10,900)**	**$0**	**($14,600)**	**$0**	**$0**
10253 MCLE Regulation					
Revenues					
Other Revenue	$846,745	$773,300	$614,318	$777,524	$777,524
Revenues Total	**$846,745**	**$773,300**	**$614,318**	**$777,524**	**$777,524**
Expenses					
Personnel Expense	$0	$2,500	$0	$2,500	$2,550
Services	0	600	0	600	$612
Supplies and Equipment	20,974	21,000	4,182	21,839	$22,276
Other Expense	0	1,200	0	1,000	$1,020
Indirect Costs	(5,149)	4,400	4,400	1,915	$1,954
Expenses Total	**$15,825**	**$29,700**	**$8,582**	**$27,855**	**$28,412**
10253 MCLE Regulation Surplus/(Deficit)	**$830,920**	**$743,600**	**$605,736**	**$749,670**	**$749,112**

STATE BAR
Operating Statements by Cost Center

ATTORNEY REGULATION AND CONSUMER RESOURCES	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10503 Mandatory Fee Arb Committee					
Expenses					
Services	$153	$1,100	$1,774	$0	$0
Supplies and Equipment	257	2,200	17	1	$1
Other Expense	20,182	17,900	7,452	0	$0
Indirect Costs	1,627	1,700	1,700	0	$0
Expenses Total	**$22,219**	**$22,900**	**$10,943**	**$1**	**$1**
10503 Mandatory Fee Arb Committee Surplus/(Deficit)	**($22,219)**	**($22,900)**	**($10,943)**	**($1)**	**($1)**
10504 Mandatory Fee Arbitration					
Revenues					
Other Revenue	$30,142	$44,000	$41,003	$35,000	$35,000
Revenues Total	**$30,142**	**$44,000**	**$41,003**	**$35,000**	**$35,000**
Expenses					
Services	$37,878	$57,400	$27,175	$57,400	$58,548
Supplies and Equipment	5,880	13,700	7,261	9,504	$9,694
Other Expense	2,315	8,900	1,144	7,700	$7,854
Indirect Costs	9,151	6,600	6,600	5,409	$5,518
Expenses Total	**$55,224**	**$86,600**	**$42,180**	**$80,014**	**$81,614**
10504 Mandatory Fee Arbitration Surplus/(Deficit)	**($25,082)**	**($42,600)**	**($1,177)**	**($45,014)**	**($46,614)**
ATTORNEY REGULATION AND CONSUMER RESOURCES Surplus/(Deficit)	**($3,925,643)**	**($5,194,800)**	**($4,853,293)**	**($4,549,057)**	**($4,661,395)**

STATE BAR
Operating Statements by Cost Center

PROFESSIONAL SUPPORT & CLIENT SECURITY	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10601 Probation					
Expenses					
Personnel Expense	$961,348	$1,126,000	$1,129,700	$1,298,267	$1,324,233
Services	1,362	600	13,398	28,000	$28,560
Supplies and Equipment	11,483	18,700	10,044	17,048	$17,389
Other Expense	868	1,300	2,442	2,500	$2,550
Indirect Costs	420,909	508,400	508,400	764,283	$779,569
Expenses Total	**$1,395,970**	**$1,655,000**	**$1,663,983**	**$2,110,098**	**$2,152,300**
10601 Probation Surplus/(Deficit)	**($1,395,970)**	**($1,655,000)**	**($1,663,983)**	**($2,110,098)**	**($2,152,300)**
21 Lawyer Assist Program-Asset BU					
Revenues					
Mandatory Fees	$2,099,896	$2,107,000	$2,085,448	$216,843	$2,107,169
Other Revenue	57,153	20,000	105,130	75,966	$75,966
Revenues Total	**$2,157,048**	**$2,127,000**	**$2,190,578**	**$292,809**	**$2,183,134**
Expenses					
Indirect Costs	$11,677	$10,200	$10,200	$1,035	$1,056
Expenses Total	**$11,677**	**$10,200**	**$10,200**	**$1,035**	**$1,056**
21 Lawyer Assist Program-Asset BU Surplus/(Deficit)	**$2,145,371**	**$2,116,800**	**$2,180,378**	**$291,774**	**$2,182,079**

STATE BAR
Operating Statements by Cost Center

PROFESSIONAL SUPPORT & CLIENT SECURITY	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
21000 Lawyer Assistance Program					
Expenses					
Personnel Expense	$1,007,747	$1,249,700	$1,113,171	$1,398,094	$1,426,056
Services	222,460	174,900	399,443	370,850	$378,267
Supplies and Equipment	20,663	26,800	15,980	20,381	$20,788
Other Expense	36,258	82,100	114,581	127,697	$130,251
Indirect Costs	385,597	473,200	473,200	546,855	$557,792
Expenses Total	**$1,672,725**	**$2,006,700**	**$2,116,374**	**$2,463,878**	**$2,513,155**
21000 Lawyer Assistance Program Surplus/(Deficit)	**($1,672,725)**	**($2,006,700)**	**($2,116,374)**	**($2,463,878)**	**($2,513,155)**
27 Client Security -Asset BU					
Revenues					
Mandatory Fees	$8,012,838	$7,927,300	$7,895,900	$15,854,052	$15,933,322
Other Revenue	56,709	49,400	124,074	65,590	$65,590
Revenues Total	**$8,069,547**	**$7,976,700**	**$8,019,974**	**$15,919,642**	**$15,998,912**
Expenses					
Indirect Costs	$55,138	$38,400	$38,400	$78,215	$79,779
Expenses Total	**$55,138**	**$38,400**	**$38,400**	**$78,215**	**$79,779**
27 Client Security -Asset BU Surplus/(Deficit)	**$8,014,408**	**$7,938,300**	**$7,981,574**	**$15,841,427**	**$15,919,133**

