



The State Bar of California

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The State Bar of California has submitted a report to the Legislature in accordance with Business and Professions Code section 6140.1 and 6140.12, which requires the State Bar to submit a final budget to the Legislature by February 28 of each year. This summary is provided pursuant to Government Code section 9795.

The State Bar Board of Trustees adopted a new five-year strategic plan in May 2022 structured around four goals: (1) protecting the public by strengthening the attorney discipline system; (2) improving access to and inclusion in the legal system; (3) regulating the legal profession; and (4) engaging partners. The State Bar's 2023 budget allocates resources to support continued provision of core services and to advance the organization's new five-year strategic plan. The State Bar's budget is comprised of twelve funds. The General Fund, Admissions Fund and grant-related funds support most State Bar activity and expenditures. The 2023 budget reflects the unfortunate reality of a structural General Fund operating deficit, a shrinking General Fund reserve, and no scheduled attorney licensing fee increases to improve the health of that fund. The Admissions Fund is in an even more challenging deficit position.

Budgeted 2023 revenues of \$269.9 million reflect an increase of \$13.3 million compared to 2022; overall budgeted expenses of \$286.5 million represent a net decrease of \$2.2 million for over the same comparative period. Key changes from 2022 include:

- Revenue increased \$13.3 million from the 2022 budget mostly due to new and expanded state and federal grants and increased Interest on Lawyers' Trust Account revenue.
- Personnel expenses increased by \$3.9 million from the 2022 budget primarily due to cost-of-living adjustments and merit increases.
- Building operations decreased by \$2.4 million reflecting the fact that the State Bar's San Francisco headquarters has been put on the market for sale.
- Professional services decreased by \$2.4 million from the 2022 budget to manage the use of depleting reserves.

The 2023 Adopted Final Budget can be accessed at: <https://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*

2023 Adopted Budget

Prepared by the Office of Finance

February 28, 2023

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EXECUTIVE DIRECTOR'S BUDGET MESSAGE

The State Bar's 2023 budget allocates resources to support continued provision of core services and to advance the organization's new five-year strategic plan: [2022–2027 Strategic Plan](#). The plan, which centers the State Bar's public protection mission and reflects diversity, equity, and inclusion (DEI) as a foundational value, will expire concurrent with the State Bar's 100th anniversary. While the organization has certainly evolved over the last century, a period of intense structural and cultural reform was initiated by the separation of the State Bar's trade and regulatory functions in 2018. A recently published [timeline](#) documenting key activities related to that transition demonstrates the breadth and depth of the work that has been done; the 2023 budget supports the continuation and expansion of the State Bar's efforts to fully actualize all facets of its mission.

The budget also reflects the unfortunate reality of a structural General Fund operating deficit, a shrinking General Fund reserve, and no scheduled attorney licensing fee increases to improve the health of that fund; appropriate and significant efficiency and cost-cutting measures have been adopted as a result. The Admissions Fund faces similar challenges: while a merger of two previously distinct funds effective January 1, 2023, ensures solvency in the Admissions Fund in the near term, a significant structural deficit exists in this area. Discussions regarding needed increases to the many fees that generate Admissions Fund revenue are underway.

The 2023 budget anticipates revenues of \$269.9 million and expenses of \$286.5 million. The vast majority of State Bar revenue is derived from grant-related sources and the annual attorney licensing fee.

General Fund revenue is projected at \$91.3 million and expenses at \$95.7 million. Although the State Bar's reserve policy sets a reserve floor of 17 percent for most funds, the 2023 adopted budget will result in the General Fund reserve balance totaling \$8.1 million, or 8.4 percent, at the end of 2023. The Admissions Fund reserve balance will similarly fall below the reserve floor.

BUDGET ASSUMPTIONS AND STRATEGIES

The 2023 budget is based on key assumptions and strategies, including:

- Flat licensing fee revenue. The primary source of General Fund revenue is the annual attorney licensing fee. The State Bar's research office projects the fee annually using licensee and admissions data. Flat revenue is projected for 2023. State Bar-wide licensing fee revenue for 2023 totals \$95.4 million.
- A merger of Admissions and Legal Specialization Funds. There is a significant structural deficit in Admissions operations driven largely by flat bar examination fees, a reduced number of California Bar Exam applicants over the last several years, and higher operating costs due to negotiated merit increases and cost-of-living adjustments

(COLAs) and a return to an in-person bar exam. The Legal Specialization Fund was consolidated with the Admissions Fund in early 2023, providing an additional \$6.9 million in fund balance and ensuring solvency in the Admissions Fund for 2023. There are, however, not sufficient resources to support continued operations through 2024. Staff is currently studying both fee increases and operating cost reductions that, assuming Board and/or California Supreme Court approval as appropriate, will go into effect in early 2024.

- Recently executed Memoranda of Understanding with the State Bar's union will be fully funded. These MOUs grant most staff a 5 percent COLA in 2023, with some attorney personnel realizing 10 percent salary increases. The impact of the COLA on the State Bar's 2023 budget is \$4.2 million.
- Aggressive but reasonable salary savings. Salary savings are to be generated through a combination of natural turnover and delayed hiring for vacant positions; while the levels are aggressive, they align with 2022 actuals. Salary savings of \$12.9 million are reflected in the 2023 budget submission. Total personnel expenses are budgeted at \$99.3 million.
- Six months' worth of funding for expenses related to the State Bar's San Francisco headquarters. Anticipating the sale of the State Bar's building at 180 Howard Street, San Francisco, as of June 30, 2023, the budget reflects only a half-year of funding for both building-related capital improvements and debt service.
- Significantly reduced travel and meeting costs. The 2023 budget reflects a new normal with respect to staff and committee member travel:
 - Four of the six regularly scheduled 2023 meetings of the Board of Trustees will be in-person/hybrid; all remaining meetings will be fully remote.
 - All meetings of the Judicial Nominees Evaluation Commission (JNE) will be in-person; overnight stays have been reduced from two to one in relation to these meetings.
 - All other State Bar subentities are budgeted for two in person/hybrid meetings per year, with all other meetings being remote.

Aside from travel necessary to support administration of the California bar exam, staff travel State Bar-wide totals just \$322,000 in 2023. This amount reflects a 79 percent reduction from pre-pandemic levels.

The State Bar's ability to continue to maximize the benefits of remote meetings, which, importantly, extend well beyond the financial considerations, are dependent upon the extension of Government Code section 11133, which is currently set to expire July 1, 2023.

REVENUE AND EXPENDITURE HIGHLIGHTS

Budgeted 2023 revenues of \$269.9 million reflect an increase of \$13.3 million, or 5 percent, compared to budgeted revenues in 2022. New and expanded state and federal grants as well as

increased Interest on Lawyers' Trust Account (IOLTA) revenue are the primary drivers for this increase. Other revenue highlights include:

- Bar exam fees are projected to be approximately \$1.4 million higher than 2022 due to a slight projected increase in the number of test takers.
- Collections revenue is budgeted at \$2.5 million, a 6 percent increase over the 2022 budgeted amount. Revenue is generated primarily by the State Bar's participation in the Franchise Tax Board's debt collection program. During 2022, the State Bar experienced transmission issues to the Franchise Tax Board. Those issues were resolved toward the end of 2022, and a slight increase in collected revenue is projected accordingly.

Overall budgeted expenses of \$286.5 million represent a net decrease of 0.8 percent compared to the 2022 budget. Key changes from 2022 include:

- Personnel expenses increased by \$3.9 million from the 2022 budget primarily due to COLAs and merit increases.
- Building operations are budgeted at \$5.4 million, a decrease of \$2.4 million from the 2022 budget. A majority of the decrease is due to the fact that only six months' worth of expenses related to the State Bar's San Francisco location are included in the budget; the State Bar's building at 180 Howard Street was listed for sale in December 2022.
- Professional services are budgeted at \$13.6 million, a decrease of \$2.4 million compared to the prior year. The decrease is due primarily to cuts in professional services across the State Bar to manage the use of depleting reserves.
- Exam-related expenses are budgeted at \$7.5 million, an increase of \$3.1 million from 2022 expenses of \$4.4 million. Most of the increase is due to higher hourly rates paid to proctors, higher costs of bar exam room rentals, and Admissions resuming administering parts of the exam that were outsourced in 2022. The outsourced expenses had been recorded under professional services.

2023 BUDGET ADVANCES THE STATE BAR'S NEW FIVE-YEAR STRATEGIC PLAN

The State Bar Board of Trustees adopted a new five-year strategic plan in May 2022. The State Bar's 2022–2027 Strategic Plan is structured around four goals: (1) protecting the public by strengthening the attorney discipline system; (2) improving access to and inclusion in the legal system; (3) regulating the legal profession; and (4) engaging partners. A four-pronged implementation strategy—effectiveness; consumer focus; DEI; and policy and system change—outlines in broad strokes the initiatives that will be undertaken to advance each goal.

A [detailed update](#) on 2022–2027 Strategic Plan progress was provided to the Board in January 2023. A brief overview of the State Bar's strategic, operational, and tactical planning efforts is provided immediately below; summaries of key 2022 strategic initiatives as well as planned 2023 activities follow.

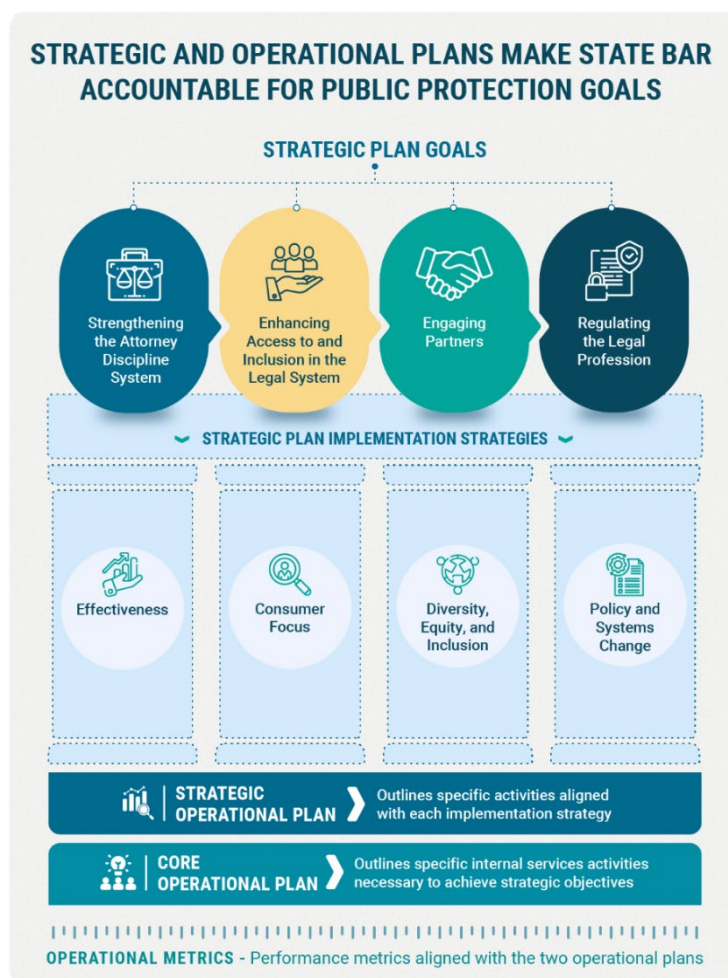
Promoting Organizational Effectiveness and Efficiency—Strategic Plan, Operational Plans, and Metric Development

The State Bar Board of Trustees engaged in a comprehensive and collaborative outreach and deliberation process to develop the 2022–2027 Strategic Plan. Input was received from stakeholders, including State Bar licensees, volunteers, staff, and legislative and Supreme Court liaisons; the Board spent several months reviewing that feedback, reflecting on prior strategic plan progress and assessing the current landscape to identify areas of organizational opportunity and focus. This effort culminated in the May 2022 adoption of the 2022–2027 Strategic Plan.

Shortly after finalization of the strategic plan, an operational plan was developed. Entitled Strategic Operational Plan, it outlined specific activities aligned with each of the four strategic plan implementation strategies. In recognition of the reality that externally facing goals cannot be achieved without a healthy infrastructure, a Core Operational Plan—focused on internal service functions, including finance, human resources, and information technology—was also produced.

The State Bar then conducted a comprehensive review of existing organizational metrics to ensure alignment with the two operational plans. A preliminary set of metrics focused on discipline case processing was developed and reviewed by the Board in January 2023. Operational metrics for all other areas of the organization will be finalized in March 2023. Metrics will be formally reported on via the State Bar’s Annual Report.

The State Bar’s intentional alignment of its strategic plan, two operational plans, and metrics is driven by the organization’s strong commitment to transparency, accountability, and



effectiveness. Prioritizing and tracking strategically important projects ensures that the State Bar successfully advances its mission and allocates resources in alignment with key organizational goals.

Strategic Goal 1: Protect the Public by Strengthening the Attorney Discipline System

Selected 2022 Accomplishments

In 2022 the State Bar engaged in several efforts and implemented various initiatives to strengthen the attorney discipline system's effectiveness and efficiency, including:

Submitted New Case Processing Standards Per Senate Bill 211 (SB 211) to the Legislature. In response to SB 211, the State Bar developed and proposed new discipline case processing standards. The standards proposed shorter timelines than current averages, while differentiating timelines by case complexity and type, prioritizing those matters that pose a greater risk to the public. The purpose of the new standards is not only to shorten the average time it takes to investigate and charge cases but also to focus resources on cases that pose the greatest risk of harm to the public. The State Bar submitted its proposal for case processing standards in October 2022; the Legislative Analyst's Office, charged statutorily with reviewing the proposal, released its response in January 2023. The proposal is currently under review by the Assembly and Senate Judiciary Committees.

Launched a Pilot Project for the Handling of Client Trust Account (CTA) and Bank Reportable Action (BRA) Matters. The Office of Chief Trial Counsel (OCTC) launched a pilot project in August 2022 to test different approaches for processing complaints involving CTA allegations and for investigating BRA matters. The pilot project randomly assigns these two types of cases to pilot and control groups on an ongoing basis. Pilot matters are handled by a team comprised of a dedicated group of investigators, attorneys, and support staff. The team obtains relevant bank statements and attorney reconciliations for all pilot CTA and BRA cases, regardless of overdraft amount, thus eliminating the de minimis procedure for handling cases involving small overdraft amounts that has been in place for a number of years. Cases assigned to the control group follow status quo case processing practices. The results of the pilot will be analyzed and presented to the Board no later than July 2023.

Implemented New Policies and Procedures Regarding Conflicts of Interest. Effective June 1, 2022, OCTC implemented new policies and procedures regarding conflicts of interest, gifts from outside sources, and outside employment. With respect to conflicts, OCTC's new policy defines in detail, and provides examples of, different types of potential conflicts (personal and professional relationships, financial interests, and general appearance issues) that may warrant recusal. The policies also require OCTC investigators and attorneys to perform conflict checks at the time of case assignment and prior to closure or filing of disciplinary charges and document these conflict checks, and the actions taken to resolve any identified potential conflicts, in OCTC's case management system. OCTC's new policies also place strict limits on receipt of any gifts from any licensed California attorney and on any outside practice of law.

Implemented New Policies and Procedures Regarding Non-Cooperating Complainants, Identification of Patterns of Prior Complaints, and Closures Using Non-Public Measures. In February 2022, OCTC implemented a new policy making clear that a complainant's withdrawal of their complaint or failure to cooperate in an investigation is not alone a basis for closing a complaint. Rather, OCTC has a duty to continue to investigate and where appropriate charge misconduct that can be proved without the complainant's cooperation.

Also in February 2022, OCTC implemented a new policy requiring consideration of prior closed complaints in determining whether to move a current complaint forward to investigation. To assist in this review and consideration, the State Bar developed a dashboard that categorizes and displays prior complaint history in a way that makes it easier for OCTC staff to identify patterns of similar prior complaints.

Later in 2022 OCTC also put in place a new policy laying out specific criteria and guidelines for nonpublic resolutions of disciplinary complaints, including both nonpublic private reprimands and other alternatives to public discipline.

Appointment of Public Trust Liaison (PTL). The State Bar appointed the agency's first-ever PTL in the fall of 2022; the office officially launched in January 2023. The PTL ensures that members of the public, applicants for admission, legal consumers, attorneys, and other constituents can meaningfully voice their concerns about State Bar action or inaction and receive assistance addressing those concerns.

In addition to addressing the needs of individual members of the public, the PTL is responsible for developing tools to assist consumers in filing complaints with the State Bar and for public education efforts designed to empower legal consumers and the general public with knowledge about their rights. The PTL will also make recommendations annually to the Board of Trustees for policy and operational reforms needed to address any systemic issues identified.

2023 Budget Supports Key Strategic Initiatives

Evaluation of Complaint Review Unit (CRU) processes to make the process more customer friendly and more efficient. This unit, housed in the Office of General Counsel, serves as an independent reviewer of OCTC's decisions to close complaints. CRU may affirm an OCTC case closure decision or recommend reopening. There is currently a backlog of over 1,000 requests for CRU review. The 2023 budget allocates resources to addressing this backlog. In addition, in 2023, CRU processes will be reviewed to ensure that they are consumer-focused and easily accessible.

Research to identify gaps between complainants' understanding of what the State Bar can do compared to actual State Bar capabilities. Consumers voice many frustrations with the State Bar's discipline process. Some of these concerns appear to stem from a disconnect between public expectations and the reality of the State Bar's authority. This gap will be studied in 2023 in order to develop targeted consumer education materials; where possible, practice or policy

changes needed to better satisfy public expectations will also be identified.

Modification of online complaint form to improve customer service and increase efficiency and effectiveness of complaint form review. The State Bar receives thousands of discipline complaints annually via a complaint form. Modifications to the form are needed to enable the collection of data that will support timely risk and complexity designations as well as standardized descriptions of misconduct allegations. Ultimately, this effort will result in a clearer process for those filing complaints against California attorneys as well as increased timeliness in the intake stage of case processing.

Make technological, resource, and other investments as needed to increase the accuracy, comprehensiveness, and timeliness of the investigation and prosecution of attorney misconduct complaints. The 2023 budget funds the implementation of e-filing in State Bar Court (SBC) as well as needed enhancements and security measures for the Odyssey case management system; the Odyssey platform is used by OCTC, SBC, and the Office of Probation.

Sustain a well-resourced, motivated, and accountable, prosecutorial workforce. The 2023 budget reflects two additional positions for OCTC. These positions will facilitate the reallocation of data entry tasks from investigator and attorney staffing to support positions, resulting in investigators and attorneys having more time to dedicate to substantive case processing activities.

Reduce the time from Client Security Fund (CSF) application to payout by assessing rules and policies, streamlining processes, and increasing funding as necessary. In 2023 the goal of reducing time to payout on CSF applications will be addressed primarily through the deployment of a CSF case management system and elimination of manual processes.

Strategic Goal 2: Protect the Public by Enhancing Access to, and Inclusion in, the Legal System:

Selected 2022 Accomplishments

Revised Testing Accommodation Rules. The State Bar issued a proposed set of amended testing accommodations rules in November 2022. The amendments are designed to ensure equal access to the bar exam and the First-Year Law Students' Exam, create a consistent and transparent process, and reduce the need for applicants to secure additional documentation or medical evaluation. The proposed process relies heavily on proof of past testing accommodations on high-stakes exams, and, where additional documentation is necessary, that documentation is limited to that which is reasonable and narrowly tailored to determine the applicant's need for the requested testing accommodations. The window for public comment on proposed rule changes closed on January 31, 2023.

Submitted Recommendations to the California Supreme Court to Extend and Expand the Provisional Licensure Program. The California Supreme Court directed the State Bar to establish a Provisional Licensure Program (PLP) in 2020 to allow law school graduates to practice law

provisionally because the COVID-19 health pandemic forced the delay of the bar exam that year. In 2021 the court expanded the program's eligibility to include those with qualifying prior bar exam scores (between 1390 and 1439 on any California bar exam administered from July 2015 to February 2020).

The PLP was set to expire at the end of 2022. However, in December 2022, the California Supreme Court issued an order, in response to a recommendation made by the Board of Trustees, extending the PLP through December 31, 2025. The court also directed the State Bar to reopen applications for over 1,000 people who may be eligible to participate in the program but did not originally apply to do so. The application period will close on December 31, 2023. In addition to providing opportunities for participants and benefits to their clients, the program will provide empirical data that will inform future discussions regarding the future of legal licensing in California.

Published a Report Card on Workforce Diversity and Retention Trends in the Legal Profession. The State Bar continues to prioritize work to further DEI in California's legal profession. Key 2022 accomplishments included the publication of a [Report Card on the Diversity of California's Legal Profession](#).

The report includes key findings from the State Bar's attorney census, data visualizations so users may drill down into results more deeply, and workplace sector-specific calls to action for legal employers and attorneys. The report highlights trends in the diversity, workplace settings, leadership roles, and workplace satisfaction of California's attorney population across multiple demographic groups and employment sectors. Its key finding is that while the legal profession is growing increasingly diverse, it still does not reflect the demographic diversity of the state's population.

Demonstrated leadership in connecting the public to legal representation. The State Bar distributed a total of \$142.5 million in legal aid grants in 2022:

- Homelessness Prevention: The Budget Acts of 2021 and 2022 provided \$60 million for homelessness prevention legal aid. These funds support existing grants to 77 nonprofit organizations that provide a wide range of legal aid, including eviction defense, foreclosure prevention, income/benefits eligibility, and assistance to persons displaced due to domestic violence.
- Foreclosure Prevention: The California Housing Finance Agency contracted with the State Bar to distribute up to \$12 million for foreclosure prevention and other home-retention legal aid. The funds come from the 2021 American Rescue Plan Act to help Californians keep their homes despite pandemic-related hardships. In June 2022, the Legal Services Trust Fund Commission made competitive grants to 11 legal aid providers across the state.
- Consumer Debt: The Budget Act of 2022 allocated \$15 million for legal aid to address "consumer debt matters affected by the COVID-19 pandemic." In December 2022, the

Legal Services Trust Fund Commission made competitive awards to 18 nonprofits to advance this objective.

- CARE Court Planning: The Budget Act of 2022 allocated \$250,000 to legal services nonprofits to plan for the Community Assistance, Recovery, and Empowerment (CARE) Act. The CARE Act became law on September 14, 2022. It creates an alternative to conservatorship and facilitates treatment, housing, and other support for qualifying adults with severe mental health issues. The State Bar awarded planning grants to 18 nonprofits that serve the seven counties in cohort one: Glenn, Orange, Riverside, San Diego, Stanislaus, Tuolumne, and San Francisco.

2023 Budget Supports Key Strategic Initiatives

Publication of an annual report on law school admissions and retention. In 2023 the State Bar will publish a report on admissions and student retention covering all California law schools. This will represent the first effort to uniformly report on these key profession pipeline indicators for all California schools, including those accredited by the American Bar Association and accredited or registered by or with the State Bar.