STATE BAR
Operating Statements by Cost Center

PROFESSIONAL SUPPORT & CLIENT SECURITY	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
27001 CSF Administration					
Expenses					
Personnel Expense	$1,285,163	$1,456,900	$1,427,780	$1,881,756	$1,919,391
Services	4,564	10,900	6,135	10,900	$11,118
Supplies and Equipment	25,675	29,700	16,290	23,986	$24,466
Other Expense	2,515	5,200	2,337	4,200	$4,284
Indirect Costs	512,585	542,700	542,700	807,159	$823,302
CSF Payments	9,187,591	6,900,000	6,888,776	13,600,000	$13,872,000
Reimbursements	(329,304)	(485,000)	(405,934)	(485,000)	($494,700)
Expenses Total	**$10,688,788**	**$8,460,400**	**$8,478,083**	**$15,843,000**	**$16,159,860**
27001 CSF Administration Surplus/(Deficit)	**($10,688,788)**	**($8,460,400)**	**($8,478,083)**	**($15,843,000)**	**($16,159,860)**
27002 CSF Commission					
Expenses					
Supplies and Equipment	$239	$300	$165	$300	$306
Other Expense	6,339	7,900	4,589	7,900	$8,058
Indirect Costs	4,733	700	700	801	$817
Expenses Total	**$11,310**	**$8,900**	**$5,453**	**$9,001**	**$9,181**
27002 CSF Commission Surplus/(Deficit)	**($11,310)**	**($8,900)**	**($5,453)**	**($9,001)**	**($9,181)**
PROFESSIONAL SUPPORT & CLIENT SECURITY Surplus/(Deficit)	**($3,609,013)**	**($2,075,900)**	**($2,101,943)**	**($4,292,776)**	**($2,733,285)**

STATE BAR
Operating Statements by Cost Center

PROFESSIONAL COMPETENCE	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10702 COPRAC					
Revenues					
Other Revenue	$34,281	$15,200	$6,480	($6,000)	($6,000)
Revenues Total	**$34,281**	**$15,200**	**$6,480**	**($6,000)**	**($6,000)**
Expenses					
Personnel Expense	$0	$0	$290	$160	$163
Services	4,390	3,200	1,581	3,200	$3,264
Supplies and Equipment	933	1,800	308	605	$617
Other Expense	28,668	45,600	25,271	36,000	$36,720
Indirect Costs	11,309	4,200	4,200	3,100	$3,162
Expenses Total	**$45,300**	**$54,800**	**$31,650**	**$43,064**	**$43,925**
10702 COPRAC Surplus/(Deficit)	**($11,019)**	**($39,600)**	**($25,170)**	**($49,064)**	**($49,925)**
10706 Professional Competence					
Revenues					
Other Revenue	$240	$20,900	$322	$61	$61
Revenues Total	**$240**	**$20,900**	**$322**	**$61**	**$61**
Expenses					
Personnel Expense	$1,339,396	$2,128,000	$1,792,378	$2,195,236	$2,239,141
Services	143,580	410,600	76,076	203,100	$207,162
Supplies and Equipment	29,979	38,900	19,166	29,291	$29,877
Other Expense	2,400	4,300	66,576	10,000	$10,200
Indirect Costs	891,104	1,032,200	1,032,200	740,752	$755,567
Expenses Total	**$2,406,459**	**$3,614,000**	**$2,986,397**	**$3,178,379**	**$3,241,947**
10706 Professional Competence Surplus/(Deficit)	**($2,406,219)**	**($3,593,100)**	**($2,986,075)**	**($3,178,318)**	**($3,241,886)**

STATE BAR
Operating Statements by Cost Center

PROFESSIONAL COMPETENCE	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10708 Rules Revision Commission					
Expenses					
Supplies and Equipment	$6,373	$0	$590	$605	$617
Other Expense	10,511	0	1,972	0	$0
Expenses Total	**$16,885**	**$0**	**$2,562**	**$605**	**$617**
10708 Rules Revision Commission Surplus/(Deficit)	**($16,885)**	**$0**	**($2,562)**	**($605)**	**($617)**
10709 OPC Publications					
Revenues					
Other Revenue	$11,552	$9,200	$6,586	$9,378	$9,378
Revenues Total	**$11,552**	**$9,200**	**$6,586**	**$9,378**	**$9,378**
Expenses					
Services	$8,603	$14,800	$11,011	$14,800	$15,096
Supplies and Equipment	8,105	9,700	1,629	2,706	$2,760
Other Expense	0	0	(1,050)	0	$0
Indirect Costs	1,789	2,000	2,000	1,328	$1,355
Expenses Total	**$18,496**	**$26,500**	**$13,590**	**$18,835**	**$19,211**
10709 OPC Publications Surplus/(Deficit)	**($6,945)**	**($17,300)**	**($7,004)**	**($9,456)**	**($9,833)**
PROFESSIONAL COMPETENCE Surplus/(Deficit)	**($2,441,068)**	**($3,650,000)**	**($3,020,810)**	**($3,237,443)**	**($3,302,260)**

STATE BAR
Operating Statements by Cost Center

GENERAL SERVICES	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
23002 Chief Admin Officer					
Expenses					
Personnel Expense	$38,339	$500	$31,870	$591	$603
Services	6	0	71	0	$0
Supplies and Equipment	1,792	1,000	4,142	4,222	$4,306
Other Expense	21,420	14,000	24,779	14,000	$14,280
Expenses Total	**$61,558**	**$15,500**	**$60,862**	**$18,812**	**$19,189**
23002 Chief Admin Officer Surplus/(Deficit)	**($61,558)**	**($15,500)**	**($60,862)**	**($18,812)**	**($19,189)**
23009 CLA Support					
Expenses					
Personnel Expense	$994,632	$0	$4,285	$0	$0
Expenses Total	**$994,632**	**$0**	**$4,285**	**$0**	**$0**
23009 CLA Support Surplus/(Deficit)	**($994,632)**	**$0**	**($4,285)**	**$0**	**$0**
GENERAL SERVICES Surplus/(Deficit)	**($1,056,189)**	**($15,500)**	**($65,147)**	**($18,812)**	**($19,189)**

STATE BAR
Operating Statements by Cost Center

GENERAL SERVICES	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
23310 General Services-LA					
Revenues					
Other Revenue	$3,405	$3,400	$0	$1,617	$1,617
Revenues Total	**$3,405**	**$3,400**	**$0**	**$1,617**	**$1,617**
Expenses					
Personnel Expense	$1,061,593	$1,206,200	$1,124,773	$1,209,864	$1,234,062
Services	1,880,887	1,926,700	2,091,593	2,155,100	$2,198,202
Supplies and Equipment	57,677	539,300	591,903	776,837	$792,374
Other Expense	18,221	21,500	(1,800)	5,200	$5,304
Expenses Total	**$3,018,377**	**$3,693,700**	**$3,806,469**	**$4,147,001**	**$4,229,941**
23310 General Services-LA Surplus/(Deficit)	**($3,014,972)**	**($3,690,300)**	**($3,806,469)**	**($4,145,384)**	**($4,228,324)**
23321 Risk Management/Insurance					
Expenses					
Services	$836,762	$849,000	$787,321	$849,000	$865,980
Expenses Total	**$836,762**	**$849,000**	**$787,321**	**$849,000**	**$865,980**
23321 Risk Management/Insurance Surplus/(Deficit)	**($836,762)**	**($849,000)**	**($787,321)**	**($849,000)**	**($865,980)**

STATE BAR
Operating Statements by Cost Center

GENERAL SERVICES	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
23350 General Services-SF					
Revenues					
Other Revenue	$0	$4,500	$0	$4,500	$4,500
Revenues Total	**$0**	**$4,500**	**$0**	**$4,500**	**$4,500**
Expenses					
Personnel Expense	$1,195,337	$1,318,400	$1,213,181	$1,419,340	$1,447,727
Services	2,819,189	3,103,600	3,103,411	3,402,400	$3,470,448
Supplies and Equipment	27,605	163,900	104,459	152,300	$155,346
Other Expense	43,967	6,700	36,211	55,000	$56,100
Expenses Total	**$4,086,098**	**$4,592,600**	**$4,457,261**	**$5,029,040**	**$5,129,621**
23350 General Services-SF Surplus/(Deficit)	**($4,086,098)**	**($4,588,100)**	**($4,457,261)**	**($5,024,540)**	**($5,125,121)**
26 Building -Asset BU					
Revenues					
Mandatory Fees	$2,940	$3,000	$0	$810,494	$814,546
Other Revenue	100,611	25,700	179,684	131,067	$131,067
Revenues Total	**$103,551**	**$28,700**	**$179,684**	**$941,561**	**$945,614**
Expenses					
Services	$0	$573,500	$133,733	$150,000	$153,750
Supplies and Equipment	5,915,056	3,070,000	3,136,772	725,000	$739,500
Debt Service	377,519	0	0	0	$0
Indirect Costs	(2,287,890)	(2,744,000)	(2,744,000)	(507,500)	($517,650)
Expenses Total	**$4,004,685**	**$899,500**	**$526,505**	**$367,500**	**$375,600**
26 Building -Asset BU Surplus/(Deficit)	**($3,901,134)**	**($870,800)**	**($346,821)**	**$574,061**	**$570,014**

STATE BAR
Operating Statements by Cost Center

GENERAL SERVICES	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
26101 SF Facilities Management					
Revenues					
Other Revenue	$1,754,672	$2,889,500	$3,038,689	$3,798,511	$3,798,511
Revenues Total	**$1,754,672**	**$2,889,500**	**$3,038,689**	**$3,798,511**	**$3,798,511**
26101 SF Facilities Management Surplus/(Deficit)	**$1,754,672**	**$2,889,500**	**$3,038,689**	**$3,798,511**	**$3,798,511**
35 LA Facility Fund					
Revenues					
Other Revenue	$348,975	$395,000	$461,142	$425,061	$425,061
Revenues Total	**$348,975**	**$395,000**	**$461,142**	**$425,061**	**$425,061**
Expenses					
Debt Service	$756,626	$695,100	$695,211	$695,100	$709,002
Indirect Costs	(762,100)	(695,100)	(695,100)	(695,100)	($709,002)
Expenses Total	**($5,474)**	**$0**	**$111**	**$0**	**$0**
35 LA Facility Fund Surplus/(Deficit)	**$354,449**	**$395,000**	**$461,030**	**$425,061**	**$425,061**
38 SF Tenant Improvement Fund					
Revenues					
Other Revenue	$38,918	$50,000	$18,973	$0	$0
Revenues Total	**$38,918**	**$50,000**	**$18,973**	**$0**	**$0**
38 SF Tenant Improvement Fund Surplus/(Deficit)	**$38,918**	**$50,000**	**$18,973**	**$0**	**$0**
GENERAL SERVICES Surplus/(Deficit)	**($9,690,928)**	**($6,663,700)**	**($5,879,180)**	**($5,221,291)**	**($5,425,840)**

STATE BAR
Operating Statements by Cost Center

HUMAN RESOURCES	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
23206 Human Resources					
Expenses					
Personnel Expense	$1,653,783	$1,850,000	$1,598,120	$2,261,037	$2,306,258
Services	187,310	136,000	107,525	88,000	$89,760
Supplies and Equipment	0	34,000	46,593	30,721	$31,335
Other Expense	13,797	222,000	257,340	19,000	$19,380
Expenses Total	**$1,854,890**	**$2,242,000**	**$2,009,579**	**$2,398,758**	**$2,446,733**
23206 Human Resources Surplus/(Deficit)	**($1,854,890)**	**($2,242,000)**	**($2,009,579)**	**($2,398,758)**	**($2,446,733)**
23207 Training					
Expenses					
Supplies and Equipment	$830	$0	$23	$23	$24
Other Expense	160,986	0	709	0	$0
Expenses Total	**$161,816**	**$0**	**$732**	**$23**	**$24**
23207 Training Surplus/(Deficit)	**($161,816)**	**$0**	**($732)**	**($23)**	**($24)**
HUMAN RESOURCES Surplus/(Deficit)	**($2,016,706)**	**($2,242,000)**	**($2,010,310)**	**($2,398,781)**	**($2,446,757)**

STATE BAR
Operating Statements by Cost Center

INFORMATION TECHNOLOGY	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
19 Technology Improvemt- Asset BU					
Revenues					
Mandatory Fees	$690	$0	$0	$1,016,222	$1,021,303
Other Revenue	17,823	0	111,627	61,150	$61,150
Revenues Total	**$18,513**	**$0**	**$111,627**	**$1,077,372**	**$1,082,453**
19 Technology Improvemt- Asset BU Surplus/(Deficit)	**$18,513**	**$0**	**$111,627**	**$1,077,372**	**$1,082,453**
19018 Admission System					
Expenses					
Services	$1,796,336	$50,000	$865,976	$725,000	$0
Supplies and Equipment	356	0	8,575	0	$0
Other Expense	10,926	0	100	0	$0
Indirect Costs	0	0	0	88,860	$90,637
Expenses Total	**$1,807,618**	**$50,000**	**$874,651**	**$813,860**	**$90,637**
19018 Admission System Surplus/(Deficit)	**($1,807,618)**	**($50,000)**	**($874,651)**	**($813,860)**	**($90,637)**
19028 Case Management System-OCTC					
Expenses					
Personnel Expense	$962,222	$0	$251,519	$0	$0
Services	628,000	930,000	856,744	1,720,000	$1,754,400
Supplies and Equipment	0	0	32,501	11,063	$11,284
Other Expense	395	0	1,007	0	$0
Indirect Costs	360,102	76,800	76,800	0	$0
Expenses Total	**$1,950,720**	**$1,006,800**	**$1,218,571**	**$1,731,063**	**$1,765,684**
19028 Case Management System-OCTC Surplus/(Deficit)	**($1,950,720)**	**($1,006,800)**	**($1,218,571)**	**($1,731,063)**	**($1,765,684)**