Conduct a study that examines the impact of remote exam format on bar exam pass rates, as part of the AccessLex grant-funded research agenda. The project will help test the impact of various bar exam administration components and alternatives—for example, open- versus closed-book formats and extended question response times—on performance by race/ethnicity, gender, and law school type. Study results will inform the design of future administrations of the bar exam.

Implement new testing accommodations rules. The budget supports the information and technology and personnel resources needed to effectuate what is anticipated to be a significant change to status quo processes.

Finalize and deliver to the Supreme Court the recommendations of the Blue Ribbon Commission on the Future of the Bar Exam. The Blue Ribbon Commission is charged with developing recommendations concerning whether and what changes to make to the bar exam, and whether to adopt alternative or additional testing or tools to ensure minimum competence to practice law. The State Bar will submit the commission's recommendations to the Supreme Court in 2023.

Research other jurisdictions' initiatives to increase access to legal services. The project aims to create a shared understanding of various innovations occurring around the country to increase access to legal representation with the goal of identifying one or more initiatives to advance or expand in California.

Strategic Goal 3: Protect the Public by Regulating the Legal Profession

Selected 2022 Accomplishments

Launch of the Client Trust Account Protection Program and Establishment of a Regulatory

Division. The State Bar spent significant energy in 2022 to develop the new Client Trust Account Protection Program (CTAPP), which the California Supreme Court approved in October 2022. The purpose of the program is to strengthen proactive oversight and regulation of client trust accounts by requiring—for the first time—licensed attorneys to report information about all of their client trust accounts annually. This reporting will provide the State Bar with new tools to enhance accountability and oversight of client trust accounts and deter misconduct.

In its initial phase, being implemented for the 2023 license renewal cycle, the CTAPP requires attorneys to complete the following activities on an annual basis:

- Report to the State Bar whether they are responsible for client trust accounts, and provide basic account information.
- Complete a self-assessment highlighting specific rules and requirements for managing a client trust account.
- Review the applicable Rules of Professional Conduct related to safeguarding client funds and certify to the State Bar that they comply with those rules.

In future phases the State Bar will implement the following actions authorized by the Supreme Court, including:

- Requiring a subset of trust accounts to undergo a compliance review based on policies and procedures developed by the State Bar in collaboration with the CPA community.
- Requiring a subset of trust accounts subject to compliance review to undergo full audit.
 - Both samples will be selected based on transparent criteria with a particular emphasis placed on risk.

The scale and scope of these efforts will be dependent on available funding levels.

In addition to launching mandatory reporting on all client trust accounts, the Division of Regulation analyzed existing IOLTA account data in 2022. As a result of that review, which involved an analysis of information reported by both financial institutions and banks, IOLTA compliance outreach emails were sent to 1,200 licensees falling in to two broad categories: (1) attorneys who reported an IOLTA account to the bar with no matching account reported by the banks; and (2) bank reported IOLTA accounts with no matching reporting by the attorney to the bar. This initiative represented the first-ever proactive client trust account monitoring effort undertaken by the State Bar.

The Division of Regulation, established in 2022 to advance the State Bar's public protection mission through the promulgation of rules, laws, and policies addressing licensing, reporting, and registration requirements for California attorneys, encompasses functions beyond CTAPP. Additional programs under the division include licensing fees, Minimum Continuing Legal Education (MCLE) compliance, licensee reporting requirements, license status changes, and Limited Liability Partnership (LLP)/Law Corporation regulation.

2023 Budget Supports Key Strategic Initiatives

Implement CTAPP licensee reporting requirements and address noncompliance with those requirements. In 2023 the Division of Regulation will oversee the completion of the first round of mandatory CTAPP reporting, conduct associated follow-up with noncompliant attorneys, and analyze and develop appropriate responses to submitted data. The division will also recommend statutory changes to enable collection of additional bank data in order to better assess trust accounting practices and develop a framework for compliance reviews and audits.

Develop a multiyear work plan for preventative and proactive regulation activities included in the Strategic Plan to include performance metrics and associated funding needs. The plan is intended to encompass all of the preventative and proactive regulation-oriented activities outlined in the five-year strategic plan. The objective itself reflects an increasing Board focus on effective prevention and proactive regulation as tools to protect the public and help attorneys avoid contact with the discipline system. The 2023 budget includes placeholder funding to support this work in areas including continuing legal education and self-assessment and toolkit development.

Strategic Goal 4: Protect the Public by Engaging Partners

Selected 2022 Accomplishments

Improved and promoted guidelines for public participation at meetings to enhance the visibility of, and accessibility to, State Bar meetings. The Board of Trustees adopted new public comment/participation guidelines in 2022 and made them applicable to all State Bar subentities. These guidelines afford increased opportunities for the public to make comment before, during, and after State Bar meetings. They also standardize processes for receiving, submitting, and disseminating live and written, comment, emphasizing the value and importance of ensuring that the public has multiple ways to provide input into State Bar policy and decision-making.

Expanded outreach on subentity appointment opportunities to support the long-range goal of diversifying subentity membership to engage diverse voices in the development and evaluation of State Bar policy. The State Bar engaged in unprecedented outreach efforts in 2022 to ensure a diverse array of candidates for State Bar subentities with respect to race and ethnicity, gender, profession, and geographic diversity. This comprehensive outreach effort resulted in a record number of applications, 226 received in total, and 38 for public members.

2023 Budget Supports Key Strategic Initiatives

Launch a formal consumer education campaign. The campaign will provide consumers with clear information about how the attorney discipline system works and what constitutes a viable complaint, as well as connect consumers with other resources where issues raised do not warrant attorney discipline.

Expansion of unified messaging campaign in English/Spanish for billboards and TV. Informed by

an expert in Spanish-language outreach, the State Bar will use radio, digital/social media advertising, and other channels to educate Spanish-speaking Californians on how to access legitimate sources of legal help, avoid legal services fraud, and file complaints with the State Bar.

Engage diverse voices in the development and evaluation of State Bar policy. The State Bar issues dozens of rule proposals each year for public comment; in addition, recommendations generated by various State Bar subentities are regularly circulated for comment. Historically, State Bar licensees have dominated public comment processes, submitting the vast majority of comments on both rule proposals and committee recommendations. In 2023 public comment invitation procedures will be modified to incorporate plain language translation, targeted general public outreach campaigns, and the development and use of associated metrics. The overall goal is to engage diverse voices in the consideration and evaluation of State Bar policy.

STATE BAR BACKGROUND

The State Bar of California is a public protection organization committed to transparency, accountability, and excellence. 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. The State Bar serves as an administrative arm of the California Supreme Court on all matters pertaining to the admission, discipline, and regulation of California's lawyers.

MISSION AND ORGANIZATIONAL STRUCTURE

The State Bar'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.

The State Bar is governed by a Board of Trustees comprising 13 appointed members:

- Five attorneys appointed by the California Supreme Court;
- 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.

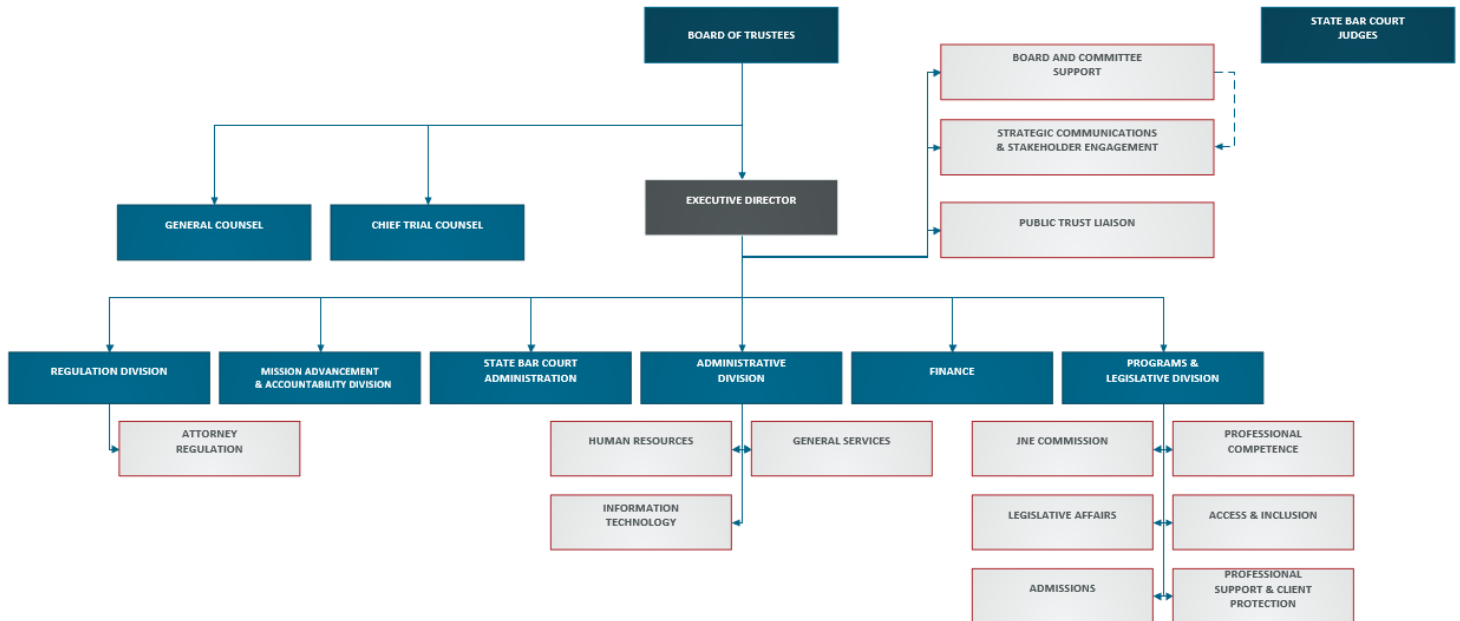
The Board of Trustees guides policymaking for the State Bar through adoption of a strategic plan every five years, approval of rules and policies, and oversight of the staff that report directly to the body; the State Bar's executive director, chief trial counsel, and general counsel report directly 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

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 mission officer, and chief administrative officer.

achieves the specific goals outlined in the State Bar’s strategic plan.

The organizational chart below illustrates this structure:



LICENSEES

With over 266,000 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 Exam, meet moral character requirements, satisfy triennial Minimum Continuing Legal Education requirements, and pay annual licensing fees to the State Bar.

FISCAL 2023 BUDGET OVERVIEW

SOURCES OF FUNDS

The State Bar's 2023 Adopted Budget reflects \$269.9 million in total revenue and \$286.5 million in total expenses. The budget is balanced using a planned use of reserves totaling \$16.6 million. The graphs and tables below report the major revenues and expenses budgeted in 2023. Variances in budgeted amounts compared to the prior year are discussed below. The majority of the \$16.6 million deficit is attributed to new planned grant expenditures compared to 2022.

Figure 1 shows the composition of sources of funding for 2023. Mandatory fees and grants revenues are the largest sources of revenue for the State Bar, totaling approximately \$233 million, or 86.7 percent.

Figure 1. Breakdown of 2023 Projected Revenues

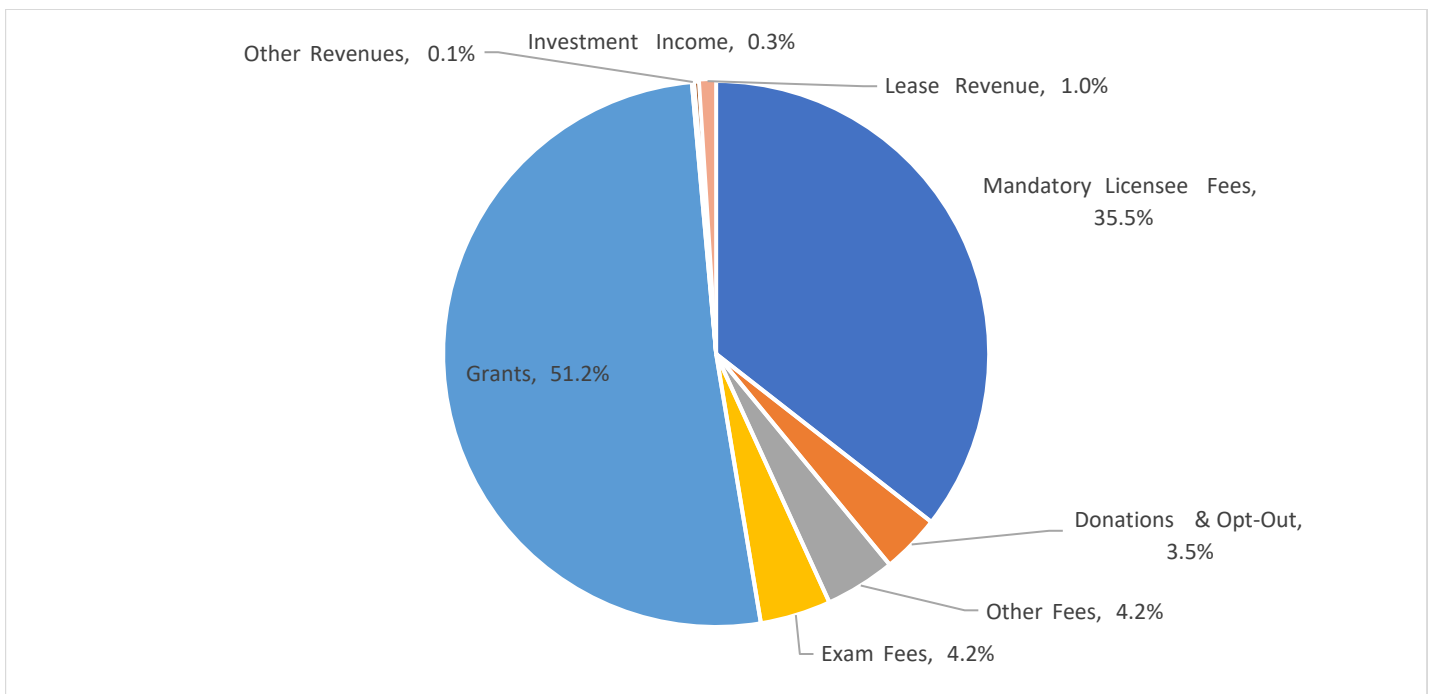


Table 1 provides a detailed breakdown of budgeted revenue for 2022, 2023, and 2024 forecast by funding source.

Table 1. Comparison of Revenue Budget

	2022 Budget	2023 Budget	2024 Forecast
Mandatory Licensee Fees	\$94,223,793	\$95,431,500	\$96,672,110
Donations & Opt-Out	9,390,000	9,360,000	9,481,680
Other Fees	11,747,430	11,165,230	12,676,628
Exam Fees	9,881,800	11,232,373	11,232,373
Grants	126,067,453	137,446,025	139,232,823
Other Revenues	2,000	330,700	335,000
Investment Income	543,400	797,309	806,805
Lease Revenue	3,652,249	2,695,200	401,813
Total Fund Sources	\$255,508,125	\$268,458,337	\$270,839,232

Mandatory Fees

Attorney licensing fees are set annually by the Legislature. Active attorneys pay \$463; this includes a \$25 discipline fee, a \$40 Client Security Fund fee, and a \$10 Lawyer Assistance Program fee. There is no anticipated growth for mandatory licensee fees in 2023. The slight increase in the 2023 budgeted amount for mandatory licensing fees reflects the actuals for 2022, which came in slightly higher than budgeted.

Grants

Grants include revenue received by the State Bar from a variety of agencies and other sources. The Office of Access & Inclusion is responsible for the administration and distribution of grants generated through various mechanisms, including IOLTA funding, the Equal Access Fund, the Justice Gap Fund, bank settlements, and federal awards. 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 distributed through competitive grant processes.

The 2023 grants budget reflects a \$11.4 million increase compared to the prior year budget due to an increase in funding for homeless prevention and consumer debt grants as well as a projected increase in 2023 IOLTA revenue.

Exam Fees

Exam fees, which are reported in the State Bar's Admissions Fund, include revenue from the First-Year Law Students' Exam and the California Bar Exam.

The adopted 2023 budget represents a 13.7 percent increase from 2022 budgeted exam fee revenue, resulting from a slight increase in the number of exam takers. The 2023 budgeted amount is flat compared to 2022 actuals. Even with this slight increase year over year, revenue is still down 2.9 percent as compared to 2021.

Donations and Opt-Out

The State Bar generates revenue through voluntary fees from licensees, and donations. Voluntary fees and donations fund specific program areas including legal services, the elimination of bias in the legal profession, and legislative relations. The 2023 adopted budget reflects a static overall funding level of \$9 million for voluntary fees and donations.

Effective January 1, 2023, pursuant to Assembly Bill 2958, the legislative activities fee converted from an opt-out to an opt-in. Based on experience with other fees that have similarly transitioned, the State Bar anticipates a decline in revenue and budgeted a decrease in the legislative activities fee revenue component compared to 2022 due to the uncertainty regarding the actual impact of the opt-in change going forward. The reduction in revenue is offset by an increase in revenue from legal services assistance.

Opt-Out:

- Legal Services Assistance – \$45
- Elimination of Bias – \$2

Opt-In with recommended donation amount:

- Legislative Activities Fund – \$5
- Access to Justice – \$100
- California Change Lawyers – \$95
- California Supreme Court Historical Society – \$25

Other Revenues

In addition to the funding sources outlined above, the State Bar generates revenue from a variety of fee-for-service activities, including student registration fees, law school accreditation, penalty and late-fee assessments, limited law partnership and law corporation registration, discipline cost assessments, certificates of good standing, lease revenue, and interest on investment accounts. The State Bar is currently undertaking a review of all fees-for-service other than the statutory set annual attorney licensing fee, to determine whether any warrant adjustment; the Board of Trustees will consider any modifications later in 2023. Fee increases in 2024 are anticipated to mitigate, in part, operating deficits in the Admissions and General Funds.

USE OF FUNDS

State Bar Divisions and Offices are responsible for implementing the State Bar's Strategic Plan. They include:

- Office of the Executive Director;
- Office of General Counsel;
- Office of Chief Trial Counsel;
- State Bar Court;
- Office of Strategic Communications & Stakeholder Engagement;
- Office of Public Trust Liaison;

- Office of Finance;
- Mission Advancement & Accountability Division;
- Programs Division, which includes:
 - Office of Admissions
 - Office of Professional Support & Client Protection, comprised of the Monitored Lawyer Assistance Program, Probation, and the Client Security Fund
 - Office of Access & Inclusion; and
 - Office of Professional Competence
- Administrative Division, which includes:
 - Office of General Services
 - Office of Human Resources
 - Office of Information Technology
- Division of Regulation

A brief overview of each of these offices, 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 budgeted expenses for 2022, 2023, and the 2024 forecast.

Table 2. State Bar Expenses by Cost Type

	2022 Budget	2023 Budget	2024 Forecast
Personnel Costs	\$95,376,874	\$99,257,893	\$104,688,100
Building Operations	7,810,889	5,445,084	4,219,000
Services	15,971,831	13,589,600	14,166,504
Grants Expenses	147,387,837	147,576,416	155,988,300
Supplies	1,123,615	744,155	773,273
Equipment	4,601,816	3,739,257	3,954,914
Other Expenses	1,242,084	1,034,085	1,082,477
Exam Related Expenses	4,397,852	7,484,309	7,911,200
Payouts and Reimbursements	6,198,000	3,586,532	3,790,900
Debt Related	3,508,194	2,640,168	1,872,900
Total Expenses	\$287,618,992	\$285,097,499	\$298,447,569

PERSONNEL COSTS

Personnel costs include salary and benefits, supplemental staffing, employee health care, and retirement. These expenses total \$99.3 million of the State Bar's 2023 budget. The adopted budget represents a \$3.9 million increase from the prior year, resulting from cost-of-living and merit increases. The budgeted vacancy rate of 15 percent reflects the actual rate for 2022. The vacancy rate trended downward toward the end of 2022, and the State Bar may have to take alternate measures to meet the budgeted savings. One of the measures already included in this budget is a three-month hiring freeze on all vacant positions. Temporary help expense component is budgeted at \$1.1 million, a 21 percent decrease compared to last year's budget of \$1.4 million, reflecting the State Bar objective of cost cutting.

BUILDING OPERATIONS

Building operations total \$5.4 million for 2023, a decrease of \$2.4 million, or 30 percent, from the prior year. Anticipating the sale of the State Bar's San Francisco's building at 180 Howard Street as of June 30, 2023, the budget reflects only a half-year of funding for building-related capital improvements.

SERVICES

Services expenses include professional services and other miscellaneous externally provided services. Services account for \$13.6 million of the State Bar's 2023 Budget. The adopted budget represents a \$2.4 million, or 18 percent, decrease from the prior year services' expense. This decrease is primarily the result of a \$4.5 million decrease in the Office of Admissions, relating to the elimination of a service agreement to outsource in-person bar exam site procurement and proctoring, and to cost-cutting measure done in the professional services line items within the General Fund. This service budget decrease is partially offset by increases in other line items of the Office of Admissions' budget.

GRANT EXPENSES

Grant expenses reflect the distribution of grants to legal services entities. Grants account for \$147.6 million of the State Bar's 2023 budget. This budget level represents a similar amount compared to the prior year, with continued funding from various grant revenue sources, including the Equal Access Fund, the Grants Fund (Homeless Prevention), and the Legal Services Trust Fund.

SUPPLIES AND EQUIPMENT

Supplies and equipment expenses includes exam and software licensing, supplies and postage, computers and software, building improvements, equipment, and telecommunications. This category accounts for \$4.5 million of the State Bar's 2023 budget. The adopted budget represents a 21.7 percent decrease from the prior year's supplies and equipment budget. This is partially due to the timing of when routine software maintenance contracts are paid and an overall decrease in spending in General Fund-supported offices.

OTHER EXPENSES AND PAYOUTS AND REIMBURSEMENTS

Other expenses primarily consist of CSF payments to claimants to reimburse them for monetary losses attributable to attorney theft. These expenses account for \$4.6 million of the State Bar's 2023 budget. The adopted amount represents a 37.9 percent decrease from the prior year due to the anticipated decrease in CSF case processing as compared to 2022, and an increase in the collection amount of CSF debt owed to the State Bar.

CSF uses formulas to estimate its funding need for the year. The formulas use the number of cases in CSF inventory, an estimate of the percentage of cases that CSF will have jurisdiction over due to the final discipline status, and estimated average payout to determine the need for funding. One formula is based on cases that the fund currently has jurisdiction over, while another formula is used for cases CSF will obtain jurisdiction over during the year. There is an administrative-funding component added based on the personnel and other costs necessary to process the caseload. The results of the two formulas, plus the administrative portion, are added together to get the estimated payout for the year, which is \$6 million in 2023.