STATE BAR
Operating Statements by Cost Center

INFORMATION TECHNOLOGY	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
19029 Case Management System-SBC					
Expenses					
Personnel Expense	$73,037	$0	$18,873	$0	$0
Indirect Costs	0	0	0	104,992	$107,092
Expenses Total	**$73,037**	**$0**	**$18,873**	**$104,992**	**$107,092**
19029 Case Management System-SBC Surplus/(Deficit)	**($73,037)**	**$0**	**($18,873)**	**($104,992)**	**($107,092)**
19030 ERP Upgrade					
Expenses					
Personnel Expense	$0	$201,200	$5,200	$1,500	$1,530
Services	0	0	943,116	400,000	$408,000
Supplies and Equipment	0	0	0	600,000	$612,000
Expenses Total	**$0**	**$201,200**	**$948,316**	**$1,001,500**	**$1,021,530**
19030 ERP Upgrade Surplus/(Deficit)	**$0**	**($201,200)**	**($948,316)**	**($1,001,500)**	**($1,021,530)**
23600 Information Technology					
Expenses					
Personnel Expense	$5,428,911	$6,245,200	$6,209,512	$7,203,806	$7,347,882
Services	188,710	768,500	816,720	1,269,100	$1,294,482
Supplies and Equipment	2,047,697	3,478,500	2,940,391	4,784,280	$4,879,966
Other Expense	56,141	91,200	74,969	84,875	$86,572
Expenses Total	**$7,721,460**	**$10,583,400**	**$10,041,592**	**$13,342,061**	**$13,608,902**
23600 Information Technology Surplus/(Deficit)	**($7,721,460)**	**($10,583,400)**	**($10,041,592)**	**($13,342,061)**	**($13,608,902)**
INFORMATION TECHNOLOGY Surplus/(Deficit)	**($11,534,321)**	**($11,841,400)**	**($12,990,376)**	**($15,916,104)**	**($15,511,392)**

STATE BAR
Operating Statements by Cost Center

FINANCE	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
23101 Finance					
Expenses					
Personnel Expense	$1,523,852	$2,110,400	$1,871,888	$2,260,187	$2,305,390
Services	901,474	978,700	845,102	529,100	$539,682
Supplies and Equipment	38,596	34,400	24,255	27,251	$27,796
Other Expense	23,517	24,900	82,005	59,425	$60,614
Expenses Total	**$2,487,438**	**$3,148,400**	**$2,823,250**	**$2,875,963**	**$2,933,482**
23101 Finance Surplus/(Deficit)	**($2,487,438)**	**($3,148,400)**	**($2,823,250)**	**($2,875,963)**	**($2,933,482)**
23103 Member Billing					
Expenses					
Personnel Expense	$343,675	$331,200	$429,861	$451,462	$460,492
Services	283,798	35,600	161,587	47,000	$47,940
Supplies and Equipment	30,382	54,000	17,455	16,149	$16,471
Other Expense	175	4,800	770	2,000	$2,040
Expenses Total	**$658,029**	**$425,600**	**$609,672**	**$516,611**	**$526,943**
23103 Member Billing Surplus/(Deficit)	**($658,029)**	**($425,600)**	**($609,672)**	**($516,611)**	**($526,943)**
FINANCE Surplus/(Deficit)	**($3,145,468)**	**($3,574,000)**	**($3,432,923)**	**($3,392,574)**	**($3,460,425)**

STATE BAR
Operating Statements by Cost Center

GENERAL COUNSEL	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
23001 General Counsel					
Expenses					
Personnel Expense	$3,330,961	$4,310,100	$3,681,607	$4,627,686	$4,720,239
Services	130,471	191,500	117,739	191,500	$195,330
Supplies and Equipment	41,043	59,000	35,269	44,808	$45,705
Other Expense	45,127	86,400	40,587	65,400	$66,708
Expenses Total	**$3,547,601**	**$4,647,000**	**$3,875,202**	**$4,929,394**	**$5,027,982**
23001 General Counsel Surplus/(Deficit)	**($3,547,601)**	**($4,647,000)**	**($3,875,202)**	**($4,929,394)**	**($5,027,982)**
GENERAL COUNSEL Surplus/(Deficit)	**($3,547,601)**	**($4,647,000)**	**($3,875,202)**	**($4,929,394)**	**($5,027,982)**

STATE BAR
Operating Statements by Cost Center

MISSION ADVANCEMENT AND ACCOUNTABILITY	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast

10002 Appointments Administration

	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Expenses					
Personnel Expense	$104,453	$0	$6,254	$0	$0
Supplies and Equipment	1,693	0	1,274	1,306	$1,332
Expenses Total	**$106,146**	**$0**	**$7,528**	**$1,306**	**$1,332**
10002 Appointments Administration Surplus/(Deficit)	**($106,146)**	**$0**	**($7,528)**	**($1,306)**	**($1,332)**

10003 Board of Trustees

	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Expenses					
Services	$18,369	$14,500	$243	$14,500	$14,790
Supplies and Equipment	957	10,400	654	8,814	$8,990
Other Expense	83,902	143,800	70,603	180,200	$183,804
Expenses Total	**$103,228**	**$168,700**	**$71,499**	**$203,514**	**$207,584**
10003 Board of Trustees Surplus/(Deficit)	**($103,228)**	**($168,700)**	**($71,499)**	**($203,514)**	**($207,584)**

STATE BAR
Operating Statements by Cost Center

MISSION ADVANCEMENT AND ACCOUNTABILITY	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10012 ORIA					
Revenues					
Other Revenue	$0	$0	$0	$15,000	$15,000
Revenues Total	**$0**	**$0**	**$0**	**$15,000**	**$15,000**
Expenses					
Personnel Expense	$1,266,149	$1,380,200	$1,113,096	$1,371,839	$1,399,276
Services	49,608	9,700	162,552	228,900	$233,478
Supplies and Equipment	373,453	48,500	8,246	56,077	$57,198
Other Expense	36,145	30,500	41,181	30,500	$31,110
Indirect Costs	0	0	0	477,515	$487,066
Expenses Total	**$1,725,355**	**$1,468,900**	**$1,325,075**	**$2,164,831**	**$2,208,128**
10012 ORIA Surplus/(Deficit)	**($1,725,355)**	**($1,468,900)**	**($1,325,075)**	**($2,149,831)**	**($2,193,128)**
10013 ORIA - Collections					
Expenses					
Personnel Expense	$202,362	$163,200	$153,474	$98,467	$100,436
Services	101	0	12,102	0	$0
Supplies and Equipment	1,183	300	392	217	$221
Indirect Costs	105,278	40,000	40,000	39,168	$39,951
Expenses Total	**$308,924**	**$203,500**	**$205,968**	**$137,852**	**$140,609**
10013 ORIA - Collections Surplus/(Deficit)	**($308,924)**	**($203,500)**	**($205,968)**	**($137,852)**	**($140,609)**