SPECIAL ASSESSMENT

In the 2020 fee bill, the State Bar was afforded a special assessment of \$4 per attorney (approximately \$800,000) over a ten-year period to fund building improvements and a \$5 per attorney (approximately \$1 million per year) over a five-year period to fund information technology projects. Given that the 2020 fee bill funded these capital improvements over a multiyear period, sufficient funds were not available to finance the projects in the short term. Accordingly, in August 2021, the State Bar obtained a bank loan to finance building improvements and IT projects, and simultaneously refinanced an existing tenant improvement loan. The annual amounts collected from licensee fees for building improvements and IT projects are used to repay the loan in order to maintain fidelity with the funding approved by the Legislature.

DEBT RELATED

With respect to its Los Angeles location, the State Bar has an outstanding loan of \$12.4 million.

Related to its 180 Howard Street building in San Francisco, the State Bar has an outstanding loan balance of \$18.6 million. As described in the Supplies and Equipment section above, this loan includes financing for certain building improvements and IT projects approved by the Legislature.

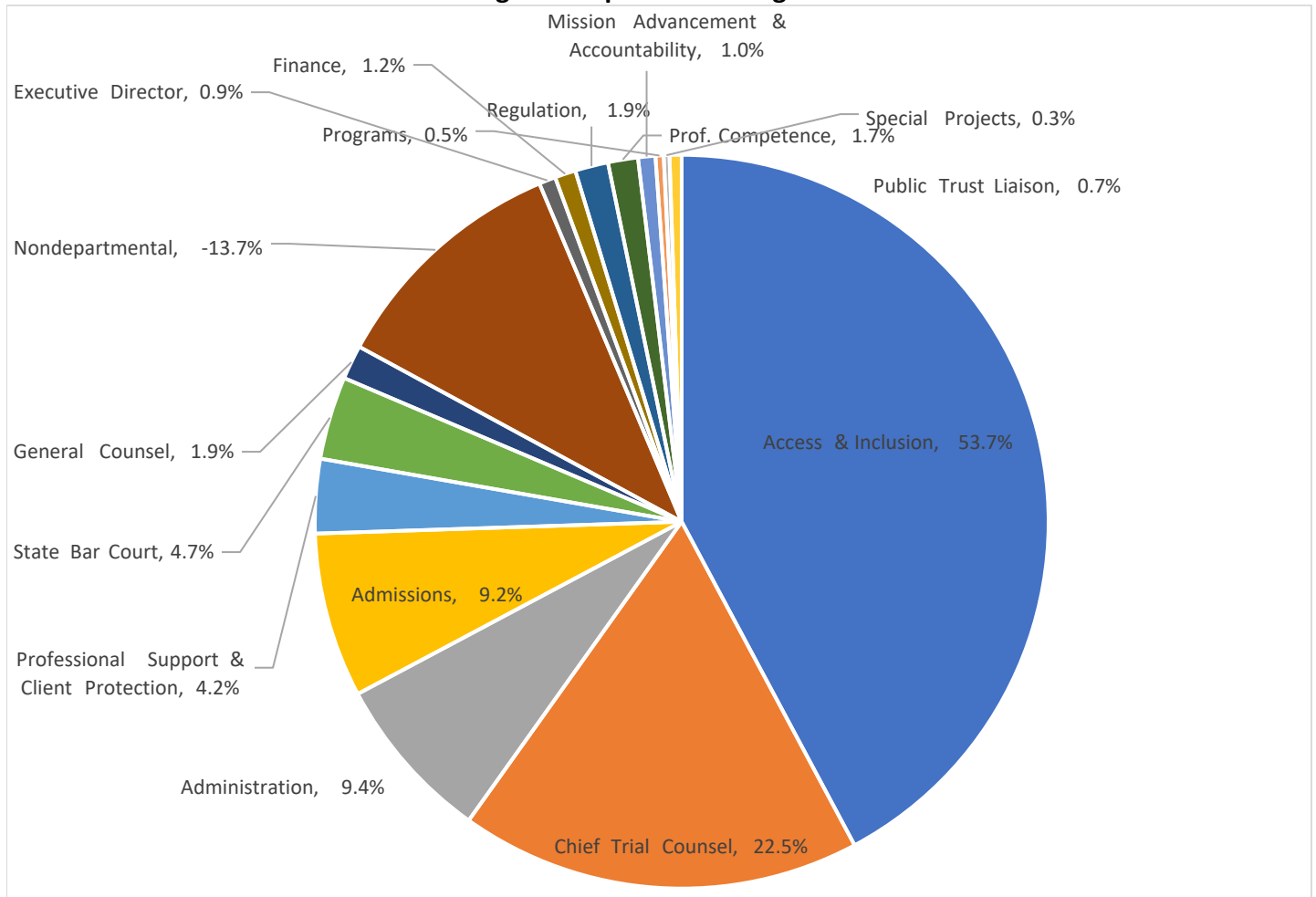
Principal and interest for these loans of approximately \$2.6 million is budgeted for 2023. Budgeting for principal repayments ensures that all uses of financial resources are subject to budgetary controls.

For 2023, only six months of debt service payments were budgeted, anticipating the sale of the State Bar's building at 180 Howard Street, San Francisco.

TOTAL OPERATING BUDGET

Figure 2 illustrates the composition of operating expenses, by office. The Office of Access & Inclusion comprises 53.7 percent of total expenses. This office's operating budget includes all grant distributions made by the State Bar. The Office of Chief Trial Counsel represents 22.5 percent of operating budget expenses. Together, these two offices comprise 76.2 percent of the State Bar's operating budget.

Figure 2. Operations Budgets

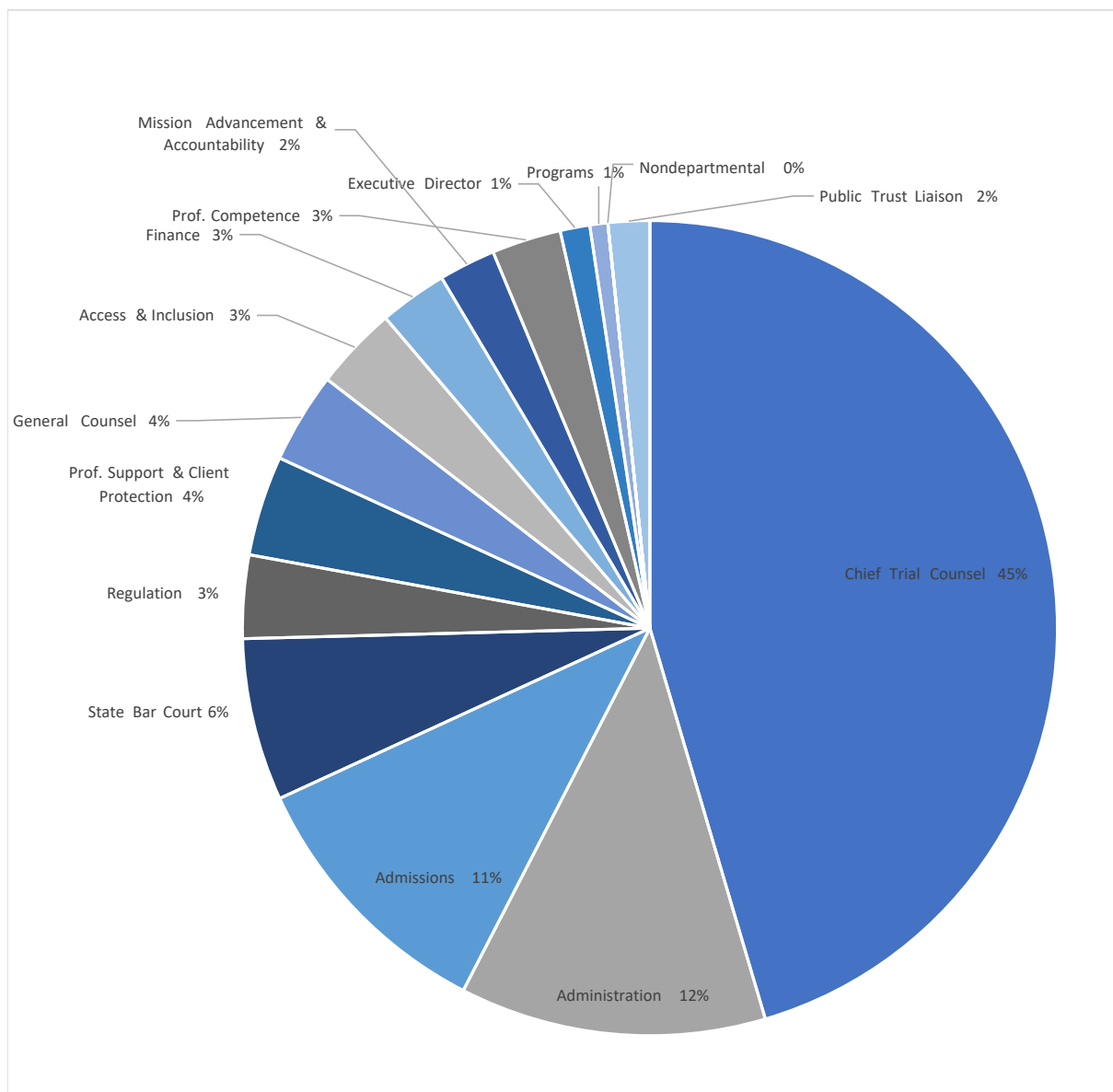


TOTAL STAFFING FOR 2023

The 2023 adopted budget funds 667.0 full-time equivalent (FTE) positions, compared to 646.5 budgeted for 2022. Two-thirds of the 20.5 new FTE² included in the 2023 budget are related to staffing increases in the Office of the Chief Trial Counsel. Other areas experiencing personnel growth include Office of Access & Inclusion, Office of Human Resources, and State Bar Court.

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



² The Office of Chief Trial Counsel added 12 positions during the year in 2022 to support the launch of the Reportable Action/Client Trust Account Pilot Program. Of the 20.5 positions added since the 2022 Budget, only seven were added during the budget development process.

STAFFING HISTORY

Table 3 shows a three-year history of staffing. The 2023 budget has an increase of 20.5 total FTEs compared to prior year. The increase in staffing for Chief Trial Counsel is largely due to the creation of the Reportable Action/Client Trust Account Pilot program. While not an increase in positions, it is worth noting that a reorganization resulted in the movement of a significant number of positions. Staff from the Office of Attorney Regulation & Consumer Resources was divided into two different offices with the call center moving to the Office of Public Trust Liaison and the rest of the staff moving to the Division of Regulation.

Table 3. Three-Year Staffing History

Division/Office	2022	2023	2024
Access & Inclusion	18.3	22.1	22.1
Admissions	69.8	70.5	70.5
Attorney Regulation & Consumer Resources	33.0	-	-
Chief Trial Counsel	289.0	303.0	303.0
Executive Director	7.9	7.9	7.9
Public Trust Liaison	-	11.0	11.0
Finance	18.0	18.0	18.0
General Counsel	24.0	24.0	24.0
General Services	19.7	18.7	18.7
Human Resources	15.7	16.7	16.7
Information Technology	45.7	45.7	45.7
Mission Advancement & Accountability	15.5	15.0	15.0
Nondepartmental	2.0	-	-
Professional Competence	14.3	18.4	18.4
Professional Support & Client Protection	26.7	26.5	26.5
Programs	5.0	4.8	4.8
Regulation	-	22.0	22.0
State Bar Court	42.0	43.0	43.0
Total FTE	646.5	667.0	667.0

BUDGET ASSUMPTIONS

The 2023 budget reflects the following significant assumptions:

Mandatory Licensee Fees & Voluntary Donations

The Fee Bill authorized \$463 of mandatory fees per active attorney in 2023. Budgeted licensee fees and voluntary donations, including late penalties, total \$104.8 million, as compared to \$103.6 million in the 2022 adopted budget, reflecting a \$1.2 million increase. The 2023 budget assumes no increase in mandatory licensee fees revenue from what was collected in 2022, which was slightly above the 2022 budgeted amount.

Personnel Expense

Personnel expense is the largest single component of the State Bar's costs. The 2023 personnel expense budget increased by \$3.9 million, or 4.1 percent, from \$95.4 million in 2022 to \$99.3 million. The increase is due to a COLA increase and merit increases, partially offset by a budgeted vacancy rate of 15 percent and a three-month hiring freeze on vacant positions. The recently executed Memoranda of Understanding granted most staff a 5 percent COLA, with some attorneys realizing 10 percent salary increases.

Affinity and Insurance Program Revenues

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 will go to the California Access to Justice Commission. 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). The 2023 budget includes \$2.6 million of estimated affinity and insurance program revenues. Besides a nominal administrative fee, the State Bar will pass through all of this revenue to other entities.

Legal Specialization Fund

The fund balance in the Legal Specialization Fund and Admissions Fund balances will be combined to ensure enough money for the continued operations of the Office of Admissions in 2023. The \$6.9 million onetime shift will only help cover expenses in 2023, and long-term changes will need to be adopted by Admissions to correct their structural deficit.

Collections

The 2023 budget reflects \$2.5 million in projected collections revenue, compared to \$2.3 million in 2022. Collection revenue comprises discipline costs received as well as CSF reimbursements. Revenue continues to be generated by the State Bar's participation in the Franchise Tax Board's debt collection program for moneys owed to the State Bar from reimbursements paid out by the CSF to clients harmed by their attorneys and discipline cost debt. The 6.5 percent increase in 2023 is due to anticipated increases in revenue generated from the Franchise Tax Board's program.

State Bar Buildings

The Board has listed the 180 Howard Street building for sale. The 2023 budget assumes the building will be sold in the first six months of 2023. The 2023 budget assumes the Los Angeles building will be owned and operated by the State Bar throughout 2023.

Office of Admissions

In 2022, bar exams returned to in-person administration, and the budget assumes the continuance of in-person exams in 2023.

Planned Use of Reserves

The budget will be balanced using reserves totaling \$16.6 million.

2024 Forecast

Except for line items with known variances, the 2024 Forecast assumes a 5.7 percent inflationary increase for expenses. The inflationary percentage is based on the Consumer Price Index – Urban – San Francisco-Oakland-Hayward, CA for the period August 2021 to August 2022. The 2024 forecast also includes a COLA increase of 2.5 percent for all FTEs per the negotiated MOU. The level of FTEs in 2024 is assumed to be the same as in 2023.

There are no expenses for building operations in San Francisco in the 2024 forecast as this budget anticipates the sale of 180 Howard Street by midyear 2023. Proceeds from the sale of the building are anticipated to cover the leasing costs of San Francisco operations in 2023 and 2024.

Given State Bar mandatory fee revenues have remained relatively flat over the past several years, revenue assumptions are for a 1.3 percent increase in mandatory fees for 2024, which is in line with 2023 budget assumptions. For 2024, other General Fund program fee revenue for MCLE Provider, MCLE for attorneys, Certificates of Standing, Limited Liability Partners, and Law Corporations were forecasted higher based on tentatively drafted proposed fee increases for each of these programs that have been considered by the Finance Committee. It is anticipated that the fee increases will be adopted in 2023 and will be in effect beginning in 2024. The increases for each of the programs listed above will result in \$1.5 million in additional revenue. With respect to Admissions fees, while the Board of Trustees' Finance Committee has held preliminary discussions regarding potential fee increases, additional work is needed to finalize any proposal. As a result, no increase in Admission fees was forecasted for 2024.

The State Bar prepared a five-year forecast in 2019 and is therefore scheduled to prepare another five-year forecast in 2024. It is anticipated that when the next five-year forecast is completed, the State Bar will be in a better position to understand the impact of the sale of the San Francisco building as well as any Admissions or General Fund fee increases adopted by the Board.

INDIRECT COST ALLOCATION

Direct costs are those that can be specifically identified with a particular operational area. For the State Bar, these operational areas include the Office of Chief Trial Counsel, State Bar Court, the Office of Admissions, the Division of Regulation, the Office of Access & Inclusion, the Office of Professional Support & Client Protection, the Office of Professional Competence, the Office of Strategic Communications & Stakeholder Engagement, and the Office of Public Trust Liaison. Indirect costs are not readily identifiable with a specific operating program. Instead, they are incurred for a joint purpose that benefits more than one program. State Bar indirect costs include finance, human resources, recruitment & retention, information technology, and building maintenance. All indirect costs are housed in the General Fund. The total amount of the 2023 indirect cost pool, to be allocated to program areas, is \$44.3 million, compared to \$45.0 million in the 2022 budget. Indirect costs of \$10.3 million are allocated from the General Fund to other funds pursuant to a cost-allocation methodology that allocates indirect costs to offices and divisions based on their proportion share of head count, total expenses, or square footage occupied. The tables below provide detail on both the indirect cost pool components and amounts charged to individual funds.

Fund	2022 Budget	2023 Budget	2022 vs 2023
Admissions	\$6,948,492	\$6,448,824	(\$499,668)
Bank Settlement	68,687	45,869	(22,818)
Client Security	764,524	767,343	2,819
Elimination of Bias	248,068	103,037	(145,031)
Equal Access	406,059	494,379	88,320
General Fund	34,219,883	34,093,327	(126,556)
Grants Fund	140,808	303,356	162,548
Justice Gap	11,012	9,973	(1,039)
Lawyer Assistance Program	639,651	647,532	7,881
Legal Specialization	680,167	612,393	(67,774)
Legal Services Trust	720,253	792,188	71,935
Legislative Activities	161,779	75,405	(86,374)
	\$45,009,383	\$44,393,626	(\$615,757)

The cost allocation methodology for the State Bar was developed by Deloitte in 2001. The methodology bases the allocation of costs on industry standard best practices that are common and logical. Every employee will have a computer and need benefits, and therefore information technology and human resources are allocated on an FTE basis. Operating budget is the basis for Finance and Licensee Billing. Assigned square footage is the allocation used for general services.

The methodology was reviewed in 2016 and found to be technically sound. The cost allocation policy that was adopted in 2019 called for the review of the methodology every five years, with the next review coming in 2024.

Indirect Cost Pool	2022 Budget	2023 Budget	2022 vs 2023
General Services – LA	\$5,309,944	\$4,878,153	(\$431,791)
General Services – SF	6,172,170	4,181,332	(\$1,990,838)
Licensee Billing	799,800	732,620	(\$67,180)
Building/Capital Improvements	1,736,600	868,300	(\$868,300)
General Counsel	4,864,838	5,478,694	\$613,856
Ex. Dir./BOT	3,912,960	4,047,180	\$134,220
Information Technology	12,933,058	15,803,842	\$2,870,784
Human Resources	1,882,800	1,914,761	\$31,961
Recruitment & Retention	1,326,400	1,072,647	(\$253,753)
Finance	2,421,813	2,615,097	\$193,284
OPEB	3,649,000	2,801,000	(\$848,000)
	\$45,009,383	\$44,393,626	(\$615,757)

BUDGET CALENDAR

The State Bar's budget process began with a preliminary revenue and expense projection for the upcoming budget year. Then, under the direction of the chief financial officer (CFO), the Office of Finance provided the offices with draft budgets for review. Due to budget constraints, these draft budgets were developed centrally to try to reduce costs in the areas of professional services, temporary help, and travel. Offices reviewed these budgets and provided feedback to the Office of Finance to ensure operations could continue while also achieving cost reduction goals.

The Office of Finance reviewed the draft budget, compared it against projected revenues, and prepared the budget document. With the approval of the executive director, the State Bar's budget is presented to the Board of Trustees for adoption prior to being submitted to the Legislature by the February 28 statutorily mandated due date.

BUDGET DEVELOPMENT

Each year, the State Bar's budget is prepared in accordance with Business and Professions 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 revenues and expenses of the State Bar. The State Bar's strategic plan provides the framework for the annual budget formulation and process.

Revenues 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.

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 State Bar 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. The office leads organizational financial planning to effectuate Board and management decision-making, develop innovative solutions to challenging problems, and ensures that the State Bar's budget is aligned with the State Bar's strategic plan.

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 the Budget Policies and Procedures Manual set guidance for budget control and amendment. Quarterly financial reports and midyear forecasting, as well as 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.

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 the State Bar's fund structure and significant financial policies.

FUND STRUCTURE

The State Bar's budget represents a complex combination 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 the following fund types:

- **General Fund:** 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, via legislation, for example, and other times internally. The State Bar has 10 funds in this group:
 - Admissions Fund
 - Bank Settlement Fund
 - Client Security Fund
 - Elimination of Bias Fund
 - Equal Access Fund
 - Grants Fund
 - Justice Gap Fund
 - Lawyer Assistance Program Fund
 - Legal Services Trust Fund
 - Legal Specialization Fund
 - Legislative Activities Fund

The primary source of funding for the General Fund are 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, or are self-supporting and sustained by fees paid by licensees or applicants. While Restricted Funds differ in their underlying revenue sources, they are not used to support General Fund activity, other than as charged for administrative support services through the allocation of indirect costs.

MODIFIED ACCRUAL BASIS ACCOUNTING

Basis of budgeting refers to the method used for recognizing revenues and expenses in the budget. For budgetary purposes, the State Bar utilizes the modified accrual basis of accounting for all funds, except for grant funds, with budgetary control set at the cost center and expense category levels within each office budget. Revenues and expenses are recognized when working capital is used or generated. This working capital focus is consistent with the Board of Trustees' Reserve Policy, as described below, which defines fund balance as equal to working capital. For the Grant funds, the accrual basis of accounting is used to more closely align grant revenues with grant expenses.

Revenues are recognized as soon as they are measurable and available. Revenues are considered to be available when they are collected within the current period or soon enough thereafter to pay liabilities of the current period. Licensee fee revenues and other fees are recognized in the period earned rather than when collected.

Expenses are recorded when paid or when a current liability is incurred. Debt service repayments (principal and interest) and capital outlay, although not normally "expenses," are recorded when paid. Depreciation expense is not included as a budgeted expense since it does not use spendable resources. Interfund charges are not eliminated.

RESERVES

The fund structure, which utilizes the concept of "fund balance" for Enterprise Funds under the Generally Accepted Accounting Principles (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, State Bar funds are generally required to maintain a net reserve balance minimum equating to two months—or 17 percent—of operating expenses, and a maximum reserve balance of 30 percent.

Whenever reserve levels surpass 30 percent, a reserve spend-down plan is developed in accordance with the principles stated in the Reserve Policy.

PROCUREMENT

Purchases of goods and services are managed under a procurement system utilizing purchase requisitions 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 that will provide the maximum security with the best investment return, while meeting the daily cash flow demands of the State Bar and conforming to all 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. 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 for 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 Chief Financial Officer 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.

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 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 the handling of currency and coins.

PERFORMANCE METRICS AND BUDGETING

In light of a directive included in the State Bar's 2023 fee bill, the State Bar engaged the services of the Government Finance Officers Association (GFOA) to review its budget process and make recommendations on how the State Bar can further incorporate elements of performance budgeting into its overall budget development effort.