STATE BAR
Operating Statements by Cost Center

MISSION ADVANCEMENT AND ACCOUNTABILITY	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10014 Chief of Mission					
Expenses					
Personnel Expense	$595,858	$957,600	$802,699	$577,696	$589,250
Services	3,278	3,100	23,638	103,700	$105,774
Supplies and Equipment	4,219	3,200	19,882	18,831	$19,207
Other Expense	17,095	5,700	14,736	6,500	$6,630
Indirect Costs	0	0	0	159,781	$162,976
Expenses Total	**$620,449**	**$969,600**	**$860,954**	**$866,507**	**$883,837**
10014 Chief of Mission Surplus/(Deficit)	**($620,449)**	**($969,600)**	**($860,954)**	**($866,507)**	**($883,837)**
10016 Malpractice Insurance Working Group					
Expenses					
Services	$0	$0	$10,750	$50,000	$51,000
Supplies and Equipment	52	100	0	0	$0
Other Expense	25,264	5,900	3,428	0	$0
Indirect Costs	0	500	500	3,909	$3,987
Expenses Total	**$25,316**	**$6,500**	**$14,678**	**$53,909**	**$54,987**
10016 Malpractice Insurance Working Group Surplus/(Deficit)	**($25,316)**	**($6,500)**	**($14,678)**	**($53,909)**	**($54,987)**

STATE BAR
Operating Statements by Cost Center

MISSION ADVANCEMENT AND ACCOUNTABILITY	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10101 Judicial Evaluation					
Expenses					
Personnel Expense	$222,516	$232,100	$234,588	$261,397	$266,624
Services	7,112	14,300	2,755	14,300	$14,586
Supplies and Equipment	14,669	22,800	8,148	19,297	$19,683
Other Expense	230,304	208,800	105,319	208,600	$212,772
Indirect Costs	246,607	39,500	39,500	122,826	$125,283
Expenses Total	**$721,208**	**$517,500**	**$390,310**	**$626,420**	**$638,948**
10101 Judicial Evaluation Surplus/(Deficit)	**($721,208)**	**($517,500)**	**($390,310)**	**($626,420)**	**($638,948)**
12521 AccessLex					
Revenues					
Grants	$128,750	$257,500	$265,000	$0	$0
Revenues Total	**$128,750**	**$257,500**	**$265,000**	**$0**	**$0**
Expenses					
Personnel Expense	$70,922	$239,100	$348,080	$0	$0
Services	0	75,000	163,114	0	$0
Other Expense	4,114	45,000	42,294	0	$0
Expenses Total	**$75,036**	**$359,100**	**$553,489**	**$0**	**$0**
12521 AccessLex Surplus/(Deficit)	**$53,714**	**($101,600)**	**($288,489)**	**$0**	**$0**

STATE BAR
Operating Statements by Cost Center

MISSION ADVANCEMENT AND ACCOUNTABILITY	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast

16 Leg. Activities -Assets BU

	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Revenues					
Voluntary Fees & Donations	$733,695	$775,000	$732,805	$775,000	$778,875
Other Revenue	5,515	2,400	18,538	11,167	$11,167
Revenues Total	**$739,210**	**$777,400**	**$751,343**	**$786,167**	**$790,042**
Expenses					
Indirect Costs	$6,274	$59,700	$59,700	$3,823	$3,899
Expenses Total	**$6,274**	**$59,700**	**$59,700**	**$3,823**	**$3,899**
16 Leg. Activities -Assets BU Surplus/(Deficit)	**$732,936**	**$717,700**	**$691,643**	**$782,344**	**$786,142**

16001 Legal Activities Assistance

	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Expenses					
Personnel Expense	$356,879	$419,800	$344,568	$571,117	$582,539
Services	0	5,000	0	5,000	$5,100
Supplies and Equipment	7,650	4,600	2,735	3,871	$3,949
Other Expense	0	400	1,740	400	$408
Indirect Costs	99,031	61,900	61,900	154,401	$157,489
Expenses Total	**$463,560**	**$491,700**	**$410,943**	**$734,789**	**$749,485**
16001 Legal Activities Assistance Surplus/(Deficit)	**($463,560)**	**($491,700)**	**($410,943)**	**($734,789)**	**($749,485)**

STATE BAR
Operating Statements by Cost Center

MISSION ADVANCEMENT AND ACCOUNTABILITY	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
16002 Leg. Affairs & Activities					
Expenses					
Services	$162,000	$162,300	$162,077	$162,300	$165,546
Supplies and Equipment	525	6,100	368	5,077	$5,178
Other Expense	1,838	300	1,219	300	$306
Indirect Costs	10,272	13,900	13,900	13,078	$13,339
Expenses Total	**$174,635**	**$182,600**	**$177,564**	**$180,754**	**$184,369**
16002 Leg. Affairs & Activities Surplus/(Deficit)	**($174,635)**	**($182,600)**	**($177,564)**	**($180,754)**	**($184,369)**
MISSION ADVANCEMENT AND ACCOUNTABILITY Surplus/(Deficit)	**($3,462,171)**	**($3,392,900)**	**($3,061,364)**	**($4,172,538)**	**($4,268,137)**

STATE BAR
Operating Statements by Cost Center

NON-DEPARTMENTAL	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
10 Admin & Discipline Fund					
Revenues					
Mandatory Fees	$66,407,678	$66,530,000	$65,366,854	$81,550,835	$81,958,589
Other Revenue	5,071,422	4,366,000	4,889,084	4,719,589	$4,719,589
Revenues Total	**$71,479,100**	**$70,896,000**	**$70,255,937**	**$86,270,424**	**$86,678,178**
Expenses					
Personnel Expense	$1,204,503	$0	($313,422)	$0	$0
Supplies and Equipment	(327,284)	(300,000)	(153,669)	(444,463)	($453,352)
Other Expense	0	0	4,114	2,407	$2,455
Indirect Costs	(2,873,858)	(2,493,400)	(2,493,400)	(4,017,879)	($4,098,236)
Expenses Total	**($1,996,638)**	**($2,793,400)**	**($2,956,377)**	**($4,459,935)**	**($4,549,133)**
Interfund Transfers					
Interfund Transfers In	$0	$0	$0	$725,000	$0
Interfund Transfers Out	0	0	0	150,000	$153,000
Interfund Transfers Total	**$0**	**$0**	**$0**	**$875,000**	**$153,000**
10 Admin & Discipline Fund Surplus/(Deficit)	**$73,475,738**	**$73,689,400**	**$73,212,314**	**$91,605,359**	**$91,380,312**
23 Support & Admin.- Asset BU					
Revenues					
Other Revenue	($6,643)	$0	$50,197	$17,441	$17,441
Revenues Total	**($6,643)**	**$0**	**$50,197**	**$17,441**	**$17,441**
Expenses					
Indirect Costs	($25,087,285)	($28,635,700)	($28,635,700)	($32,960,363)	($33,619,570)
Expenses Total	**($25,087,285)**	**($28,635,700)**	**($28,635,700)**	**($32,960,363)**	**($33,619,570)**
23 Support & Admin.- Asset BU Surplus/(Deficit)	**$25,080,642**	**$28,635,700**	**$28,685,897**	**$32,977,804**	**$33,637,011**