Performance budgeting is an approach to developing and managing an organization's budget that considers its performance toward achieving the organization's goals and intended outcomes. One variation of performance budgeting is priority-based budgeting that considers an organization's strategic priorities in setting the budget.

The State Bar's approach is akin to priority-based budgeting in that the budget process is designed to support advancement of the organization's strategic goals. The GFOA found that the State Bar has a robust set of performance metrics that could serve as the basis for performance based budgeting. These metrics ensure alignment. Currently however, the metrics do not necessarily lend themselves to budget application. One exception is with respect to the Office of Chief Trial Counsel. A workload study conducted in 2018 identified the need for 58 new positions in OCTC to achieve statutory case processing standards. New positions have been budgeted for OCTC in an effort to achieve the staffing level needed per that workload study, and in turn to achieve statutory case processing timeline targets.

While the GFOA recommends that metrics on performance be used to inform budget decision-making, its report emphasizes the significant effort involved in setting up and maintaining such a structure. It is not clear that the benefit of this investment would be worth its cost. The GFOA report can be found [here](#).

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
- 2022 accomplishments
- 2023 projects and objectives

- Adopted budget revenue and expenditure by cost type³
- Personnel

As some divisions and offices do not generate revenues or interfund transactions (for example, the Office of Finance, the Office of Human Resources, etc.), these cost centers do not report any revenue or interfund budget activities.

³ Revenue is shown only if a particular office or division directly realizes revenue attributable to its activities.

OPERATING AREA PROFILES

Table 1 below provides a summary comparison of the 2022 budget to the 2023 budget by operating area. Additional information on each operating area is provided in the operating detail that follows.

Table 1. State Bar Expenses by Operating Area

Expenses	2022 Budget	2023 Budget
Access & Inclusion	\$152,598,325	\$153,204,691
Administration	-	7,400
Admissions	27,552,495	26,369,945
Chief Trial Counsel	61,598,806	64,162,857
Executive Director	2,498,399	2,662,109
Finance	3,221,613	3,347,717
General Counsel	4,864,838	5,478,694
General Services	10,373,620	7,951,165
Human Resources	3,209,200	2,987,408
Information Technology	12,933,058	15,803,842
Mission Advancement & Accountability	2,786,860	2,765,109
Nondepartmental	(37,488,722)	(39,025,937)
Professional Competence	4,101,926	4,793,224
Professional Support & Client Protection	14,433,797	11,872,015
Programs	1,477,197	1,303,540
Public Trust Liaison	-	1,931,099
Regulation	6,780,633	5,302,462
Special Projects	2,409,733	916,724
State Bar Court	14,267,214	13,263,435
Total Expenses	\$287,618,992	\$285,097,499

OFFICE OF THE EXECUTIVE DIRECTOR

OVERVIEW

The Office of the Executive Director (OED) is responsible for ensuring that the State Bar executes on its mission and achieves the goals and objectives outlined in the State Bar’s Strategic Plan. The OED supports the Board of Trustees in setting the strategic vision and policy for the State Bar through both the Board’s own operations and the subentities and ad hoc bodies that it appoints. The OED also sets the direction for State Bar staff and programs and implements policy at the direction of the Board of Trustees.

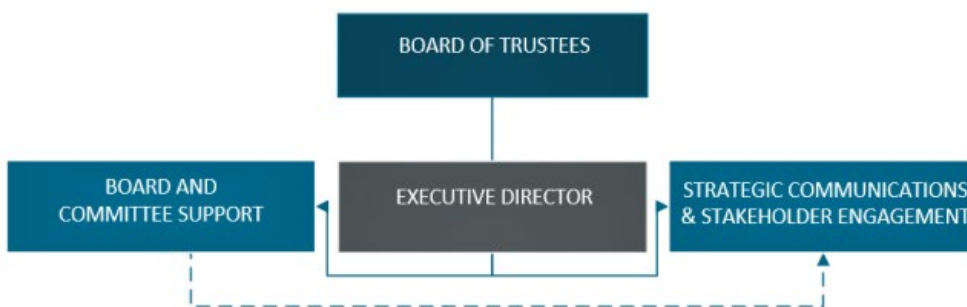
The OED provides direction regarding and oversight of personnel administration, budget, facilities, and all other management-related matters. The OED is responsible for organizational fiscal accountability and compliance with mandates, statutes, rules, and other requirements.

The Strategic Communications & Stakeholder Engagement unit in the OED is responsible for ensuring that the general public, oversight bodies such as the Legislature and California Supreme Court, and all key audiences and stakeholders—including attorney licensees, legal services partners, law school deans, law students and applicants for admission to the State Bar, and community-based organizations—are informed about the agency’s public protection role and know how to access the State Bar’s services, resources, and public decision-making processes.

OFFICE OBJECTIVES

- Ensure the State Bar achieves the goals and objectives outlined in its Strategic Plan.
- Ensure the State Bar is an accountable and transparent organization.
- Ensure that public protection and the public voice are central to State Bar decision-making.
- Ensure the responsible use of funds.
- Ensure the effective operation of the State Bar including through the recruitment and retention of productive and engaged staff.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Implemented a forward-looking plan return to office approach, reflecting the State Bar’s commitment to emerging from the COVID-19 pandemic as a modern employer of choice.
- Supported the Board of Trustees in securing the confirmation of the Chief Trial Counsel (CTC), the first confirmed CTC in over 10 years.
- Listed the State Bar’s building at 180 Howard Street in San Francisco for sale.
- Supported the Board of Trustees in its work to develop a new five-year Strategic Plan covering the period 2022–2027.
- Established a new Client Trust Account Protection Program that will include a requirement for attorneys to register all client trust accounts (CTA) and to complete an annual self-assessments and report.
- Improved the professionalism and standardization of Board of Trustee and State Bar subentity administration through the adoption of new parliamentary procedures and public comment guidelines.
- Provided strategic communications support on key 2022 initiatives, including media and public outreach regarding ongoing discipline system improvements, launch of the State Bar’s new five-year strategic plan, development and launch of the Client Trust Account Protection Program, and a new video animation series on select rules of professional conduct.
- Expanded outreach to nonattorneys to encourage greater participation in State Bar subentities, and expanded outreach on public comment invitations to solicit the voice of the public on key initiatives.
- Used paid social media placements to help Spanish speakers avoid legal services fraud and access legal aid and lawyer referral services. Secured outreach agency to expand into radio, digital advertising, and other channels in 2023.
- Broadened proactive media outreach and increased media responsiveness and transparency. Media inquiries grew 25 percent year over year, and media mentions increased by nearly 150 percent.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Sell the State Bar’s building at 180 Howard Street and secure a “right-size” footprint reflecting the fact that employees will be permanently working in a hybrid remote/in-office fashion.
- Develop a short- and medium-term strategy for State Bar financial health through a combination of continued cost-saving measures, the sale of the State Bar’s San Francisco location, a cost/benefit analysis of the sale of the organization’s Los Angeles location, and non-statutory fee increases.
- Oversee implementation of the 2022–2027 Strategic Plan and facilitate the Board’s regular progress monitoring.

- Facilitate Board of Trustees' oversight through efforts including effective Board staffing, a new Board agenda management system, and reporting on strategic plan activities and progress.
- Develop and implement a new system for issuing items for public comment and for reporting on results to the Board of Trustees and others.
- Increase diversity of subentity appointments candidate pool/s.
- Fully implement the Office of the Public Trust Liaison, including the consumer education aspects of the function.

2023 BUDGETED REVENUE

Total budgeted revenue for the OED is \$109,000. This revenue is generated by the Minimum Continuing Legal Education self-study test.

Table 1. Source of Revenue by Fund

	2022	2023	2024
Fund	Budget	Budget	Forecast
General Fund			
Other Fees	\$75,000	\$75,000	\$75,975
Other Revenues	(250,000)	-	-
Investment Income	18,000	34,361	34,808
General Fund Total	(157,000)	109,361	110,783
Total Fund Sources	(\$157,000)	\$109,361	\$110,783

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the OED for 2023 are \$2.7 million. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the OED.

Table 2. Expenses

	2022	2023	2024
Expense Categories	Budget	Budget	Forecast
Personnel Costs	\$1,170,600	\$1,317,400	\$1,382,300
Building Operations	600	160	200
Services	854,550	836,866	884,500
Supplies	19,550	20,329	21,500
Equipment	1,000	281	300
Other Expenses	37,500	54,742	57,900
Indirect Costs	414,599	432,331	456,974
Total Expenses	\$2,498,399	\$2,662,109	\$2,803,674

PERSONNEL

The OED employs 7.9 full-time employees. **Table 3** provides prior and current year staffing information for the OED.

Table 3. Staffing

	Positions			Salaries	
	2022 Budget	2023 Budget	2024 Forecast	2023 Budget	2024 Forecast
Administrative Assistant II	1.00	-	-	-	-
Executive Director	0.90	0.85	0.85	261,270	267,802
Principal Program Analyst	2.00	1.00	1.00	121,023	129,113
Program Analyst	-	1.00	1.00	79,330	84,473
Program Coordinator	3.00	2.00	2.00	161,499	172,177
Program Director I	-	1.00	1.00	154,012	162,123
Public Information Officer	1.00	-	-	-	-
Senior Program Analyst	-	2.00	2.00	195,838	205,267
Total FTE	7.90	7.85	7.85	\$972,973	\$1,020,957

OFFICE OF PUBLIC TRUST LIAISON

OVERVIEW

The Office of Public Trust Liaison (PTL) helps educate members of the public about how the State Bar can help them within the areas of our public protection mission. The public trust liaison is independent of the State Bar's Office of the Chief Trial Counsel and Office of Admissions. This independence enables the liaison to impartially evaluate complaints from the public and provide objective annual reports to State Bar leadership, including the Board of Trustees and the executive director.

With an initial focus on attorney discipline issues and admissions issues, the public trust liaison receives inquiries, responds to questions and concerns brought by members of the public that remain unresolved through other channels, and investigates to ensure proper procedures were followed.

The public trust liaison educates the public by clarifying how the discipline system works and outlining what constitutes a viable complaint. The public trust liaison makes recommendations, based on findings, for improvements to the attorney discipline system and admissions process.

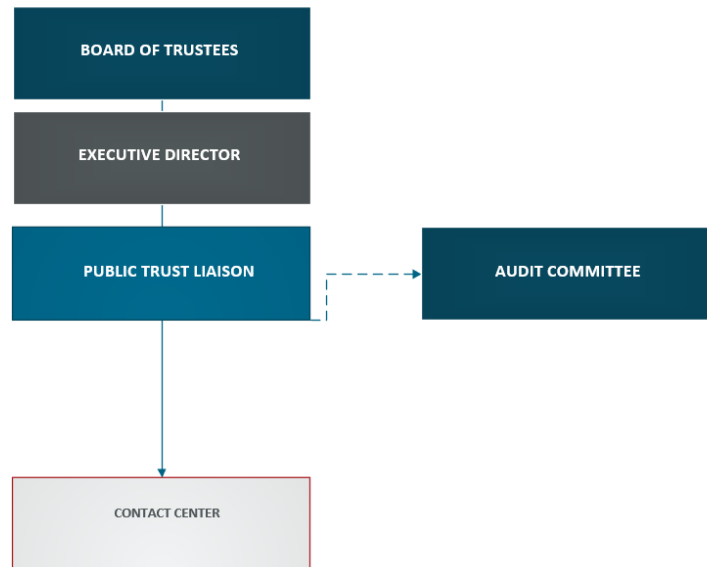
The public trust liaison cannot disclose any information, statements, or documents the office receives that are confidential under the law to any other entity or person. For example, complaints about attorneys and information received by the State Bar about applicants for admission are confidential by law. Additionally, the substance of a public trust liaison inquiry and name of the person submitting the complaint are also generally confidential. Confidential information may be shared internally within the State Bar as needed to resolve the issue at hand.

The Office of the Public Trust Liaison includes the State Bar's call or contact center, which was formerly housed in the Office of Attorney Regulation & Consumer Resources.

OFFICE OBJECTIVES

With an initial focus on attorney discipline issues and admissions issues, the public trust liaison receives inquiries, responds to questions and concerns brought by members of the public that remain unresolved through other channels, and investigates to ensure proper procedures were followed. The office strives to provide excellent service while operating the Resource Center to facilitate the public's ease of access to information and State Bar resources.

ORGANIZATIONAL CHART



FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Increase public education in the attorney discipline system.
- Increase awareness of the Office of Public Trust Liaison.

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of the Public Trust Liaison for 2023 are \$1.9 million.

Table 1 provides detailed and comparative information regarding budgeted 2023 expenses for the Office of the Public Trust Liaison.

Table 1. Expenses

Expense Categories	2022 Budget	2023 Budget	2024 Forecast
Personnel Costs	\$0	\$1,205,700	\$1,266,700
Indirect Costs	-	725,399	766,747
Total Expenses	\$0	\$1,931,099	\$2,033,447

PERSONNEL

The Office of the Public Trust employs 11.0 full-time employees. Only one of these employees is a dedicated PTL position. **Table 2** provides prior and current year staffing information for the Office of the Public Trust Liaison.

Table 2. Staffing

	Positions			Salaries	
	2022 Budget	2023 Budget	2024 Forecast	2023 Budget	2024 Forecast
Lead Program Analyst	-	1.00	1.00	\$114,429	\$122,071
Program Manager I	-	1.00	1.00	132,966	136,809
Public Service Representative II	-	4.00	4.00	217,787	229,848
Public Service Representative III	-	4.00	4.00	251,527	262,737
Public Trust Liaison	-	1.00	1.00	149,345	157,211
Total FTE	-	11.00	11.00	\$866,054	\$908,676

OFFICE OF GENERAL COUNSEL

OVERVIEW

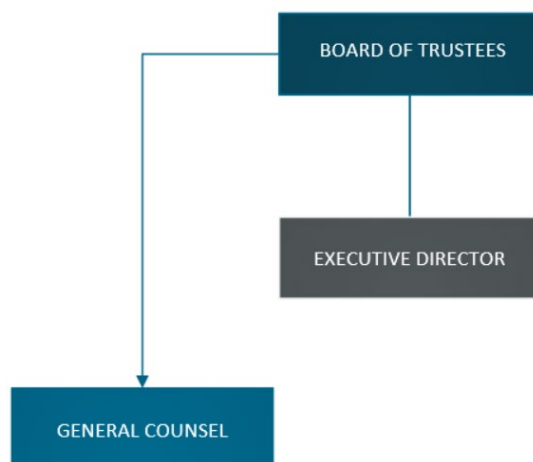
Under the leadership of the general counsel, the Office of General Counsel (OGC) is the designated legal counsel to the State Bar and is responsible for providing legal advice and representation to the State Bar, the Board of Trustees, executive staff, and all State Bar subentities and programmatic clients.

OFFICE OBJECTIVES

OGC's objective is to provide competent and ethical legal advice to the State Bar, its Board of Trustees, executive staff, and subentities, and programmatic clients, and to represent the State Bar in legal proceedings, as appropriate. OGC provides advice and representation in various practice areas, including, without limitation, 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, workplace safety, real property, enforcement of State Bar powers and compliance with laws applicable to the organization.

OGC also administers the Complaint Review Unit (CRU), which handles requests for a second look from complainants who have had their matters closed by the OCTC without filing disciplinary charges.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Settled litigation against LegalMatch for its operation of an uncertified Lawyer Referral Service in violation of Business and Professions Code section 6155. The settlement was in the amount of \$225,000.
- Continued to provide competent representation in connection with the petition filed in the California Supreme Court by the *Los Angeles Times* relating to the decision not to waive confidentiality, pursuant to Business and Professions Code section 6086.1(b)(2), regarding closed complaints made against Thomas Girardi (Girardi). This included additional review, analysis, and filing of a supplemental briefing that ultimately led to the disclosure of information regarding closed cases filed against Girardi consistent with the requirements of 6086.1(b)(2) on November 3, 2022. OGC worked with the Board of Trustees and State Bar leadership on the legal briefing and other activities relating to this matter, as well as the State Bar's commitment to transparency.
- In addition to the *Los Angeles Times* matter, OGC continued to handle a wide range of complex matters. OGC continues to oversee an investigation into whether the State Bar's handling of past discipline complaints against Girardi was affected by Girardi's connection to or influence at the State Bar. In connection with these efforts, OGC successfully enforced subpoenas in superior court to compel the testimony of two key witnesses to the investigation.
- Further developed the Rule 2201 program, including: coordination with the new SDTC administrator on procedural matters; modification of the conflicts of interest disclosure requirements and processing; and further refining the processes for invoice approval and expense tracking.
- Continued to expand on judgment- and collections-related work, which includes conducting and reviewing property search results, seeking the entry of new judgments for debtors with real property, filing abstracts for new judgments in the counties in which such real property is located, renewing judgments, and providing acknowledgments of satisfaction of judgment when there has been a payoff.
- Represented the State Bar in numerous litigation matters challenging the collection of debt pursuant to court-ordered judgments.
- Conducted extensive legal analysis on the collectability of debt following a recent Ninth Circuit bankruptcy decision.
- Provided support and advice related to the State Bar's access and inclusion activities, including to the Legal Services Trust Fund Commission, and the Council on Access and Fairness. This work included assisting with the development of draft new and amended State Bar Rules for administration of IOLTA and related grants, as well as with the launch of new grants funded by the Budget Act of 2022, and supporting homelessness prevention legal services and consumer debt legal services for the indigent.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Support organizational goals and commitment to transparency, while providing ethical and competent legal advice.
- Continue to provide timely and sound legal advice to the State Bar, and successfully

represent and resolve legal matters brought by and against the organization.

- Conduct assessment and continue recruitment efforts to appropriately staff the OGC team.
- Within the parameters of available resources, meet OGC organizational goals relating to CRU, including a plan for addressing the backlog of CRU cases, developing request processing that include prioritization, and implementing consumer-friendly process improvements.
- Begin asking contracted law firms for routine reporting about their efforts around and commitment to DEI.
- Develop a pro bono policy for State Bar attorneys.

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the OGC for 2023 are \$5.5 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 expenses for the OGC. The increase in services is due to the projected costs for outside counsel related to special investigations and various litigation matters.

Table 1. Expenses

Expense Category	2022 Budget	2023 Budget	2024 Forecast
Personnel Costs	\$4,310,100	\$4,649,800	\$5,002,200
Building Operations	1,600	2,698	2,900
Services	454,400	800,000	845,800
Supplies	16,713	9,748	10,400
Equipment	14,625	6,748	7,100
Other Expenses	67,400	9,700	10,200
Total Expenses	\$4,864,838	\$5,478,694	\$5,878,600

PERSONNEL

The OGC employs 24.0 full-time employees. **Table 2** provides prior and current year staffing information for the OGC.

Table 2. Staffing

	Positions			Salaries	
	2022 Budget	2023 Budget	2024 Forecast	2023 Budget	2024 Forecast
Administrative Assistant II	3.00	2.00	2.00	\$113,607	\$138,572
Administrative Supervisor	1.00	-	-	-	-
Attorney II	-	1.00	1.00	141,033	144,559
Attorney III	11.00	4.00	4.00	508,996	582,045
Attorney IV	3.00	6.00	6.00	891,007	959,188
Attorney V	-	3.00	3.00	567,716	596,675
Deputy General Counsel	1.00	1.00	1.00	223,802	235,589
General Counsel	1.00	1.00	1.00	292,743	300,062
Legal Secretary I	1.00	1.00	1.00	54,222	66,137
Legal Secretary III	1.00	1.00	1.00	81,116	83,144
Program Analyst	-	1.00	1.00	84,938	89,621
Program Specialist	-	1.00	1.00	79,248	81,350
Program Supervisor	-	1.00	1.00	111,668	117,825
Senior Administrative Assistant	1.00	-	-	-	-
Senior Paralegal	1.00	1.00	1.00	81,143	87,330
Total FTE	24.00	24.00	24.00	\$3,231,239	\$3,482,097

OFFICE OF CHIEF TRIAL COUNSEL

OVERVIEW

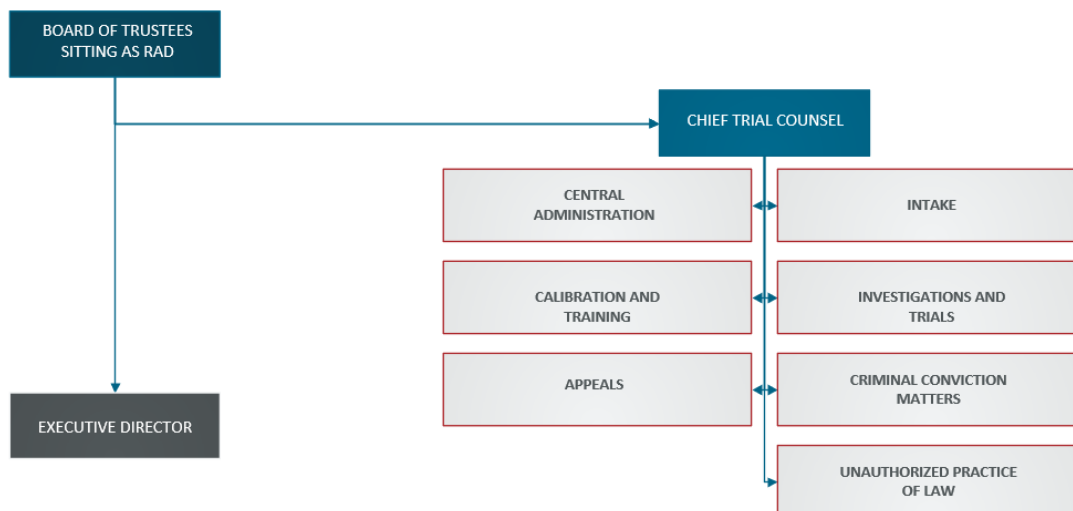
The Office of Chief Trial Counsel (OCTC) is the enforcement arm of the State Bar, responsible for investigating and prosecuting attorneys for violations of the Rules of Professional Conduct and the State Bar Act. OCTC is also responsible for regulatory proceedings before the State Bar Court, such as representing the Committee of Bar Examiners in moral character appeals and representing the Board of Legal Specialization in specialization certification appeals. OCTC also investigates and pursues complaints regarding the unauthorized practice of law, including filing superior court proceedings involving the assumption of a law practice and making referrals to law enforcement where appropriate.

OCTC is staffed with attorneys, investigators, paralegals, and other nonattorney positions. Together, OCTC's staff comprise 45 percent of the State Bar's workforce.

OFFICE OBJECTIVES

- Protect the public by:
 - Fairly, efficiently, and effectively investigating and prosecuting misconduct and ethics violations committed by California-licensed attorneys, prioritizing complaints that put clients or the general public at the most significant risk;
 - Working proactively to prevent attorney misconduct through education, training, and other mechanisms;
 - Fairly, efficiently, and effectively addressing unauthorized practice of law by nonattorneys, coordinating with law enforcement partners to do so, and focusing on protecting those most vulnerable to harm;
- Ensuring that decisions to seek and implement discipline do not result in disparities in the discipline system;
- Further transparency and public confidence by:
 - Ensuring that decisions to seek and implement discipline are free from conflicts or improper influence;
 - Providing those submitting complaints alleging attorney misconduct and ethics violations with timely information regarding OCTC's actions on and the status of their complaints;
 - Providing the Board of Trustees, Legislature, and California Supreme Court with information and reports needed for appropriate management and oversight;
- Retain and develop a staff dedicated to the mission of public protection, with the skills and tools necessary to accomplish this mission.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Refined prioritization of investigation and prosecution of cases to increase dedication of resources to cases posing the greatest risk of harm to clients and the public.
- Worked with Mission Advancement & Accountability Division (MAAD) to complete analysis and definition of complexity factors, develop proposed case-processing standards and goals tied to case complexity and risk to public protection, and identify preliminary OCTC staffing requirements to achieve the proposed case processing goals.
- Worked with MAAD to provide regular quarterly reports to the Board of Trustees on statistical metrics.
- Implemented recommendations of State Audit 2022-030, including new policies and procedures relating to conflicts of interest, use of nonpublic resolutions, identification of patterns of complaints, and revisions to semiannual random audit process.
- Implemented pilot program with trial team dedicated to handling bank reportable actions and client trust account-related complaints using uniform, intensive investigative procedures.
- Established and filled one forensic accountant position to handle and support complex financial investigations involving client trust accounts.
- Implemented revised practices regarding designation of major cases to streamline decision-making and improve efficiency in investigations and prosecutions.
- Created a specialized team dedicated to handling cases deemed appropriate for expedited investigation.
- Continued to implement policies and practices intended to avoid racial disparities in the

discipline system.

- Worked with the Office of the General Counsel to disclose information related to prior closed complaints against Thomas Girardi.
- Implemented revised performance objectives for OCTC staff.
- Recruited and hired a large number of new staff, fully trained newly onboarded staff, and integrated them as fully functional employees.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Review and revise internal office approval and reporting requirements to streamline decision-making and improve efficiency in investigations and prosecutions.
- Review results of pilot program for handling of bank reportable actions and client trust account related complaints and, based on results, implement on a permanent basis any structural or procedural changes for the handling of such cases.
- Work with MAAD to perform more complete analysis of OCTC staffing requirements to achieve new case processing goals.
- Implement any recommendations of the Ad Hoc Commission on Discipline adopted by the Board of Trustees to improve the fairness and effectiveness of the discipline system.
- Enhance online complaint form to capture additional and more useful information on the front-end to support identification of patterns and trends.
- Continue to address any potential racial disparities in the discipline system.
- Continue to review and refine procedures for ensuring that decisions to seek and impose discipline are free from conflicts and undue influence.
- Continue to improve the Odyssey Case Management System to reduce delays in processing of case documents and increase efficiency by enabling document generation;
- Continue to leverage lessons learned from semiannual audits, appeals, and other sources to reduce errors and increase efficiency and effectiveness of OCTC investigations and prosecutions.
- Evaluate whether to restructure investigations and trials teams to implement specialized teams for the handling of certain types of cases and increase staff dedicated to handling cases deemed appropriate for expedited investigation.
- Evaluate whether to establish and fill a second forensic accountant position to handle and support complex financial investigations involving client trust accounts;
- Identify follow up action steps related to OCTCs 2020 Culture Report and develop implementation timeline.
- Fully train newly onboarded staff and integrate them as fully functional employees.

2023 BUDGETED REVENUE

Total budgeted revenue for the Office of Chief Trial Counsel for 2023 is \$75,000. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for the Office of Chief Trial Counsel. The primary sources of revenue are Ethics School and Client Trust Accounting fees.

Table 1. Source of Revenue by Fund

Fund	2022 Budget	2023 Budget	2024 Forecast
General Fund			
Other Fees	\$60,000	\$75,000	\$75,975
General Fund Total	60,000	75,000	75,975
Total Fund Sources	\$60,000	\$75,000	\$75,975

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Chief Trial Counsel for 2023 are \$64.2 million, an increase of \$2.6 million from prior year. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the Office of Chief Trial Counsel. The Office of Chief Trial counsel's budget also includes the State Bar's 2201 Program. State Bar Rules of Procedure, rule 2201, governs the recusal of the Office of Chief Trial Counsel in specified discipline matters involving individuals with close ties to the State Bar of California. Such conflict cases are referred by the chief trial counsel to the special deputy trial counsel administrator, who assigns the cases to other special deputy trial counsels under her supervision for investigation and prosecution, as appropriate. The budgeted increase in reimbursements is due to anticipated increase in collections from the Franchise Tax Board.

Table 2. Expenses

Expense Categories	2022 Budget	2023 Budget	2024 Forecast
Personnel Costs	\$39,264,900	\$41,482,500	\$43,727,600
Building Operations	117,199	1,278	1,400
Services	1,534,384	1,665,914	1,760,800
Supplies	203,092	80,899	85,600
Equipment	113,238	47,000	49,700
Other Expenses	132,737	73,610	77,700
Payouts and Reimbursements	(1,500,000)	(1,800,000)	(1,902,600)
Indirect Costs	21,733,256	22,611,656	23,900,521
Total Expenses	\$61,598,806	\$64,162,857	\$67,700,721

PERSONNEL

The Office of Chief Trial Counsel employs 303.0 full-time employees. **Table 3** provides prior and current year staffing information for the Office of Chief Trial Counsel. Current year staffing incorporates the addition of four administrative assistant II, ten investigator I, one investigator III, one office assistant II, two paralegals, one program coordinator, and six senior attorneys

positions. The change year over year mostly occurred during 2022, as only two new positions were funded during the budgeting process. The need for 12 new positions during 2022 arose from the implementation of the Reportable Action/Client Trust Account Pilot Program.

Table 3. Staffing

	Positions			Salaries	
	2022 Budget	2023 Budget	2024 Forecast	2023 Budget	2024 Forecast
Administrative Assistant I	1.00	1.00	1.00	\$65,329	\$68,557
Administrative Assistant II	25.00	29.00	29.00	2,013,441	2,100,225
Administrative Supervisor	4.00	4.00	4.00	390,237	403,441
Assistant Chief Trial Counsel	5.00	5.00	5.00	1,017,136	1,064,388
Attorney	56.00	55.00	55.00	6,137,290	6,519,295
Chief Trial Counsel	1.00	1.00	1.00	267,738	281,839
Deputy Chief Trial Counsel	1.00	1.00	1.00	228,725	238,350
Forensic Auditor	1.00	1.00	1.00	104,321	109,186
Investigator I	15.00	25.00	25.00	1,952,327	2,066,154
Investigator II	63.00	56.00	56.00	5,062,524	5,347,089
Investigator III	7.00	8.00	8.00	801,992	852,802
Legal Secretary II	15.00	15.00	15.00	1,117,084	1,159,595
Legal Secretary III	1.00	1.00	1.00	81,116	83,144
Office Assistant II	4.00	5.00	5.00	255,549	275,865
Paralegal	22.00	24.00	24.00	1,802,435	1,874,129
Program Assistant II	19.00	19.00	19.00	1,160,489	1,207,540
Program Coordinator	-	1.00	1.00	87,684	90,386
Senior Administrative Assistant	5.00	4.00	4.00	311,305	316,788
Senior Attorney	24.00	30.00	30.00	4,269,295	4,546,424
Special Assistant Chief Trial Counsel	1.00	-	-	-	-
Supervising Attorney	17.00	16.00	16.00	2,744,762	2,888,300
Translator-Interpreter	2.00	2.00	2.00	167,897	174,486
Total FTE	289.00	303.00	303.00	\$30,038,676	\$31,667,980

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 State Bar Court impartially adjudicates matters filed by the 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, the State Bar Court may issue public or private reproofs. In regulatory matters, the State Bar Court adjudicates attorney reinstatements, matters where applicants for admission are challenging an adverse moral character determination, or challenges to the denial of certification for a lawyer referral service.

HEARING DEPARTMENT

The Hearing Department of the State Bar Court hears disciplinary cases brought by OCTC, 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 Rules 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.

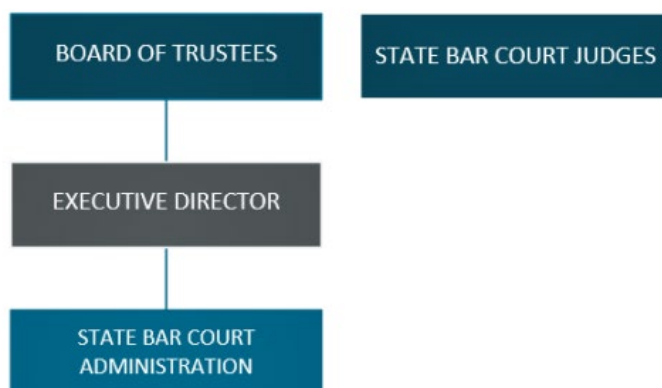
EFFECTUATION UNIT

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 adjudicate cases fairly, correctly, and efficiently for the protection of the public, the courts, and the legal profession.
- To meet identified Court Performance Standards and performance metrics.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Transitioned to permanent remote (Zoom) court events, conducting over 1,000 events remotely.
- Collaborated with the Office of Information Technology to modernize courtroom technology to accommodate remote and hybrid court events in the Los Angeles venue.
- Revised decision drafting tools and templates for uniformity and compliance with new Rules of Professional Conduct and Rules of Procedure.
- Launched Court Performance Standards User Survey (for 2021 closed cases for Quarters 1, 2, 3 and 4) focused in five performance areas: Access to Justice; Equality, Fairness and Integrity; Expedition and Timeliness; Independence and Accountability; Effectiveness and Quality.
- Launched e-filing implementation in partnership with the contracted vendor, and the State Bar Office of Information Technology.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Build on the new Case Management System (Odyssey) by launching forms/tokens that allow for data extracts from the system to auto populate forms-creating efficiencies.
- Implement e-filing which will reduce the State Bar Court's carbon footprint while moving toward an electronic (paperless) court.
- Publish the Practice Guide for Self-Represented Litigants to provide guidance to in pro persona litigants and the public regarding State Bar Court disciplinary and regulatory proceedings.
- Reassess SBC case processing standards and work with the Board of Trustees and others to explore standards that would apply to the entire life span of attorney complaints.

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for State Bar Court for 2023 are \$13.3 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 expenses for State Bar Court. The indirect cost expense for State Bar Court was reduced by \$650,000 in 2023 due to the anticipated sale of the San Francisco building. Cuts in professional services and travel make up the other major reductions in expenses for 2023.

Table 1. Expenses

Expense Categories	2022 Budget	2023 Budget	2024 Forecast
Personnel Costs	\$7,378,620	\$7,626,400	\$7,977,400
Building Operations	85,061	1,207	1,200
Services	334,300	62,334	65,800
Supplies	62,625	21,672	23,000
Equipment	46,900	12,139	12,800
Other Expenses	206,600	70,797	74,700
Indirect Costs	6,153,108	5,468,886	5,780,611
Total Expenses	\$14,267,214	\$13,263,435	\$13,935,511

PERSONNEL

State Bar Court employs 43.0 full-time employees. **Table 2** provides prior and current year staffing information for State Bar Court.

Table 2. Staffing

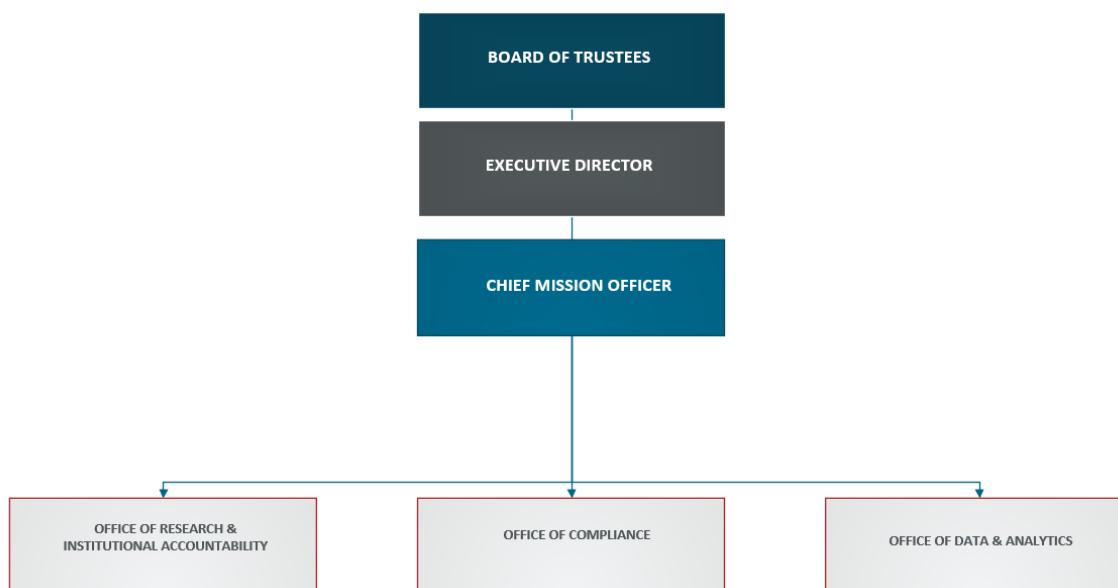
	Positions			Salaries	
	2022 Budget	2023 Budget	2024 Forecast	2023 Budget	2024 Forecast
Attorney	1.00	1.00	1.00	\$116,083	\$122,252
Attorney IV	-	1.00	1.00	178,409	182,869
Clerk of the Court	1.00	1.00	1.00	209,036	214,262
Court Counsel	1.00	1.00	1.00	208,480	219,460
Court Specialist	12.00	12.00	12.00	997,928	1,046,512
Legal Secretary II	2.00	2.00	2.00	148,387	155,286
Paralegal	1.00	1.00	1.00	80,613	82,629
Program Analyst	2.00	2.00	2.00	154,839	188,865
Program Manager II	1.00	1.00	1.00	143,487	147,074
Program Supervisor	3.00	3.00	3.00	338,753	358,549
Senior Administrative Assistant	2.00	2.00	2.00	148,952	155,963
Senior Attorney	6.00	6.00	6.00	901,505	951,033
Supervising Attorney	2.00	2.00	2.00	349,113	364,454
Hearing Judge	5.00	5.00	5.00	933,745	957,089
Review Judge	2.00	2.00	2.00	408,988	419,213
Presiding Judge	1.00	1.00	1.00	204,494	209,606
Total FTE	42.00	43.00	43.00	\$5,522,813	\$5,775,117

MISSION ADVANCEMENT & ACCOUNTABILITY DIVISION

OVERVIEW

The Mission Advancement & Accountability Division (MAAD) conducts research, analytics, and compliance monitoring to improve institutional effectiveness and efficiency. MAAD's work facilitates evidence-based planning and decision-making to support the State Bar's mission. MAAD also leads multidivisional initiatives, serves as an internal research consultant for the Bar, conducts projects involving complex data and analytics, generates reports for external and internal customers, and provides direct support for ad hoc working groups and other special projects as needed.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Completed a proposal for new discipline case processing standards pursuant to Senate Bill 211 (SB 211).
- Completed the Annual Discipline Report with extensive modifications in compliance with SB 211 requirements.
- Published the 2022 Diversity Report Card on the Diversity of California's Legal Profession.
- Staffed the Ad Hoc Commission on the Discipline System.
- Created a set of Microsoft Power BI dashboards to display and analyze research results.

- Redesigned and redeveloped the data collection forms to systemize the collection of the enrollment and retention data from the California law schools.
- Issued post-exam surveys to First-Year Law Students' Exam and California Bar Exam participants.
- Received two AccessLex grants totaling nearly \$500,000, for studying different aspects of the bar exams.
- Conducted extensive data analysis in support of the effort to extend the program of the Provisionally Licensed Lawyers (PLL).

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Complete an analysis of the impact of workforce planning redesign in the Office of the Chief Trial Counsel.
- Deploy the Attorney Census separately from billing cycle.
- Analyze data to identify patterns of complaints and to predict attorneys who will be the subject of multiple complaints.
- Conduct research on Complaining Witnesses to identify gaps between complainants' understanding of what the State Bar can do compared to actual State Bar capabilities.
- Analyze 10-year trends in inactive status data to identify demographic or geographic patterns.
- Conduct a study that examines the impact of remote exam format on California Bar Exam pass rates, as part of the AccessLex grant-funded research agenda.
- Establish an office that serves a role of internal auditing and risk management, including developing a proactive, risk-based, programmatic compliance framework based on the State Bar's areas of primary risk.

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for MAAD for 2023 are \$2.8 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 expenses for MAAD.

Table 1. Expenses

Expense Categories	2022 Budget	2023 Budget	2024 Forecast
Personnel Costs	\$2,648,300	\$2,568,600	\$2,745,300
Building Operations	1,300	809	900
Services	99,800	186,000	196,600
Supplies	1,960	-	-
Equipment	9,900	5,400	-
Other Expenses	25,600	4,300	5,700
Total Expenses	\$2,786,860	\$2,765,109	\$2,948,500

PERSONNEL

MAAD employs 15.0 full-time employees. **Table 2** provides prior and current year staffing information for MAAD.

Table 2. Staffing

	Positions			Salaries	
	2022 Budget	2023 Budget	2024 Forecast	2023 Budget	2024 Forecast
Chief Mission Officer	1.00	1.00	1.00	\$242,686	\$255,467
Principal Program Analyst	4.50	3.00	3.00	371,130	397,043
Principal Program Analyst III	-	1.00	1.00	152,517	158,101
Program Analyst	4.00	4.00	4.00	342,376	372,018
Program Coordinator	1.00	1.00	1.00	79,285	84,189
Program Director I	1.00	3.00	3.00	475,786	516,837
Program Director II	1.00	-	-	-	-
Senior Program Analyst	2.00	2.00	2.00	206,839	216,957
Deputy Chief	1.00	-	-	-	-
Total FTE	15.50	15.00	15.00	\$1,870,619	\$2,000,611

PROGRAMS DIVISION

OVERVIEW

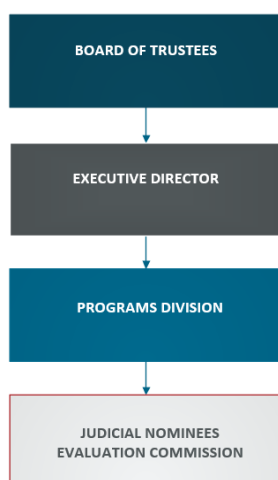
The Programs Division comprises the Office of Admissions, Office of Access & Inclusion, Office of Professional Competence, and Office of Professional Support & Client Protection (which includes the Client Security Fund, Lawyer Assistance Program, and Probation programs and functions), as well as the Commission on Judicial Nominees Evaluation (JNE or JNE Commission) and the Legislative Affairs Unit. The Offices within the Programs Division are addressed separately in the budget; JNE and the Legislative Affairs Unit are described below.

COMMISSION ON JUDICIAL NOMINEES EVALUATION AND THE LEGISLATIVE AFFAIRS UNIT

The JNE Commission is a State Bar committee created by statute for the express purpose of evaluating judicial candidates nominated by the governor. Pursuant to Government Code section 12011.5, the governor must submit to JNE the names of all potential appointees for judicial office for evaluation of their judicial qualifications. The commission operates pursuant to rules and procedures adopted by the Board of Trustees of the State Bar.

The Legislative Affairs Unit is responsible for advocating and advancing the State Bar's legislative agenda as well as for responding to legislative proposals initiated by other entities as appropriate. The unit pursues legislation in furtherance of the State Bar mission, monitors legislative activity, and represents and advocates for the State Bar on legislative, policy, and budget matters before the Legislature and Governor. Revenue in the Legislative Activities Fund comes from voluntary contributions of licensees paid during the annual license renewal period. The revenue in the Legislative Activities Fund may be used in support or defense of lobbying and related activities outside the parameters established in *Keller v. State Bar* and in support or defense of any litigation arising therefrom.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Created SharePoint site for JNE Commissioners as a centralized location to share files and resources securely.
- Reviewed JNE procedures to improve efficiency and maximize number of candidates that can be evaluated each 90-day cycle.
- Created report template to provide standardized format and content for candidate reports.
- Implemented use of a copy editor to review candidate reports for corrections, fact-checking, and consistency with style rules.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Implement new orientation format utilizing SharePoint and online resources.
- Continue to review JNE procedures to improve efficiency.
- Amend certain JNE rules to reflect current practices for conducting daily JNE business operations.
- Continue development and implementation of SharePoint site for JNE commissioners to share documents, maintain investigation notes, and access meeting materials.

2023 BUDGET BY REVENUE CATEGORY

Total budgeted revenue for the JNE and Legislative Activities Fund for 2023 is \$0.5 million.

Table 1 provides detailed and comparative information regarding budgeted 2023 revenues for the JNE and Legislative Activities Fund. Beginning in 2023, voluntary fees and donations will switch from opt out to opt in. All revenue is part of the Legislative Activities Fund.

Table 1. Revenue

Fund	2022 Budget	2023 Budget	2024 Forecast
Legislative Activities			
Voluntary Fees & Donations	\$730,000	\$500,000	\$506,500
Investment Income	1,300	2,369	2,400
Legislative Activities Total	731,300	502,369	508,900
Total Fund Sources	\$731,300	\$502,369	\$508,900

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the JNE and Legislative Activities Fund for 2023 are \$1.3 million.

Table 2 provides detailed and comparative information regarding budgeted 2023 expenses for the JNE and Legislative Activities Fund. JNE expenses are borne by the General Fund.

Table 2. Expenses

Expense Categories	2022	2023	2024
	Budget	Budget	Forecast
Personnel Costs	\$745,000	\$797,300	\$849,000
Building Operations	4,364	1,886	2,000
Services	180,955	12,755	13,500
Grants Expenses	2,139	141	100
Supplies	5,590	2,111	2,200
Equipment	117,407	153,300	162,000
Indirect Costs	421,742	336,047	355,202
Total Expenses	\$1,477,197	\$1,303,540	\$1,384,002

PERSONNEL REQUIREMENTS

The JNE and Legislative Activities Fund have 4.8 budgeted positions for 2023. Expenses for the Chief of Programs are generally allocated to each office within the Programs Division. **Table 3** provides prior and current year staffing information for the JNE and Legislative Activities Fund.