STATE BAR
Operating Statements by Cost Center

NON-DEPARTMENTAL	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
25 Public Protection -Asset BU					
Revenues					
Other Revenue	$32,437	$0	$42,758	$0	$0
Revenues Total	**$32,437**	**$0**	**$42,758**	**$0**	**$0**
25 Public Protection -Asset BU Surplus/(Deficit)	**$32,437**	**$0**	**$42,758**	**$0**	**$0**
31 Info Tech Special Fund - BU					
Revenues					
Other Revenue	$17,605	$0	$6,634	$0	$0
Revenues Total	**$17,605**	**$0**	**$6,634**	**$0**	**$0**
31 Info Tech Special Fund - BU Surplus/(Deficit)	**$17,605**	**$0**	**$6,634**	**$0**	**$0**
34 Benefit Reverse Fund					
Revenues					
Other Revenue	($46,537)	$0	$179,255	$61,162	$61,162
Revenues Total	**($46,537)**	**$0**	**$179,255**	**$61,162**	**$61,162**
34 Benefit Reverse Fund Surplus/(Deficit)	**($46,537)**	**$0**	**$179,255**	**$61,162**	**$61,162**
38 Non-Departmental					
Expenses					
Debt Service	$175	$4,800	$770	$340,000	$340,000
Expenses Total	**$175**	**$4,800**	**$770**	**$340,000**	**$340,000**
38 Non-Departmental Surplus/(Deficit)	**($175)**	**($4,800)**	**($770)**	**($340,000)**	**($340,000)**

STATE BAR
Operating Statements by Cost Center

NON-DEPARTMENTAL	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
NON-DEPARTMENTAL Surplus/(Deficit)	$98,559,710	$102,320,300	$102,126,089	$124,304,325	$124,738,485

STATE BAR TOTAL
Statements of Fund Condition

	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Beginning Working Capital[1]	$83,281,074		$94,778,246	$101,157,742	$70,563,231
Revenues					
Mandatory Fees	$76,527,672	$76,567,300	$75,348,202	$99,448,446	$101,834,930
Voluntary Fees & Donations	8,058,506	8,428,200	8,889,054	5,751,700	5,780,459
Exam Fees	14,416,522	13,935,300	13,965,607	13,658,480	13,658,480
Grants	25,565,799	25,857,400	40,575,922	30,701,985	30,701,985
Other Revenue	43,866,115	42,636,900	65,197,838	62,461,512	62,461,512
Total Revenues	$168,434,613	$167,425,100	$203,976,623	$212,022,123	$214,437,365
Expenses					
Personnel Expense	$72,138,443	$86,011,700	$81,645,076	$96,875,512	$98,813,022
Services	21,421,755	20,319,900	22,532,428	23,066,047	22,788,618
Legal Services Grants	49,418,707	62,670,700	77,113,746	98,463,237	100,432,502
Supplies and Equipment	7,457,774	9,089,000	8,361,619	8,798,343	8,974,310
Other Expense	(2,358,866)	2,263,400	1,890,571	2,653,404	2,706,472
Debt Service	1,136,063	1,035,100	1,035,211	1,035,100	1,049,002
Indirect Costs	0	(200)	0	(10)	(10)
CSF Payments	9,187,591	6,900,000	6,888,776	13,600,000	13,872,000
Reimbursements	(1,043,135)	(1,485,000)	(1,549,273)	(1,685,000)	(1,718,700)
Total Expenses	$157,358,332	$186,804,600	$197,918,153	$242,806,634	$246,917,216
Interfund Transactions					
Interfund Transfers In	$3,693,078	$100,000	$2,850,000	$1,825,000	$1,100,000
Interfund Transfers Out	(3,610,789)	(100,000)	(2,850,000)	(1,975,000)	(1,275,000)
Total Interfund Transactions	$82,289	$0	$0	($150,000)	($175,000)
Change in Net Position	$11,158,571	($19,379,500)	$6,058,469	($30,934,511)	($32,654,852)
Ending Balance	$94,439,645		$100,836,715	$70,223,231	$37,908,379

[1] Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy with a measurement date of 12/31/18.

GENERAL FUND
Statements of Fund Condition

	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Beginning Working Capital[1]	$13,614,416		$23,084,560	$16,561,211	$15,234,439
<u>Revenues</u>					
Mandatory Fees	$66,414,938	$66,533,000	$65,366,854	$83,377,551	$83,794,439
Grants	0	0	400	0	0
Other Revenue	10,427,015	9,967,300	11,447,416	10,786,203	10,786,203
Total Revenues	$76,841,953	$76,500,300	$76,814,669	$94,163,753	$94,580,641
<u>Expenses</u>					
Personnel Expense	$60,733,304	$72,753,900	$69,538,869	$82,164,265	$83,807,551
Services	12,462,583	11,319,800	13,423,025	13,334,125	12,862,058
Supplies and Equipment	6,791,085	8,320,600	7,886,205	7,821,315	7,977,742
Other Expense	(2,878,771)	1,490,500	1,261,848	1,473,607	1,503,079
Debt Service	758,544	695,100	695,211	695,100	709,002
Indirect Costs	(7,556,953)	(8,324,000)	(8,323,800)	(8,222,888)	(8,387,346)
Reimbursements	(712,616)	(1,000,000)	(1,143,338)	(1,200,000)	(1,224,000)
Total Expenses	$69,597,177	$85,255,900	$83,338,019	$96,065,525	$97,248,085
<u>Interfund Transactions</u>					
Interfund Transfers In	$2,243,078	$0	$0	$725,000	$0
Interfund Transfers Out	(17,711)	0	0	(150,000)	(153,000)
Total Interfund Transactions	$2,225,368	$0	$0	$575,000	($153,000)
Change in Net Position	$9,470,144	($8,755,600)	($6,523,349)	($1,326,771)	($2,820,444)
Ending Balance	$23,084,560		$16,561,211	$15,234,439	$12,413,995

[1] Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy with a measurement date of 12/31/18.

Bank Settlement Fund	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Beginning Working Capital[1]	$39,142,584		$29,754,839	$20,648,917	$8,953,283
Revenues					
Grants	$0	$0	$601	$285	$285
Other Revenue	658,219	50,000	497,261	69,100	69,100
Total Revenues	$658,219	$50,000	$497,862	$69,385	$69,385
Expenses					
Personnel Expense	$129,378	$100,000	$119,196	$145,212	$148,116
Legal Services Grants	9,891,289	9,452,800	9,452,789	11,545,482	11,776,392
Supplies and Equipment	0	13,800	0	11,300	11,526
Other Expense	0	4,500	0	4,500	4,590
Indirect Costs	25,298	31,800	31,800	58,525	59,695
Total Expenses	$10,045,965	$9,602,900	$9,603,785	$11,765,019	$12,000,319
Change in Net Position	($9,387,745)	($9,552,900)	($9,105,922)	($11,695,633)	($11,930,934)
Ending Balance	$29,754,838		$20,648,916	$8,953,283	($2,977,651)

Howard Tenant Buildout Fund	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Beginning Working Capital[1]	($402,949)		($402,949)	($402,949)	($402,949)
Change in Net Position					
Ending Balance	($402,949)		($402,949)	($402,949)	($402,949)

[1] Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy with a measurement date of 12/31/18.

Client Security Fund	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Beginning Working Capital[1]	$3,077,807		$491,622	($10,341)	($20,915)
Revenues					
Mandatory Fees	$8,012,838	$7,927,300	$7,895,900	$15,854,052	$15,933,322
Other Revenue	56,709	49,400	124,074	65,590	65,590
Total Revenues	$8,069,547	$7,976,700	$8,019,974	$15,919,642	$15,998,912
Expenses					
Personnel Expense	$1,315,080	$1,456,900	$1,427,780	$1,881,756	$1,919,391
Services	4,697	10,900	6,135	10,900	11,118
Supplies and Equipment	25,914	30,000	16,454	24,286	24,772
Other Expense	10,278	13,100	6,926	12,100	12,342
Indirect Costs	692,691	581,800	581,800	886,175	903,898
CSF Payments	9,187,591	6,900,000	6,888,776	13,600,000	13,872,000
Reimbursements	(330,519)	(485,000)	(405,934)	(485,000)	(494,700)
Total Expenses	$10,905,732	$8,507,700	$8,521,937	$15,930,216	$16,248,820
Interfund Transactions					
Interfund Transfers In	$250,000	$0	$0	$0	$0
Total Interfund Transactions	$250,000	$0	$0	$0	$0
Change in Net Position	($2,586,185)	($531,000)	($501,963)	($10,574)	($249,908)
Ending Balance	$491,622		($10,341)	($20,916)	($270,824)

[1] Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy with a measurement date of 12/31/18.

Elimination of Bias Fund	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Beginning Working Capital[1]	$1,790		$231,856	$518,391	$362,577
Revenues					
Voluntary Fees & Donations	$314,036	$320,000	$313,944	$320,000	$321,600
Other Revenue	3,922	100	10,912	6,952	6,952
Total Revenues	$317,958	$320,100	$324,856	$326,952	$328,552
Expenses					
Personnel Expense	$113,303	$200,000	$60,737	$206,711	$210,845
Services	4,821	14,000	40	215,000	219,300
Supplies and Equipment	10,697	13,000	1,821	1,861	1,898
Other Expense	16,138	27,400	17,724	27,900	28,458
Indirect Costs	42,933	58,000	58,000	131,294	133,920
Total Expenses	$187,892	$312,400	$138,321	$582,766	$594,421
Interfund Transactions					
Interfund Transfers In	$100,000	$100,000	$100,000	$100,000	$100,000
Total Interfund Transactions	$100,000	$100,000	$100,000	$100,000	$100,000
Change in Net Position	$230,066	$107,700	$286,535	($155,813)	($165,869)
Ending Balance	$231,856		$518,390	$362,577	$196,708

[1] Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy with a measurement date of 12/31/18.

Equal Access Fund	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Beginning Working Capital[1]	$3,048,886		$2,762,219	$2,757,163	$1,119,245
Revenues					
Grants	$25,435,549	$25,599,900	$40,309,921	$30,701,700	$30,701,700
Other Revenue	442,307	490,000	384,548	580,600	580,600
Total Revenues	$25,877,856	$26,089,900	$40,694,469	$31,282,300	$31,282,300
Expenses					
Personnel Expense	$0	$0	$271,882	$690,867	$704,684
Services	178,615	210,000	212,910	215,053	219,354
Legal Services Grants	25,677,762	25,614,900	40,197,933	31,336,721	31,963,455
Other Expense	295,354	0	0	351,800	358,836
Indirect Costs	12,793	16,800	16,800	325,777	332,293
Total Expenses	$26,164,523	$25,841,700	$40,699,525	$32,920,218	$33,578,622
Change in Net Position	($286,667)	$248,200	($5,055)	($1,637,918)	($2,296,322)
Ending Balance	$2,762,218		$2,757,163	$1,119,245	($1,177,077)

[1] Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy with a measurement date of 12/31/18.

Justice Gap Fund	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Beginning Working Capital[1]	$3,076,605		$4,101,410	$3,026,091	$2,945,065
Revenues					
Voluntary Fees & Donations	$980,045	$1,232,000	$1,591,790	$856,700	$860,984
Other Revenue	51,313	17,100	89,890	66,500	66,500
Total Revenues	$1,031,358	$1,249,100	$1,681,680	$923,200	$927,484
Expenses					
Indirect Costs	6,553	7,000	7,000	4,226	4,311
Total Expenses	$6,553	$7,000	$7,000	$4,226	$4,311
Interfund Transactions					
Interfund Transfers Out	$0	$0	($2,750,000)	($1,000,000)	($1,020,000)
Total Interfund Transactions	$0	$0	($2,750,000)	($1,000,000)	($1,020,000)
Change in Net Position	$1,024,805	$1,242,100	($1,075,320)	($81,026)	($96,827)
Ending Balance	$4,101,410		$3,026,090	$2,945,065	$2,848,238

[1] Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy with a measurement date of 12/31/18.