Table 3. Staffing

	Positions			Salaries	
	2022	2023	2024	2023	2024
	Budget	Budget	Forecast	Budget	Forecast
Administrative Supervisor	1.00	-	-	-	-
Chief Programs Officer	0.25	0.50	0.50	127,927	131,238
Deputy Chief of Programs	0.15	0.20	0.20	45,534	47,652
Executive Director	0.10	0.05	0.05	15,369	15,753
Principal Program Analyst	0.50	-	-	-	-
Program Analyst	-	1.00	1.00	86,308	90,972
Program Coordinator	2.00	1.00	1.00	81,166	85,458
Program Supervisor	-	1.00	1.00	109,011	114,902
Senior Program Analyst	1.00	1.00	1.00	97,335	113,072
Total FTE	5.00	4.75	4.75	\$562,651	\$599,046

OFFICE OF ADMISSIONS

OVERVIEW

The Office of Admissions is responsible for all activities pertaining to admission to the practice of law in California. Its principal activities include developing, administering, and grading the California Bar Exam (CBX) and the First-Year Law Students' Exam (FYLTX), 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 jurisdictions, law graduates, or law students to practice in certain defined, limited areas, as well as programs to certify specialists in areas of legal practice. In 2020, the office implemented a new program for the provisional licensure of recent law graduates and others. This program was extended through December 31, 2022.

There is a significant structural deficit in the Office of Admissions in 2023. The deficit is due to a decrease in the number of applicants as well as no fee increases in the past five years. The deficit is also driven by increases in operating costs due to a return to an in-person exam. To support the deficit budgeted for 2023 operations, the beginning 2023 reserve balance from the Legal Specialization fund was merged into the Admissions Fund 2023 reserve balance, providing an additional \$6.9 million in fund balance. These additional funds ensure solvency in the Admissions Fund and will be sufficient to cover the budgeted expenses only for 2023. The Legal Specialization fund is a subset of the overall Office of Admissions. In response to ongoing deficits in future years, the office is studying both a fee assessment analysis and operating cost reductions to address the deficit. Assuming Board and/or Supreme Court approval, as appropriate, the results of the analysis will go into effect in 2024.

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, which includes the preparation of agenda items for applicants appealing staff determinations to the Committee of Bar Examiners (CBE). In 2022, responding to input received from the public, including through two Stakeholder Input Forums, staff devised an entirely new framework for handling requests for testing accommodations intended to significantly streamline the process, including through approving accommodations granted for other high-stakes exams with certification by the applicant that they still experience the same functional limitations that qualified them for the accommodations for the prior exam. When fully implemented, the streamlined process should enable decisions to be rendered more quickly for the vast majority of applicants. Staff in this unit are also working to develop and test new questions for the FYLTX. The office also staffs the Blue Ribbon Commission on the Future of the Bar Exam, which is developing recommendations for better ways to assess minimum competence in the future, including through a significant change in the structure and format of the bar exam.

OPERATIONS AND MANAGEMENT

The Operations and Management (O&M) unit is responsible for the administration of the FYLSX and the CBX, including contracting for facilities for in-person examinations, intake, and posting of all fees collected from applicants for registration, examination, and moral character applications. O&M is also responsible for day-to-day operations pertaining to the determination of eligibility to take an exam as well as oversight of the special admissions programs for pro hac vice, out-of-state attorney arbitration counsel, foreign legal consultants, registered in-house counsel, registered legal aid attorneys, registered military spouse attorneys, and provisionally licensed lawyers. Staff also process applications from law students who wish to enhance their legal training by participating in the Practical Training of Law Students program.

EXAMINATION GRADING

Staff in this area are responsible for ensuring that exams 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 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 materials for applicants electing to petition the CBE for review of staff determinations.

LAW SCHOOL REGULATION

Staff in this area are responsible for the registration of unaccredited law schools and the accreditation of select California law schools. The work of this unit includes reviewing and responding to applications for registration and accreditation, developing reporting criteria, monitoring law schools' continued compliance with rules and statutes through analysis of annual reports and law school monitoring visits, and recommending action in cases of noncompliance.

LEGAL SPECIALIZATION

Staff in this area process applications for certification and recertification of attorneys as specialists, including processing legal specialist Continuing Legal Education (CLE) compliance. Staff also process applications from outside entities seeking permission to certify specialists in California and applications from educational providers seeking to offer legal specialist CLE credit for their courses. Staff also coordinate the examination consultants and subject matter experts who create and grade legal specialist examinations.

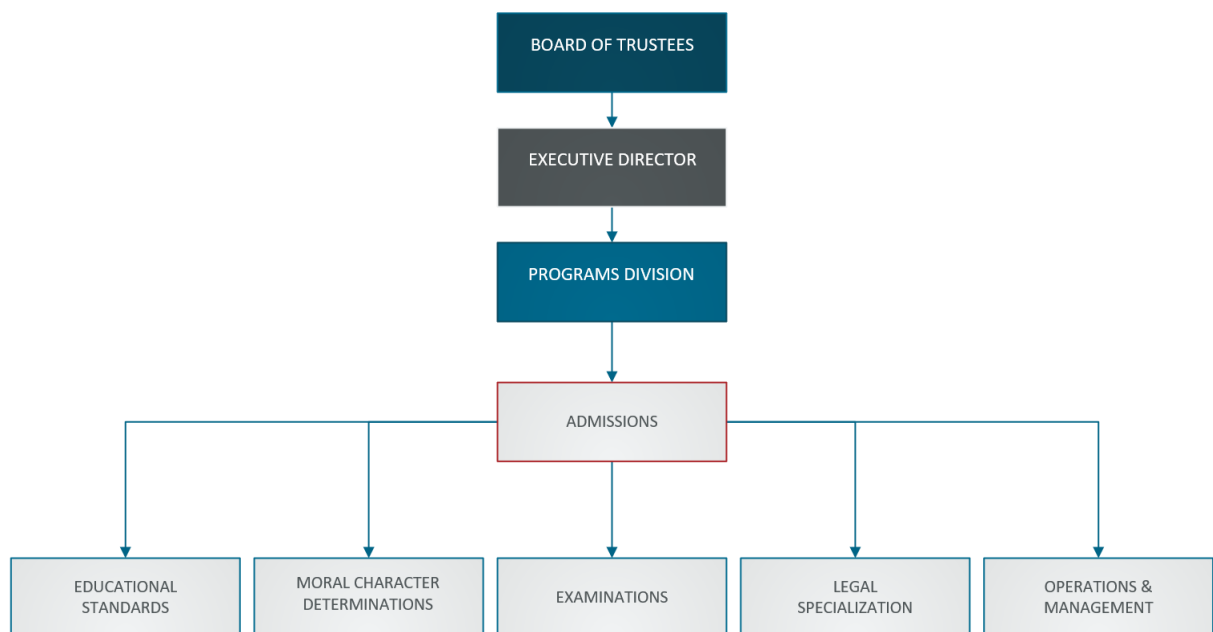
OFFICE OBJECTIVES

- Prepare, administer, grade, and release results from two administrations of the CBX, two administrations of the FYLSX, and one biennial administration of the LSX in

accordance with best practices in the development and administration of licensing exams.

- Protect the public by ensuring that only those applicants who possess the moral character required for admission are admitted.
- Timely certify to the California Supreme Court those applicants who have demonstrated the minimum competence, legal training, and good moral character required for admission to the practice of law.
- Protect consumers and the public by ensuring that accredited and registered unaccredited law schools adhere to established legal education standards and rules.
- Increase access to legal services by providing a mechanism for attorneys not admitted to the active practice of law in California and law students to practice law in defined ways.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Reviewed and made determinations on more than 8,500 moral character cases.
- Developed, adopted, and implemented Guiding Principles in Examination Development to Minimize Potential Bias in Bar Exam Questions.
- Began the development of new Subject Matter Matrices for each of the 13 CBX subjects to improve transparency for exam takers.
- Commenced a review of FYLSX multiple-choice exam questions and pretesting of new questions.
- Developed a new secure exam development collaboration website for use by the Exam Development and Grading Team and the Performance Test Drafting Team, with goal of

eliminating paper and costs.

- Implemented new rules pertaining to the operation of accredited law schools.
- Continued expansion of demographic data collection and worked to identify strategies to improve retention of diverse law students.
- Used law school engagement forums to improve compliance with applicant portal and oath card procedures and implemented e-blasts for students and deans.
- Initiated transition of LSX test items to online item bank solution.
- Administered the February 2022 and July 2022 CBX in-person to all applicants for the first time since 2020. Administered the June 2022 and October 2022 FYLSX to applicants with the continuation of the remote online modality.
- Continued the administration of the Provisional Licensure Program (PLP) for 912 participants in the original program (of which 645 have become fully licensed by passing a bar exam and meeting all licensing requirements) and 673 participants in the expanded pathway (of which 538 became fully licensed after having completed 300 hours of legal service provision and received a positive evaluation from their corresponding supervisor).
- Provided the California Supreme Court with multiple options to continue with the PLP with the hope to use the program to pilot an alternative licensing method. Ultimately, the Court extended the program for the original participants and reopened the application period and extended the program for the expanded pathway applicants. This allowed those who were unable to apply previously the ability to apply for the program. The Office of Admissions reached out to each eligible applicant to alert them about the opportunity.
- Undertook an extensive effort to reevaluate all admissions rules to ensure they help protect the public but do not pose unnecessary barriers to admissions. Out of this effort, the first set of proposed rules regarding testing accommodations, moral character, the Law Office Study program, and the Practical Training of Law Students program have circulated for public comment.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Finalize and deliver to the California Supreme Court the recommendations of the Blue Ribbon Commission on the Future of the Bar Exam.
- Implement the directives of the Court regarding extension and reopening of the Provisional Licensure Program.
- Test the impact of various exam components (remote vs. online, open book vs. closed book, and length of time for exam questions) on performance by race/ethnicity, gender, and law school type.
- Roll out enhanced Senior Grader Program to make EDG Team pipeline more robust.
- Develop and implement specialized training for all bar exam developers in subjects that are relevant to recognizing and addressing potential bias.
- Full roll out of the State Bar's secure collaboration website to enhance electronic receipt/review of questions by the EDG Team and PT Drafting Team and to enable more efficient monitoring and tracking of question edits and drafts.

- Explore the feasibility of expanding the Mindsets in Legal Education Initiative to first-year law students.
- Increase awareness of the importance of certified legal specialists through public education and outreach.
- Provide implicit bias training annually for exam graders and proctors.
- Expand outreach to support long-range goal of diversifying graders and exam developers.
- Implement recommendations that improve and create efficiencies in the processing of requests for testing accommodations in exams administered by State Bar.
- Complete rules, forms, materials, and process review and revision for exam grading and administration, special admissions, eligibility, legal specialization, and law school accreditation.

2023 BUDGETED REVENUE

Total budgeted revenue for the Office of Admissions for 2023 is \$19.7 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for the Office of Admissions. Revenue derives primarily from examination fees followed by other revenue.

Table 1. Source of Revenue by Fund

Fund	2022 Budget	2023 Budget	2024 Forecast
Admissions			
Other Fees	\$6,674,500	\$6,187,500	\$6,187,500
Exam Fees	9,881,800	11,232,373	11,232,373
Grants	100	-	-
Investment Income	25,500	49,352	49,352
Admissions Total	16,581,900	17,469,225	17,469,225
Legal Specialization Fund			
Other Fees	2,172,930	2,177,930	2,177,930
Other Revenues	300	-	-
Investment Income	8,800	17,408	17,408
Legal Specialization Fund Total	2,182,030	2,195,338	2,195,338
Total Fund Sources	\$18,763,930	\$19,664,564	\$19,664,563

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Admissions for 2023 are \$26.4 million. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the Office of Admissions.

Table 2. Expenses

Expense Categories	2022 Budget	2023 Budget	2024 Forecast
Personnel Costs	\$8,501,454	\$8,844,893	\$9,335,900
Building Operations	39,285	25,006	26,500
Services	6,007,073	2,185,094	2,309,800
Supplies	80,758	40,687	43,000
Equipment	698,880	452,149	477,900
Other Expenses	198,534	276,590	292,600
Exam Related	4,397,852	7,484,309	7,911,200
Indirect Costs	7,628,659	7,061,217	7,463,707
Total Expenses	\$27,552,495	\$26,369,945	\$27,860,607

PERSONNEL

The Office of Admissions employs 70.50 full-time employees. **Table 3** provides prior and current year staffing information for the Office of Admissions.

Table 3. Staffing

	Positions			Salaries	
	2022 Budget	2023 Budget	2024 Forecast	2023 Budget	2024 Forecast
Administrative Assistant I	2.00	2.00	2.00	\$110,381	\$124,575
Administrative Assistant II	1.00	1.00	1.00	67,626	72,412
Administrative Supervisor	2.00	2.00	2.00	176,269	197,196
Chief Programs Officer	0.25	0.50	0.50	127,927	131,238
Deputy Chief of Programs	0.05	-	-	-	-
Fiscal Services Specialist	1.00	1.00	1.00	79,366	81,350
Investigator I	4.00	4.00	4.00	319,338	336,968
Investigator II	5.00	5.00	5.00	467,216	488,625
Office Assistant II	4.00	3.00	3.00	166,302	174,463
Principal Program Analyst	1.50	2.00	2.00	280,463	274,338
Program Analyst	4.00	6.00	6.00	486,337	528,308
Program Assistant II	6.00	5.00	5.00	309,993	321,328
Program Assistant III	3.00	3.00	3.00	208,689	216,591
Program Coordinator	2.00	2.00	2.00	176,363	180,772
Program Director I	1.00	1.00	1.00	172,720	177,075
Program Director III	1.00	1.00	1.00	209,036	214,262
Program Manager I	1.00	1.00	1.00	103,054	125,700
Program Manager II	3.00	3.00	3.00	426,623	440,964
Program Specialist	15.00	15.00	15.00	1,074,025	1,156,624
Program Supervisor	7.00	7.00	7.00	790,619	827,756
Senior Administrative Assistant	3.00	3.00	3.00	227,319	235,552
Senior Attorney	1.00	1.00	1.00	127,045	135,916
Senior Program Analyst	2.00	2.00	2.00	195,399	205,786
Total FTE	69.80	70.50	70.50	\$6,302,110	\$6,647,801

OFFICE OF PROFESSIONAL COMPETENCE

OVERVIEW

The Office of Professional Competence (OPC) administers the State Bar's attorney professional responsibility and attorney support programs and resources, including the Ethics Hotline, professional responsibility outreach and education, and the support function aspect of the Lawyer Assistance Program. These activities facilitate awareness of and compliance with disciplinary standards and other attorney conduct duties, as well as provide support to attorneys, law students, and attorney-applicants who may be suffering from substance use or mental health issues. OPC also administers other State Bar regulatory functions, including the Minimum Continuing Legal Education (MCLE) Provider Certification program and the Lawyer Referral Service Provider Certification program.

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.

TRAINING & EDUCATION

Staff participates in and coordinates outreach and educational activities that raise awareness of professional responsibility compliance issues, including issues arising from the Rules of Professional Conduct. Awareness of legal ethics compliance issues contributes to competent representation of clients. In addition, staff oversees the State Bar's e-learning educational initiatives, including the New Attorney Training Program, education on Client Trust Accounting rules and best practices, training for probationers, training for arbitrators who handle mandatory fee arbitration disputes, self-assessment modules, and other trainings to be developed in 2023 and future years. Staff also participates in and coordinates outreach and educational activities for attorneys, law students and attorney-applicants regarding substance use disorders and mental health issues.

SUPPORT LAWYER ASSISTANCE PROGRAM

The Lawyer Assistance Program (LAP) provides substance use disorder and mental health support services to attorneys, law students, and attorney-applicants. The goal of 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 resources and treatment (see Business and Professions Code

section 6230). In mid-2022, the State Bar separated LAP into “monitoring” and “support” components. OPC is responsible for the support component of LAP.

Support LAP offers short-term counseling and career counseling at no cost to the attorney, law student, or attorney-applicant. Short-term counseling includes up to two sessions of counseling with a 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 career counselor who is experienced in helping legal professionals through important career transitions. Support LAP also allows attorneys, law students, and attorney-applicants to participate in weekly group meetings that are facilitated by a qualified mental health professional. As described regarding OPC’s outreach and education, LAP staff also participates in and coordinates outreach and educational activities for attorneys, law students, and attorney-applicants.

MCLE PROVIDER CERTIFICATION PROGRAM

OPC administers the MCLE Provider Certification Program. The State Bar has enforcement authority over MCLE provider activity in California pursuant to Business and Professions Code section 6070, subdivision (b) and the Rules of the State Bar. An entity interested in offering courses for MCLE credit must first apply and be approved by the State Bar as either a Single Activity Provider or a Multiple Activity Provider and comply with the standards set forth in the Rules of the State Bar. A provider that fails to comply with the standards may be audited by the State Bar; and, if a violation of applicable rules or regulations is found, the State Bar may suspend or revoke the provider’s status. Staff review, and if appropriate approve, initial and renewal applications. OPC also reviews and investigates complaints about providers and entities operating as approved providers without approval.

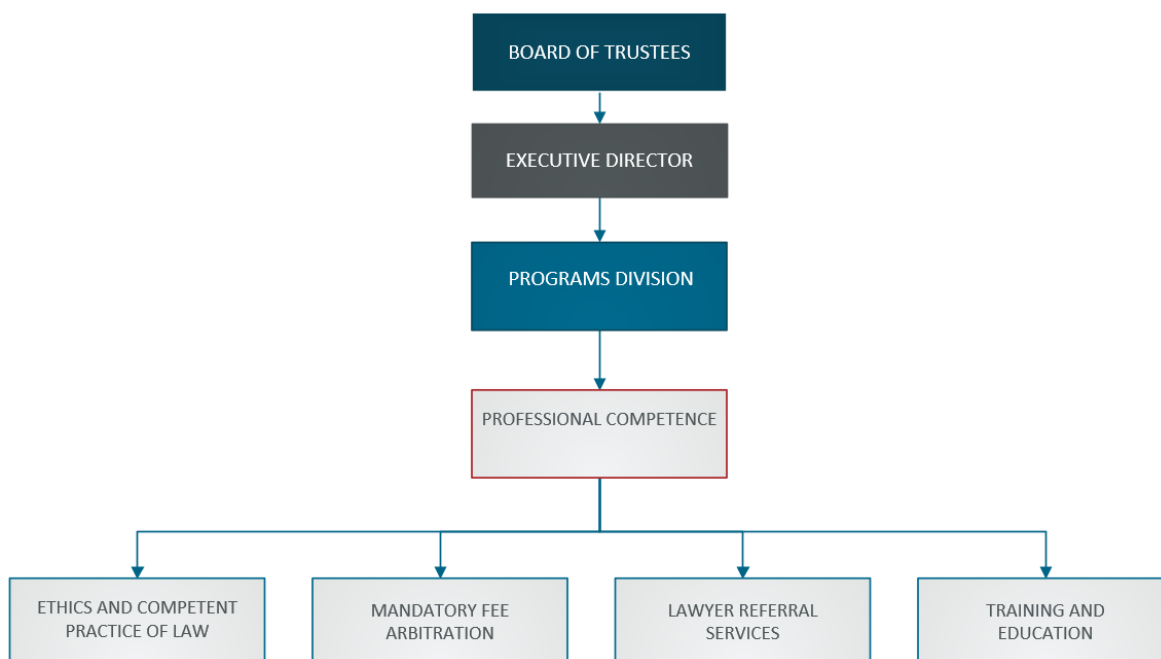
LAWYER REFERRAL SERVICE PROVIDER CERTIFICATION

OPC administers the Lawyer Referral Service Provider Certification program. The State Bar has enforcement authority over lawyer referral activity in California pursuant to California Business and Professions Code sections 6155 and 6156 and the Rules of the State Bar. In California, a lawyer referral service (LRS) must be certified by the State Bar and must comply with minimum standards including a requirement that all lawyers referred through an LRS possess malpractice insurance. An LRS that fails to comply with the minimum standards may be investigated by the State Bar; and, if a violation of applicable rules or regulations is found, the State Bar may take appropriate regulatory action. Staff review initial applications and those for renewal of certification. OPC also reviews complaints about businesses operating as lawyer referral services without certification.

OFFICE OBJECTIVES

- Facilitate the ethical and competent practice of the law by providing research information and resources on professional responsibility issues through the MCLE, self-assessments, web-resources, the Ethics Hotline, ethics opinions, and other activities.
- Set and maintain high standards of professional responsibility by assisting the Board of Trustees and California Supreme Court in considering proposed amendments to the Rules of Professional Conduct and other laws governing lawyers.
- Support attorneys, law students, and attorney-applicants in the identification of and rehabilitation from substance use and mental health issues to enhance public protection and maintain the integrity of the legal profession.
- Oversee MCLE provider activity in California.
- Ensure the effective operation of Lawyer Referral Service Provider Certification processes.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Developed content for a series of outreach videos on various attorney obligations including the Client Trust Account Protection Program (CTAPP); a lawyer's duty to communicate with clients; a lawyer's duty to refrain from discriminatory conduct; and lawyer-client fee agreements.

- In collaboration with several offices at the State Bar, developed and launched CTAPP, including a new Rule of Court and State Bar Rule, companion amendments to the Rules of Professional Conduct, an outreach presentation on client trust accounting duties and CTAPP, and an updated edition of the Handbook on Client Trust Accounting California Attorneys.
- Managed the State Bar's production of e-learning courses and self-assessment modules, including a training course for fee arbitrators to serve in the Mandatory Fee Arbitration Program, a module for attorneys on probation, a course on client trust accounting rules, best practices, and voluntary self-assessments.
- Assumed responsibility for Support LAP, MCLE Provider Certification, and expanded educational development.
- Developed recommendations for Board approval stemming from the California Civility Task Force report, including public comment proposals for an amendment to the attorney oath pursuant to Rule of Court 9.7, amendments to the Rules of Professional Conduct, and amendments to the MCLE course requirements and operational rules.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Develop a multiyear, comprehensive workplan for all preventative and proactive regulation education activities consistent with the 2022–2027 Strategic Plan to include performance metrics and associated funding needs.
- Develop a fee policy for State Bar provided/generated MCLE.
- Design and launch a comprehensive licensee resource page on the State Bar website, including Support LAP resources, information on substance abuse, mental health, competency, practice management, aging, law practice management, and specific resources to support attorneys from disenfranchised and underserved communities.
- Expand outreach efforts to increase individualized utilization of LAP services.

2023 BUDGETED REVENUE

Total budgeted revenue for the OPC for 2023 is \$649,700. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for the OPC. Revenues are from lawyer referral service recertification fees, fee arbitration filing fees, Ethics Symposium registration fees, and publication sales. The increase in 2023 revenue is due to the movement of the MCLE Provider Certification Program into the Office of Professional Competence from Attorney Regulation & Consumer Resources. The increase in revenue in the 2024 forecast is from anticipated increases in MCLE fees to be approved during 2023.

Table 1. Source of Revenue by Fund

Fund	2022 Budget	2023 Budget	2024 Forecast
General Fund			
Other Fees	\$0	\$569,500	\$1,068,904
Other Revenues	60,200	80,200	81,243
General Fund Total	60,200	649,700	1,150,147
Total Fund Sources	\$60,200	\$649,700	\$1,150,147

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the OPC for 2023 are \$4.8 million. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the OPC.

Table 2. Expenses

Expense Categories	2022 Budget	2023 Budget	2024 Forecast
Personnel Costs	\$2,240,200	\$2,761,500	\$2,950,200
Building Operations	2,000	149,178	157,700
Services	521,250	374,753	396,000
Supplies	5,100	2,793	2,900
Equipment	8,650	4,447	4,700
Other Expenses	8,100	38,500	40,700
Indirect Costs	1,316,626	1,462,053	1,545,390
Total Expenses	\$4,101,926	\$4,793,224	\$5,097,590

PERSONNEL

The OPC employs 18.4 full-time employees. **Table 3** provides prior and current year staffing information for the OPC. The new positions in the Office of Professional Competence are from the addition of the MCLE Provider Certification Program and Support Lawyer Assistance Program.

Table 3. Staffing

	Positions			Salaries	
	2022 Budget	2023 Budget	2024 Forecast	2023 Budget	2024 Forecast
Administrative Assistant II	-	1.00	1.00	\$76,231	\$75,717
Attorney	1.00	-	-	-	-
Chief Programs Officer	0.10	-	-	-	-
Deputy Chief of Programs	0.20	0.35	0.35	79,685	83,391
Lead Program Analyst	-	1.00	1.00	121,334	124,367
Managing Attorney	-	1.00	1.00	157,723	188,167
Program Analyst	-	2.00	2.00	151,295	193,984
Program Assistant II	1.00	3.00	3.00	180,998	190,829
Program Coordinator	1.00	1.00	1.00	86,924	90,290
Program Director II	1.00	1.00	1.00	190,034	194,785
Program Manager I	-	1.00	1.00	132,966	136,809
Program Supervisor	1.00	-	-	-	-
Senior Attorney	1.00	1.00	1.00	165,635	174,164
Senior Program Analyst	7.00	6.00	6.00	642,627	668,340
Supervising Attorney	1.00	-	-	-	-
Total FTE	14.30	18.35	18.35	\$1,985,452	\$2,120,843

OFFICE OF ACCESS & INCLUSION

OVERVIEW

The Office of Access & Inclusion (OA&I) operates several programs intended to ensure that low- and moderate-income Californians have appropriate access to the legal system and that the State Bar's diversity and inclusion goals are advanced.

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 this effort. This work includes the development of policy initiatives and other programs in collaboration with institutions working to expand access to legal services for all 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.

LEGAL SERVICES FUNDING

OA&I is responsible for the administration and distribution of grants generated through Interest on Lawyers' Trust Accounts (IOLTA), the Equal Access Fund, the Justice Gap Fund, and other revenue sources, including federal funding for homelessness prevention legal assistance and bank settlements with the U.S. Department of Justice 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 distributed through a competitive grant process.

In order to maximize available IOLTA funding, OA&I focuses on attorney and bank compliance with IOLTA requirements, including ensuring that banks are paying rates comparable to non-IOLTA accounts, and that attorneys are meeting their ethical obligations to hold client and third-party funds in an IOLTA account when those funds cannot earn interest for the benefit of that client or third party.

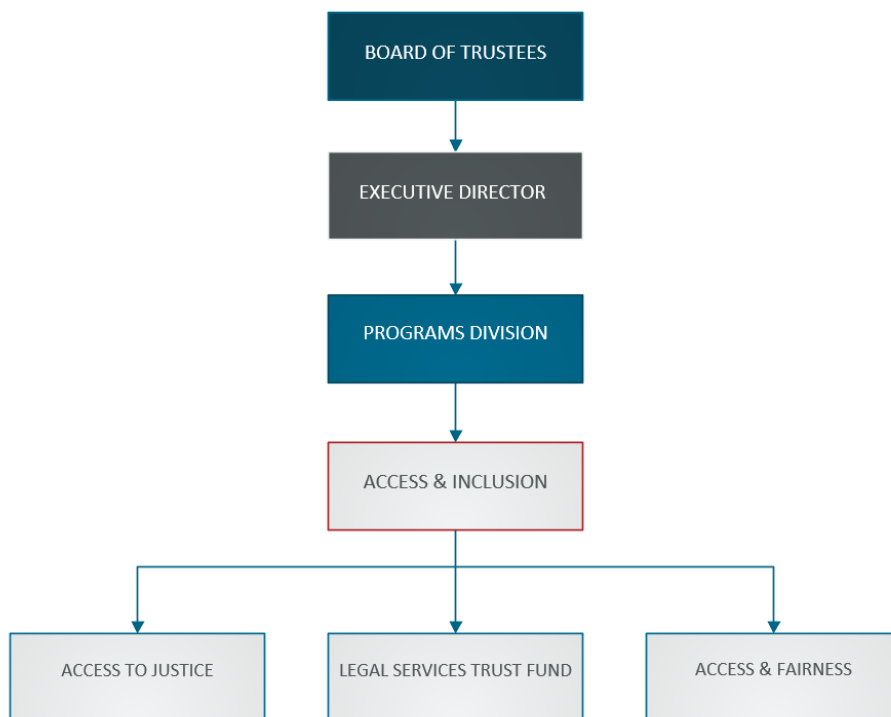
DIVERSITY AND INCLUSION

OA&I works on programs and initiatives designed to promote diversity and inclusion in the legal profession, including efforts to support the pipeline into the profession beginning in law school, retention and advancement within the profession, and elimination of bias in the practice of law. OA&I also partners with other State Bar offices on diversity and inclusion initiatives and is the primary staff to the Council on Access and Fairness. The activities in this area are driven by the strategic plan's diversity and inclusion goals and objectives and are funded primarily through voluntary contributions to the State Bar.

OFFICE OBJECTIVES

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

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

Access to Justice

- In a rising interest rate environment, worked closely with financial institutions holding the largest IOLTA accounts to negotiate the best possible interest rates and ensure they were providing rates on these accounts comparable to similar products, resulting in a higher than projected IOLTA revenue for 2022.
- Sustained a Leadership Bank Program to encourage banks to pay higher interest rates on IOLTA accounts and recognize those that do.
- Developed grant applications and processes for the distribution of CalHFA foreclosure prevention funding, consumer debt legal assistance funding, and HP4 funding.
- Completed monitoring visits for 39 grantees.
- Developed evaluation reports for EAF, including Partnership grants, and HP funding.
- Implemented risk assessment tool and process to evaluate grantees receiving HP3 funding.
- Continued to participate in the statewide and regional planning efforts related to disaster legal services coordination.

- Engaged with the Access Commission to address the Knowledge Gap through piloting a communications strategy to reach low- and moderate-income Californians.
- Completed six codification topics to improve efficiency and fairness in grants administration, including defining civil legal services and providing guidance on how to demonstrate indigency.
- Completed 39 monitoring visits to grantee organizations.

Diversity and Inclusion

- Partnered with MAAD to publish the annual Report Card on the Diversity of California's Legal Profession, which included analysis of 2020 Impact Survey data and updating sector specific calls to action.
- Convened diversity summit to share the State Bar's diversity report card, and to discuss issues and share solutions related to mentorship, sponsorship, and advancement in the profession.
- MAAD Developed DEI Leadership Seal program to encourage legal employers to publicly commit to advance DEI principles in their workplaces.
- Partnered with MAAD and the Office of Admissions to continue the law school retention study by analyzing law school survey data to identify programs to improve retention of diverse students and researched best practices at law schools along with enrollment and attrition data from the ABA and California-accredited and registered law schools.
- Assisted the Admissions in reviewing processes and procedures related to bar exam question development and grading analyses and made recommendations to conduct these activities with a DEI lens, which includes requiring implicit bias training for all staff and graders and development of bar exam question development guidelines.
- Launched a one-hour implicit bias online training module that is available for free on the State Bar's e-learning platform.
- Coordinated a working group with members from the Council on Access and Fairness, Legal Services Trust Fund Commission, and the California Access to Justice Commission to study loan repayment assistance programs and loan forgiveness as a strategy to address diversity in the profession as well as retention in the legal aid community.
- Partnered with the Office of Recruitment & Retention to develop internal DEI trainings and resources.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Make significant progress in codifying current grant administration practices, procedures, and policies to bring greater transparency and consistency to the grant-making and grant-administration process.
- Redesign the Leadership Bank Program to further engage and increase the number of leadership banks, resulting in sustained and increased IOLTA revenue to fund legal aid and publicize that participation.
- Continue to monitor interest payments and fluctuations in interest rates to ensure financial institutions pay interest on IOLTA accounts at rates above those required by statute, in a

difficult rate environment.

- Implement and execute the diversity, equity, and inclusion objectives adopted by the Board of Trustees.
- Identify opportunities for coordination and collaboration to improve the delivery of legal services to veterans in California.
- Develop a pro bono strategy for the State Bar to support and increase pro bono statewide.
- Host diversity summits or other convenings to engage stakeholders to advance DEI in the profession.
- Continue to partner with MAAD to publish the Diversity Report Card, including presenting findings to stakeholders including local and affinity bar associations.
- Launch the Diversity Leadership Seal program to engage legal employers in advancing DEI in their workplaces.
- Partner with MAAD and Admissions to finalize a report and corresponding resources to support law school efforts to retain diverse students.
- Partner with the Office of Professional Competence to develop a website with resources for law students and attorneys to identify and address imposter syndrome.
- Explore strategies to increase recruitment and retention of legal aid attorneys.
- Develop and implement plan for the California Justice Gap Study, a follow-up to the 2019 study of civil legal needs and the gap between those needs and the resources available to meet those needs.
- Develop application and process for administration of CARES Court funding.

2023 BUDGETED REVENUE

Total budgeted revenue for the OA&I for 2023 is \$146.6 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for the OA&I. The \$11.7 million increase compared to 2022 is due to additional grant revenue through the Equal Access Fund and Homelessness Prevention grants funds.

Table 1. Source of Revenue by Fund

Fund	2022 Budget	2023 Budget	2024 Forecast
EOB & Bar Relations			
Voluntary Fees & Donations	\$320,000	\$320,000	\$324,160
Investment Income	500	1,294	1,311
EOB & Bar Relations Total	320,500	321,294	325,471
Equal Access			
Grants	70,059,816	34,792,514	35,244,816
Investment Income	26,500	51,408	52,076
Equal Access Total	70,086,316	34,843,922	35,296,892
Justice Gap			
Voluntary Fees & Donations	1,440,000	1,440,000	1,458,720
Investment Income	5,800	11,368	11,516
Justice Gap Total	1,445,800	1,451,368	1,470,236
Legal Services Trust			
Voluntary Fees & Donations	6,900,000	7,100,000	7,192,300
Grants	15,750,000	38,789,182	39,293,441
Investment Income	81,800	158,146	160,202
Legal Services Trust Total	22,731,800	46,047,328	46,645,943
Bank Settlement Fund			
Investment Income	37,500	72,919	73,867
Bank Settlement Fund Total	37,500	72,919	73,867
Grants			
Grants	40,257,537	63,864,329	64,694,566
Grants Total	40,257,537	63,864,329	64,694,566
Total Fund Sources	\$134,879,453	\$146,601,160	\$148,506,975

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the OA&I for 2023 are \$153.2 million. **Table 2** provides detailed and comparative information regarding budgeted expenses for 2023 for the OA&I.

Table 2. Expenses

Expense Categories	2022 Budget	2023 Budget	2024 Forecast
Personnel Costs	\$2,591,300	\$3,077,000	\$3,321,300
Building Operations	12,425	-	-
Services	701,704	672,884	711,100
Grants Expenses	147,387,837	147,576,416	155,988,300
Supplies	18,725	7,442	7,800
Equipment	10,643	631	700
Other Expenses	80,683	121,516	128,392
Indirect Costs	1,795,008	1,748,802	1,848,484
Total Expenses	\$152,598,325	\$153,204,691	\$162,006,076

2023 INTERFUND TRANSACTIONS

Table 3 below provides comparative information regarding the transfer amounts to or from other operation areas. The transfers below are funds moving from the Justice Gap Fund to the Legal Services Trust Fund.

Table 3. Interfund Transactions

	2022 Budget	2023 Budget	2024 Forecast
Interfund Transfers Out	\$1,000,000	\$1,000,000	\$1,000,000
Interfund Transfers In	1,000,000	1,400,000	1,422,800
Total Interfund Transactions	\$2,000,000	\$2,400,000	\$2,422,800

PERSONNEL

The OA&I employs 22.10 full-time employees. **Table 4** provides prior and current-year staffing information for the OA&I. The increase staffing is a result of the increased number and types of grants the Office of Access & Inclusion is distributing in 2023.

Table 4. Staffing

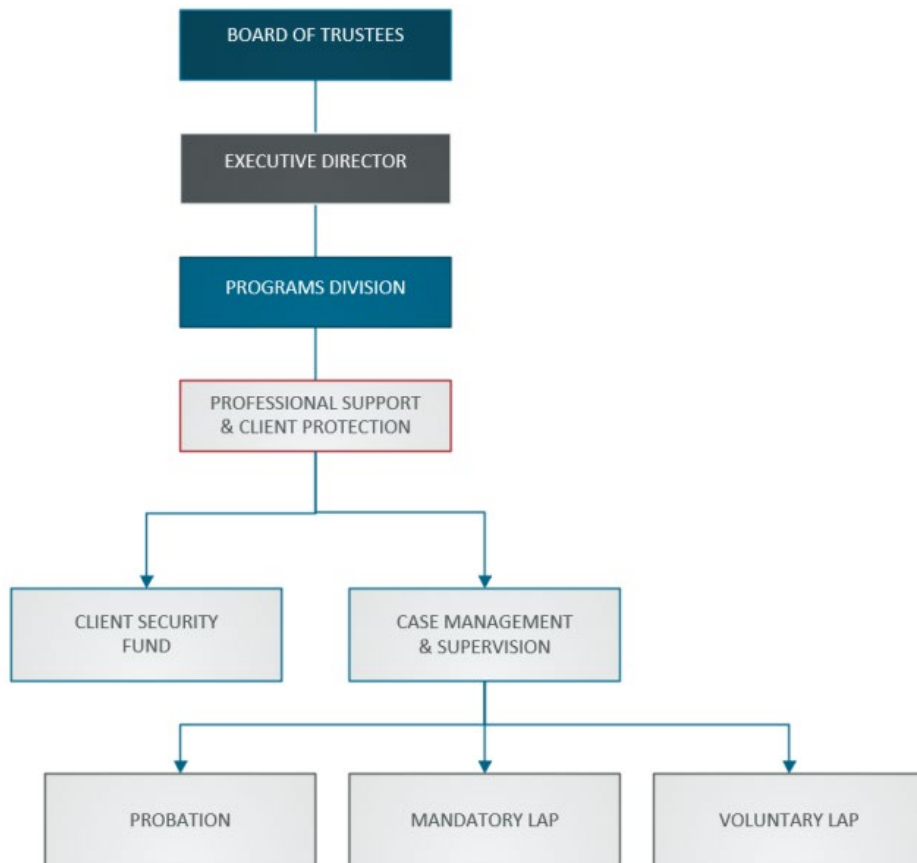
	Positions			Salaries	
	2022	2023	2024	2023	2024
	Budget	Budget	Forecast	Budget	Forecast
Chief Programs Officer	0.25	-	-	-	-
Deputy Chief of Programs	0.05	-	-	-	-
Executive Director	-	0.10	0.10	30,738	31,506
Financial Analyst	-	1.00	1.00	77,420	94,432
Lead Program Analyst	-	2.00	2.00	230,401	239,803
Program Analyst	4.00	6.00	6.00	508,775	553,237
Program Coordinator	1.00	1.00	1.00	83,220	88,045
Program Director I	-	2.00	2.00	287,389	324,810
Program Director II	-	1.00	1.00	164,980	173,668
Program Manager II	2.00	-	-	-	-
Program Specialist	1.00	1.00	1.00	79,366	81,350
Program Supervisor	1.00	2.00	2.00	231,798	241,499
Senior Financial Analyst	2.00	2.00	2.00	203,949	213,580
Senior Program Analyst	7.00	4.00	4.00	369,027	405,991
Total FTE	18.30	22.10	22.10	\$2,267,062	\$2,447,923

OFFICE OF PROFESSIONAL SUPPORT & CLIENT PROTECTION

OVERVIEW

The Office of Professional Support & Client Protection consists of the Client Security Fund (CSF), the Mandatory Fee Arbitration Program (MFA), the Lawyer Assistance Program (Monitoring LAP), and Case Management & Supervision (Probation).

ORGANIZATIONAL CHART



MANDATORY FEE ARBITRATION

OVERVIEW

The Mandatory Fee Arbitration Program is a statutory client protection program that provides a confidential, informal, and affordable alternative dispute resolution forum for attorney-client fee disputes. The program supports approved local bar associations' fee arbitration programs by providing arbitrator training, guidance in developing rules of procedure, and educational content. It also assists clients in enforcing arbitration awards issued by an approved program where an attorney has been ordered to refund unearned fees to the client but fails to do so.

OFFICE OBJECTIVES

- Ensure the effective operation of the Mandatory Fee Arbitration Program.
- Recruit qualified volunteer attorney and lay arbitrators to hear fee disputes.
- Protect the public by placing attorneys on involuntary inactive status for failing to refund former clients in accordance with a final and enforceable arbitration award.

FISCAL YEAR 2022 ACCOMPLISHMENTS

- Processed over 270 requests for arbitration, ultimately opening approximately 100 cases.
- Managed production of the mandatory fee arbitrator e-learning training course.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- More effectively deploy nearly 400 volunteer fee arbitrators to hear fee disputes in a timely manner throughout the state.
- Continue using technology to streamline case processing timelines and methods for prompt resolution of fee arbitration cases.
- Launch an on-demand e-learning course for training fee arbitrators to serve in the Mandatory Fee Arbitration Program.
- Advance rule changes that will enhance the efficiency of the program.
- Consider alternative dispute resolution options to enhance the program.

CLIENT SECURITY FUND

OVERVIEW

The 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: (1) legal case processing; (2) support for the CSF Commission and the Board of Trustees; (3) financial management; and (4) administration. CSF funding is derived from a statutorily mandated \$40 fee paid as part of the annual attorney licensing process.

OFFICE OBJECTIVES

To 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 attorney. 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 program to ensure its viability.

FISCAL YEAR 2022 ACCOMPLISHMENTS

- Processed reimbursement of approximately \$3.7 million on 250-plus applications.
- Decreased inventory from 1,350 as of January 2021 to approximately 1,130 at year-end 2022.
- Resolved over 900 applications.
- Decreased the time to resolve applications.
- Updated the CSF application and made it available online in multiple languages.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Continue to decrease the time to reimbursement for eligible applications.
- Make approximately \$6 million in CSF payments.
- Identify, analyze, and plan to implement a new case management system.
- Automate application submission through the website.

LAWYER ASSISTANCE PROGRAM

OVERVIEW

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 mid-2022, the State Bar separated the LAP into “monitoring” and “support services” components. The Monitoring LAP continues to offer professional monitoring services to participants who need to document their recovery for the State Bar discipline system, the Office of Admissions, or for personal growth.

The Support Services LAP was moved to the Office of Professional Competence in order to develop a wider range of offerings focused on wellness and prevention of misconduct in the legal profession.

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, the 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.

OFFICE OBJECTIVES

To support law students, bar applicants, and 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.

FISCAL YEAR 2022 ACCOMPLISHMENTS

- Enrolled approximately 163 new participants in the program.
- Provided access to approximately 120 individuals for transition assistance services.
- Delivered 88 educational presentations to law schools, law firms, bar associations, and other organizations, including participating in State Bar Day with the Office of Admissions and OCTC.
- Successfully relocated the Support Services (including the TAS) to the Office of Professional Competence.
- Implemented demographic survey to collect data about population served.
- Migrated away from paper files to SharePoint.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Track survey responses to measure satisfaction of LAP participants in order to create and implement processes to improve satisfaction.
- Identify and plan to implement new case management system.
- Use demographic data collected to help identify areas of need in order to better target outreach and interventions.
- With the assistance of an expert, determine best practices to determine success for purposes of LAP completion.
- Review participant costs associated with LAP and, if necessary, seek changes to financial assistance program.

CASE MANAGEMENT & SUPERVISION – PROBATION

OVERVIEW

Case Management & Supervision – Probation is responsible for providing case management, monitoring, and supervision services to attorneys in the discipline system.

Probation Case Coordinators monitor disciplined attorneys who have been ordered to comply with probation or reprobation conditions pursuant to orders filed by the California Supreme Court or the State Bar Court. Once these orders become effective, Probation tracks terms and conditions for each disciplined attorney, monitors compliance, and takes appropriate action on noncompliance with the court-ordered conditions. Probation monitors compliance with California Rules of Court, rule 9.20 in conviction proceedings, resignations with charges pending, disbarments, and some Alternative Discipline Program matters. Probation also files probation revocation motions and responds to motions requesting modification before the State Bar Court.

OFFICE OBJECTIVES

- Facilitate rehabilitation of disciplined attorneys by supporting compliance with ordered conditions.
- Accurately monitor disciplined attorneys 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 2022 ACCOMPLISHMENTS

- Continued development of the Attorney Supervision & Assistance Redesign (ASAR) project—a framework for systems change to improve rehabilitative outcomes to reduce recidivism and improve public protection.
- With consultants, finalized a tool to help identify respondents at risk of recidivating in order to design an appropriate supervision and support plan to decrease recidivism.
- Participated in trainings regarding the use of evidence-based practices in a probation environment and motivational interviewing.
- Completed an e-learning course for disciplined attorneys covering various ethical rules.
- Launched, to a targeted group of disciplined attorneys, a portal to more easily interact regarding disciplinary conditions and to provide resources to assist disciplined attorneys in the successful completion of their matters.
- Implemented use of fully electronic files.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Launch ASAR.
- Further implement an evidence-based practice approach through procedural and

structural changes.

- Continue to effectively train staff on the new supervision and support model.
- Launch portal for all new probation matters and longer-term existing matters.

2023 BUDGET BY REVENUE CATEGORY

Total budgeted revenue for the Office of Professional Support & Client Protection for 2023 is \$10.4 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for professional support and client protection. The revenue is comprised primarily of mandatory licensing fees, which support LAP, and the CSF.