Lawyer Assistance Program Fund	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Beginning Working Capital[1]	$3,493,565		$3,570,078	$3,634,082	$1,461,978
Revenues					
Mandatory Fees	$2,099,896	$2,107,000	$2,085,448	$216,843	$2,107,169
Other Revenue	57,153	20,000	105,130	75,966	75,966
Total Revenues	$2,157,048	$2,127,000	$2,190,578	$292,809	$2,183,134
Expenses					
Personnel Expense	$1,040,505	$1,249,700	$1,113,171	$1,398,094	$1,426,056
Services	223,710	174,900	399,443	370,850	378,267
Supplies and Equipment	36,268	26,800	15,980	20,381	20,788
Other Expense	36,258	82,100	114,581	127,697	130,251
Indirect Costs	493,793	483,400	483,400	547,890	558,848
Total Expenses	$1,830,535	$2,016,900	$2,126,574	$2,464,913	$2,514,211
Interfund Transactions					
Interfund Transfers Out	(250,000)	0	0	0	0
Total Interfund Transactions	($250,000)	$0	$0	$0	$0
Change in Net Position	$76,513	$110,100	$64,004	($2,172,104)	($331,076)
Ending Balance	$3,570,080		$3,634,081	$1,461,979	$1,130,903

[1] Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy with a measurement date of 12/31/18.

Legal Services Trust Fund	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Beginning Working Capital[1]	$8,096,166		$19,982,606	$42,102,581	$30,938,265
Revenues					
Voluntary Fees & Donations	$6,030,730	$6,101,200	$6,250,515	$3,800,000	$3,819,000
Grants	5,000	0	0	0	0
Other Revenue	21,621,263	23,010,000	42,458,678	41,290,796	41,290,796
Total Revenues	$27,656,994	$29,111,200	$48,709,193	$45,090,796	$45,109,796
Expenses					
Personnel Expense	$1,373,982	$1,408,200	$885,623	$1,072,360	$1,093,807
Services	62,992	44,500	108,864	109,200	111,384
Legal Services Grants	13,849,656	27,603,000	27,463,024	55,581,034	56,692,655
Supplies and Equipment	17,511	35,600	13,966	18,313	18,679
Other Expense	(260,816)	29,200	22,142	52,700	53,754
Indirect Costs	727,228	845,600	845,600	421,506	429,936
Total Expenses	$15,770,554	$29,966,100	$29,339,218	$57,255,112	$58,400,215
Interfund Transactions					
Interfund Transfers In	$0	$0	$2,750,000	$1,000,000	$1,000,000
Total Interfund Transactions	$0	$0	$2,750,000	$1,000,000	$1,000,000
Change in Net Position	$11,886,440	($854,900)	$22,119,975	($11,164,316)	($12,290,419)
Ending Balance	$19,982,606		$42,102,580	$30,938,264	$18,647,846

[1] Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy with a measurement date of 12/31/18.

Legal Specialization Fund	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Beginning Working Capital[1]	$4,637,616		$3,410,616	$4,426,637	$4,599,576
Revenues					
Exam Fees	$106,404	$244,700	$393,614	$276,100	$276,100
Other Revenue	2,205,143	1,729,500	2,036,891	2,005,376	2,005,376
Total Revenues	$2,311,547	$1,974,200	$2,430,504	$2,281,476	$2,281,476
Expenses					
Personnel Expense	$733,525	$556,500	$404,768	$754,639	$769,732
Services	1,032,471	538,900	197,337	321,500	327,930
Supplies and Equipment	31,555	99,400	25,604	436,112	444,834
Other Expense	51,048	161,200	43,474	156,800	159,936
Indirect Costs	789,947	743,300	743,300	439,485	448,275
Total Expenses	$2,638,547	$2,099,300	$1,414,483	$2,108,537	$2,150,707
Interfund Transactions					
Interfund Transfers In	$100,000	$0	$0	$0	$0
Interfund Transfers Out	(1,000,000)	0	0	0	0
Total Interfund Transactions	($900,000)	$0	$0	$0	$0
Change in Net Position	($1,227,000)	($125,100)	$1,016,021	$172,940	$130,769
Ending Balance	$3,410,617		$4,426,638	$4,599,577	$4,730,345

[1] Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy with a measurement date of 12/31/18.

Legislative Activities Fund	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Beginning Working Capital[1]	$293,340		$387,051	$490,187	$356,987
Revenues					
Voluntary Fees & Donations	$733,695	$775,000	$732,805	$775,000	$778,875
Other Revenue	5,515	2,400	18,538	11,167	11,167
Total Revenues	$739,210	$777,400	$751,343	$786,167	$790,042
Expenses					
Personnel Expense	$356,879	$419,800	$344,568	$571,117	$582,539
Services	162,197	167,300	162,077	167,300	170,646
Supplies and Equipment	8,262	10,700	3,103	8,948	9,127
Other Expense	2,585	700	2,959	700	714
Indirect Costs	115,576	135,500	135,500	171,302	174,728
Total Expenses	$645,499	$734,000	$648,207	$919,367	$937,754
Change in Net Position	$93,711	$43,400	$103,136	($133,200)	($147,712)
Ending Balance	$387,051		$490,187	$356,987	$209,275

[1] Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy with a measurement date of 12/31/18.

Admissions Fund	2018 Actual	2019 Budget	2019 YTD	2020 Budget	2021 Forecast
Beginning Working Capital[1]	$4,779,418		$8,160,339	$8,447,764	$6,057,670
Revenues					
Exam Fees	$14,310,118	$13,690,600	$13,571,993	$13,382,380	$13,382,380
Other Revenue	8,281,033	7,251,100	7,998,893	7,503,262	7,503,262
Total Revenues	$22,591,151	$20,941,700	$21,570,887	$20,885,642	$20,885,642
Expenses					
Personnel Expense	$6,269,315	$7,627,600	$7,130,402	$7,990,491	$8,150,301
Services	7,289,347	7,764,600	7,859,483	8,322,119	8,488,561
Supplies and Equipment	536,482	539,100	394,353	455,828	464,945
Other Expense	364,945	409,700	378,624	445,600	454,512
Indirect Costs	4,650,141	5,420,600	5,420,600	5,236,698	5,341,432
Total Expenses	$19,110,230	$21,761,600	$21,183,462	$22,450,736	$22,899,751
Interfund Transactions					
Interfund Transfers In	$1,000,000	$0	$0	$0	$0
Interfund Transfers Out	(1,100,000)	(100,000)	(100,000)	(825,000)	(102,000)
Total Interfund Transactions	($100,000)	($100,000)	($100,000)	($825,000)	($102,000)
Change in Net Position	$3,380,921	($919,900)	$287,425	($2,390,094)	($2,116,109)
Ending Balance	$8,160,339		$8,447,763	$6,057,670	$3,941,561

[1] Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy with a measurement date of 12/31/18.