Table 1. Source of Revenue by Fund

Fund	2022 Budget	2023 Budget	2024 Forecast
General Fund			
Other Fees	\$30,000	\$50,000	\$50,650
Other Revenues	1,500	-	-
General Fund Total	31,500	50,000	50,650
Client Security			
Mandatory Licensee Fees	8,020,090	8,125,000	8,230,625
Other Revenues	5,000	67,500	68,378
Investment Income	6,300	12,172	12,330
Client Security Total	8,031,390	8,204,672	8,311,333
Lawyer Assistance Program			
Mandatory Licensee Fees	2,095,180	2,127,300	2,154,955
Investment Income	7,000	13,253	13,425
Lawyer Assistance Program Total	2,102,180	2,140,553	2,168,380
Total Fund Sources	\$10,165,070	\$10,395,225	\$10,530,363

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Professional Support & Client Protection for 2023 are \$11.9 million, for probation, the CSF, and LAP. **Table 2** provides aggregate and comparative information regarding budgeted 2023 expenses for the Office of Professional Support & Client Protection. The reduction in expenses is due to less anticipated payments from the Client Security Fund.

Table 2. Expenses

Expense Categories	2022 Budget	2023 Budget	2024 Forecast
Personnel Costs	\$3,846,800	\$3,979,900	\$4,115,900
Building Operations	167,006	2,064	2,200
Services	568,360	408,669	432,004
Supplies	25,858	15,476	16,273
Equipment	19,939	5,871	6,114
Other Expenses	37,083	27,884	29,585
CSF - Payments	8,500,000	6,036,532	6,380,600
Reimbursements	(802,000)	(650,000)	(687,100)
Indirect Costs	2,070,752	2,045,619	2,162,218
Total Expenses	\$14,433,797	\$11,872,015	\$12,457,794

PERSONNEL

The Office of Professional Support & Client Protection employs 26.5 full-time employees across the three units. **Table 3** provides prior and current year staffing information for the Office of Professional Support & Client Protection.

Table 3. Staffing

	Positions			Salaries	
	2022 Budget	2023 Budget	2024 Forecast	2023 Budget	2024 Forecast
Administrative Assistant II	4.00	2.00	2.00	\$137,953	\$144,701
Attorney	2.00	3.00	3.00	360,700	384,903
Chief Programs Officer	0.15	-	-	-	-
Clinical Rehabilitation Coordinator	4.00	4.00	4.00	336,484	346,852
Deputy Chief of Programs	0.55	0.45	0.45	102,452	107,217
Investigator II	1.00	1.00	1.00	96,838	99,259
Managing Attorney	-	1.00	1.00	195,507	201,156
Paralegal	-	1.00	1.00	80,613	82,629
Probation Case Specialist	6.00	6.00	6.00	462,451	476,882
Program Assistant II	-	1.00	1.00	56,253	60,542
Program Director II	1.00	-	-	-	-
Program Director III	-	1.00	1.00	221,715	214,883
Program Supervisor	2.00	2.00	2.00	242,667	248,734
Senior Administrative Assistant	1.00	1.00	1.00	72,939	77,388
Senior Attorney	1.00	1.00	1.00	169,916	174,164
Senior Program Analyst	2.00	1.00	1.00	109,789	113,072
Supervising Attorney	2.00	1.00	1.00	186,905	191,577
Total FTE	26.70	26.45	26.45	\$2,833,182	\$2,923,959

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. The Office of General Services manages over 350,000 square feet of office space for State Bar staff and tenants, overseeing landlord and 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, the Office of General Services manages the State Bar's risk management program and its procurement and contracting process, ensuring compliance with competitive bidding requirements and other policies.

OFFICE OF HUMAN RESOURCES

The Office of Human Resources provides the full range of human resource services to the State Bar with the primary functions split between three teams: Recruitment & Retention, Operations, and Labor Relations.

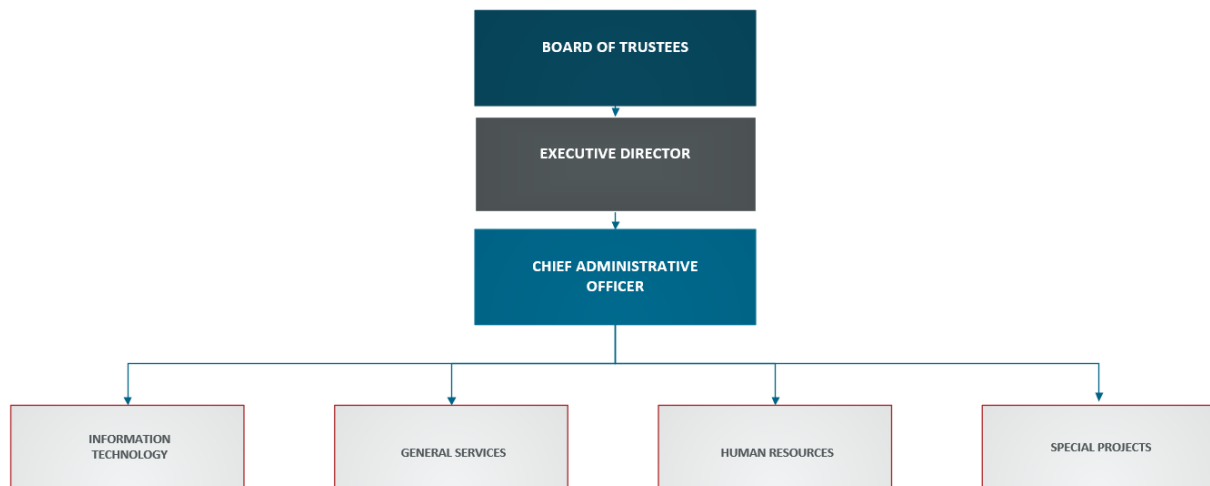
OFFICE OF INFORMATION TECHNOLOGY

The Office of Information Technology (IT) provides the technology capabilities and solutions that enable and support the State Bar's operations and programs. IT is responsible for building, enhancing, integrating, deploying, and maintaining technology solutions that include custom software and third-party software products and platforms; network infrastructure; and information security. IT also provides end-user support that includes desktops, phones, and AV systems.

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.
- Establish and administer sound policies and practices to ensure consistent and fair application of employment laws and labor agreements.
- Effectively recruit, manage, develop, and retain the State Bar’s employees to ensure an engaged, motivated, and efficient workforce.
- Maintain a modern and secure IT ecosystem that effectively supports the State Bar’s operations and programs, with a focus on technology solutions that result in operational efficiency and cost savings.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Created and implemented a Remote Work Policy for the State Bar's workforce.
- Completed workplace strategy analysis to determine new office space requirements for San Francisco operations.
- Continued analysis of San Francisco real estate scenarios, to support anticipated sale of 180 Howard Street in 2023.
- Successfully negotiated with labor union for new Memoranda of Understanding for 2023–2025.
- Created and implemented new employee Performance Evaluation forms and process.
- Managed State Bar-wide initiative to integrate Diversity, Equity, and Inclusion goals into

day-to-day operations of all State Bar Offices.

- Continued efforts to enhance and modernize recruitment practices to better position the State Bar as an employer of choice.
- Rolled out collaboration tools, including OneDrive, SharePoint, Teams, etc., across the organization.
- Initiated eSignature implementation as part of the broader digital transformation program.
- Modernized and developed additional recovery capabilities for legacy AS400 and San Francisco data center infrastructure.
- Improved security of data, applications, and infrastructure following applications and infrastructure security audits.
- Implemented portfolio management process to align IT projects to strategic plan and goals and new IT Steering Committee approval processes.

FISCAL YEAR 2023 PROJECTS AND INITIATIVES

- Implement office space use practices resulting from the newly created Remote Work Policy.
- Continue analysis and implementation of changes to San Francisco real estate, including the anticipated sale of 180 Howard Street and relocation to new premises.
- Begin analysis of Los Angeles real estate scenarios, including feasibility of continued ownership of 845 South Figueroa Street.
- Assess and implement consolidation of mail processing functions to further support remote work.
- Conduct a DEI study related to procurement.
- Roll out new State Bar Values program, and incorporate them into recruitment, onboarding, and ongoing evaluations.
- Expand current DEI and unconscious bias training offerings.
- Pursue further automation of processes related to Human Resources management and recruiting.
- Develop implementation plan and pursue DEI Leadership Seal.
- Deploy portfolio of 2023 prioritized information technology projects to support Strategic Plan goals.
- Upgrade Odyssey system and implement enhancements to improve case handling.
- Define and continue to implement digital transformation program to automate manual processes and streamline operations.
- Define and build out data analytics platform to support data-driven insights and decisions.
- Complete migration of San Francisco and Los Angeles data center infrastructure to the cloud.

OFFICE OF GENERAL SERVICES

2023 BUDGET BY REVENUE CATEGORY

Total budgeted revenue for the Office of General Services for 2023 is \$3.6 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for Office of General Services. Lease Revenue is down in 2023 with the assumed sale of the San Francisco Building in the first six months of the year. The 2024 forecast has lease revenue from the Los Angeles building alone.

Table 1. Source of Revenue by Fund

Fund	2022 Budget	2023 Budget	2024 Forecast
General Fund			
Mandatory Licensee Fees	\$800,349	\$812,000	\$822,556
Investment Income	25,000	48,027	48,651
Lease Revenue	3,652,249	2,695,200	401,813
General Fund Total	4,477,598	3,555,227	1,273,020
Total Fund Sources	\$4,477,598	\$3,555,227	\$1,273,020

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of General Services for 2023 are \$7.9 million. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the Office of General Services. The large drop in expense is a result of the budget containing only six months' worth of operating expenses for the San Francisco building. Budgeting only San Francisco operations for six months reduced expenses by \$1.7 million. In addition, the sale of the building would require the loan to be paid in full, and the budget assumes no loan payment in the second half of 2023. This reduced expenses further by \$800,000.

Table 2. Expenses

	2022	2023	2024
Expense Categories	Budget	Budget	Forecast
Personnel Costs	\$2,241,700	\$2,265,200	\$2,355,200
Building Operations	6,800,720	4,691,498	3,422,300
Services	680,000	415,757	241,900
Supplies	482,200	457,602	470,500
Equipment	145,000	107,892	116,700
Other Expenses	24,000	13,042	3,300
Indirect Costs	(2,845,094)	(1,976,794)	(2,089,471)
Debt Related	2,845,094	1,976,968	1,171,900
Total Expenses	\$10,373,620	\$7,951,165	\$5,692,329

PERSONNEL

The Office of General Services employs 18.7 full-time employees. **Table 3** provides prior and current year staffing information for the Office of General Services.

Table 3. Staffing

	Positions			Salaries	
	2022	2023	2024	2023	2024
	Budget	Budget	Forecast	Budget	Forecast
Administrative Supervisor	2.00	2.00	2.00	\$197,437	\$205,051
Chief Administrative Officer	0.34	0.34	0.34	86,375	89,212
Director, General Services	1.00	1.00	1.00	189,345	194,785
General Services Specialist II	10.00	9.00	9.00	603,531	630,000
General Services Specialist III	3.00	3.00	3.00	219,564	231,640
Principal Program Analyst	1.34	1.34	1.34	178,853	183,324
Program Analyst	1.00	2.00	2.00	195,691	203,299
Program Coordinator	1.00	-	-	-	-
Total FTE	19.68	18.68	18.68	\$1,670,797	\$1,737,311

OFFICE OF HUMAN RESOURCES

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Human Resources for 2023 are \$3.0 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 expenses for the Office of Human Resources.

Table 1. Expenses

Expense Categories	2022 Budget	2023 Budget	2024 Forecast
Personnel Costs	\$2,804,700	\$2,698,200	\$2,865,600
Building Operations	8,500	4,227	4,400
Services	135,500	127,500	134,800
Supplies	26,000	1,541	1,600
Equipment	1,000	123	100
Other Expenses	233,500	155,817	164,600
Total Expenses	\$3,209,200	\$2,987,408	\$3,171,100

PERSONNEL

The Office of Human Resources employs 16.7 full-time employees. **Table 2** provides prior and current year staffing information for the Office of Human Resources.

Table 2. Staffing

	Positions			Salaries	
	2022 Budget	2023 Budget	2024 Forecast	2023 Budget	2024 Forecast
Chief Administrative Officer	0.33	0.33	0.33	\$83,834	\$86,588
Director, Human Resources	1.00	1.00	1.00	178,773	188,188
Human Resources Analyst	4.00	6.00	6.00	540,433	579,525
Human Resources Coordinator	1.00	1.00	1.00	79,039	84,317
Lead Human Resources Analyst	-	2.00	2.00	228,393	248,734
Principal Human Resources Analyst	3.00	3.00	3.00	400,417	410,428
Principal Program Analyst	0.33	0.33	0.33	44,046	45,147
Senior Human Resources Analyst	6.00	3.00	3.00	304,174	330,028
Total FTE	15.66	16.66	16.66	\$1,859,110	\$1,972,955

OFFICE OF INFORMATION TECHNOLOGY

2023 BUDGET BY REVENUE CATEGORY

Total budgeted revenue for the Office of Information Technology for 2023 is \$1.0 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for the Office of Information Technology. Mandatory Fee revenue is generated from the \$5 special assessment for technology investments authorized by the 2020 fee bill.

Table 1. Source of Revenue by Fund

Fund	2022 Budget	2023 Budget	2024 Forecast
Technology			
Mandatory Fees	\$1,004,929	\$1,020,600	\$1,033,868
Other Revenue	11,100	21,364	21,641
Technology Total	1,016,029	1,041,964	1,055,509
Total Fund Sources	\$1,016,029	\$1,041,964	\$1,055,509

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Information Technology for 2023 are \$15.8 million. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the Office of Information Technology. For 2023, nonpersonnel expenses costs are related to the move from legacy information technology systems to newer ones requiring large upfront capital costs, along with maintaining the legacy systems until such time as the transition is complete. In addition, the State Bar is continuing to maintain physical server infrastructure while moving to the cloud, once again requiring large and duplicative costs in the short term to maintain critical business system.

Table 2. Expenses

Expense Categories	FY22 Budget	FY23 Budget	FY24 Forecast
Personnel Costs	\$6,988,600	\$7,320,000	\$7,692,200
Building Operations	555,315	552,838	584,300
Services	1,762,643	4,817,991	5,092,600
Supplies	66,250	6,968	7,300
Equipment	3,506,750	3,084,058	3,259,800
Other Expenses	53,500	21,987	23,300
Total Expenses	\$12,933,058	\$15,803,842	\$16,659,500

PERSONNEL

The Office of Information Technology employs 45.7 full-time employees. **Table 3** provides prior and current year staffing information for the Office of Information Technology.

Table 3. Staffing

	Positions			Salaries	
	2022 Budget	2023 Budget	2024 Forecast	2023 Budget	2024 Forecast
Chief Administrative Officer	0.33	0.33	0.33	\$83,834	\$86,588
IT Analyst I	3.00	3.00	3.00	265,870	274,925
IT Analyst II	14.00	13.00	13.00	1,336,211	1,366,066
IT Business Systems Analyst I	1.00	1.00	1.00	92,951	95,315
IT Business Systems Analyst II	3.00	3.00	3.00	309,504	317,724
IT Director	1.00	1.00	1.00	209,036	214,262
IT Director I	2.00	2.00	2.00	309,840	329,723
IT Manager I	2.00	2.00	2.00	233,731	262,315
IT Manager II	1.00	1.00	1.00	143,487	147,074
IT Manager III	2.00	2.00	2.00	308,489	316,201
IT Support Technician II	1.00	1.00	1.00	78,860	81,303
Lead IT Analyst	-	3.00	3.00	364,941	373,101
Principal Program Analyst	0.33	0.33	0.33	44,046	45,147
Program Analyst	-	1.00	1.00	79,416	84,406
Senior IT Analyst	11.00	7.00	7.00	688,574	751,741
Senior IT Business Systems Analyst	1.00	1.00	1.00	108,498	111,210
Senior Program Analyst	3.00	4.00	4.00	385,514	433,341
Total FTE	45.66	45.66	45.66	\$5,042,800	\$5,290,442

DIVISION OF REGULATION

OVERVIEW

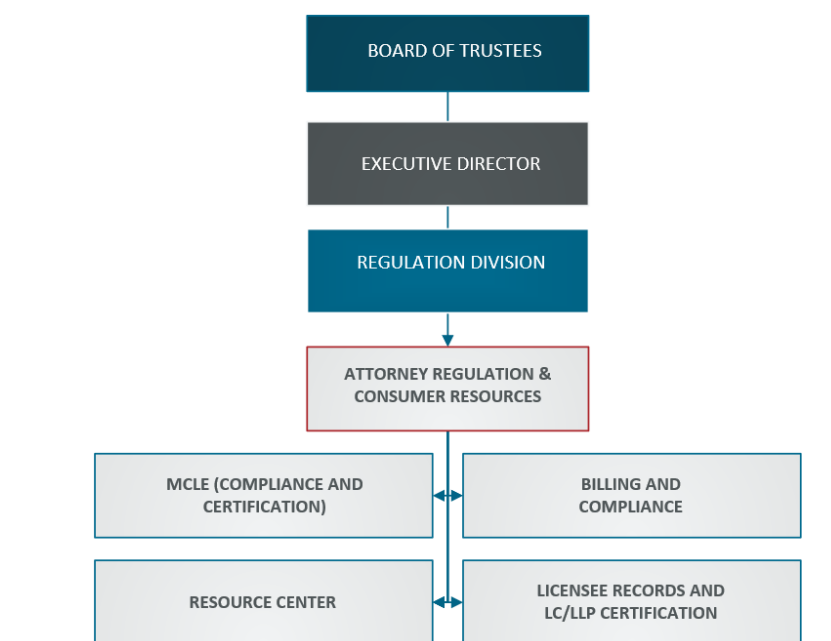
The Division of Regulation maintains, on behalf of the California Supreme Court, the official roll of attorneys—the list of all attorneys who are licensed to practice in California, manages the registration of law corporations and limited law partnerships, is responsible for ensuring the compliance of all licensees with various administrative requirements, including requirements for continuing legal education, and is charged with implementing the State Bar’s new Client Trust Account Protection Program (CTAPP).

OFFICE OBJECTIVES

To maintain the official roll of attorneys with diligence and accuracy and to efficiently administer programs and functions including all billing and other requirements related to annual license renewal, MCLE regulation, and law corporation and limited liability partnership certification.

It is also the objective of the Division of Regulation to recommend legislation and promulgate rules and policies to address licensing, reporting, and registration requirements for California attorneys proactively, to implement the CTAPP to strengthen regulatory oversight over Client Trust Accounts (CTAs), to improve the State Bar’s ability to detect and prevent attorney misappropriation of client funds, to enhance the professionalism of the legal profession, and to increase the public trust in attorneys. The Division of Regulation will also enforce licensee noncompliance with CTAPP reporting requirements.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Managed the licensee records, including billing of annual fees and monitoring of compliance with various regulatory requirements, of over 285,000 attorneys, including almost 200,000 on Active status.
- Processed approximately 1,150 new Law Corporation or LLP applications, and 12,250 annual renewals. Issued approximately 10,000 certificates of standing, within a five-day turnaround window over 98 percent of the time.
- Converted voluntary status change forms to a DocuSign format to facilitate efficient and accurate submissions.
- Successfully completed a reorganization, transitioning the MCLE Provider certification unit to the Office of Professional Competence, transitioning the Contact Center to the Office of the Public Trust Liaison, and incorporating the remaining Attorney Regulation functions into the newly formed Division of Regulation.
- Launched CTAPP, including an aggressive outreach campaign, and development of reporting compliance mechanisms.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Complete initial round of CTAPP reporting; initiate follow-up, including assessment of CTA rule-compliance based on self-assessment and certification responses and notification to attorneys who fail to comply with reporting requirements.
- Recommend statutory changes to enable collection of additional bank data in order to assess trust accounting practices and develop a framework for substantive audits to begin in 2024.
- The Division of Regulation will also work to automate manual processes and, where IT resources are available, update licensee services to maximize e-submission of documents. Enhance existing systems to assist the billing, licensing, registration, and compliance functions of the division specifically as related to data analytics and data-informed decision-making.
- Ensure compliance with 10-hour New Attorney Training and Rule 2.2 reporting requirements.
- Improve customer service and responsiveness.

2023 BUDGETED REVENUE

Total budgeted revenue for the Division of Regulation for 2023 is \$257,000. Revenue is comprised primarily of late compliance fees and fees for certificates of standing. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for the Division of Regulation. The MCLE Provider Certification Program moving to the Office of Professional Competence accounts for the drop in revenue in 2023.

Table 1. Source of Revenue by Fund

Fund	2022 Budget	2023 Budget	2024 Forecast
General Fund			
Other Fees	\$829,500	\$250,000	\$403,250
Other Revenue	6,000	7,000	-
General Fund Total	835,500	257,000	410,341
Total Fund Sources	\$835,500	\$257,000	\$410,341

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Division of Regulation for 2023 are \$5.3 million. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the Division of Regulation. The Office of Attorney Regulation & Consumer Resources was divided in 2023 to the new Division of Regulation or the Office of the Public Trust Liaison. Staff from the call center went to the Office of the Public Trust Liaison, resulting in a drop of expenses in table 2.

Table 2. Expenses⁴

Expense Categories	2022 Budget	2023 Budget	2024 Forecast
Personnel Costs	\$3,892,400	\$3,092,000	\$3,244,200
Building Operations	12,000	9,243	9,800
Services	108,200	286,041	302,300
Supplies	87,000	58,824	62,200
Equipment	5,200	8,157	8,700
Other Expenses	4,000	-	-
Indirect Costs	2,671,833	1,848,197	1,953,545
Total Expenses	\$6,780,633	\$5,302,462	\$5,580,745

PERSONNEL

The Division of Regulation employs 22.0 full-time employees. **Table 3** provides prior and current year staffing information for the Division of Regulation.

⁴ 2022 Budget numbers are for the Office of Attorney Regulation & Consumer Resources.

Table 3. Staffing⁵

	Positions			Salaries	
	2022 Budget	2023 Budget	2024 Forecast	2023 Budget	2024 Forecast
Principal Program Analyst	-	3.00	3.00	\$353,321	\$388,209
Program Analyst	-	1.00	1.00	98,655	102,782
Program Assistant II	-	4.00	4.00	244,721	257,227
Program Assistant III	-	3.00	3.00	202,661	212,743
Program Coordinator	-	4.00	4.00	349,475	360,626
Program Director II	-	1.00	1.00	189,345	194,785
Program Manager I	-	1.00	1.00	132,966	136,809
Program Specialist	-	1.00	1.00	79,366	81,350
Program Supervisor	-	2.00	2.00	215,302	225,470
Senior Program Analyst	-	1.00	1.00	101,209	108,700
Special Counsel, Regulation	-	1.00	1.00	232,801	238,621
Total FTE	-	22.00	22.00	\$2,199,821	\$2,307,321

⁵ The Division of Regulation is a new office for 2023. It absorbed staff from the Office of Attorney Regulation & Consumer Resources.

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, investments, payroll, 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, investments, 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.

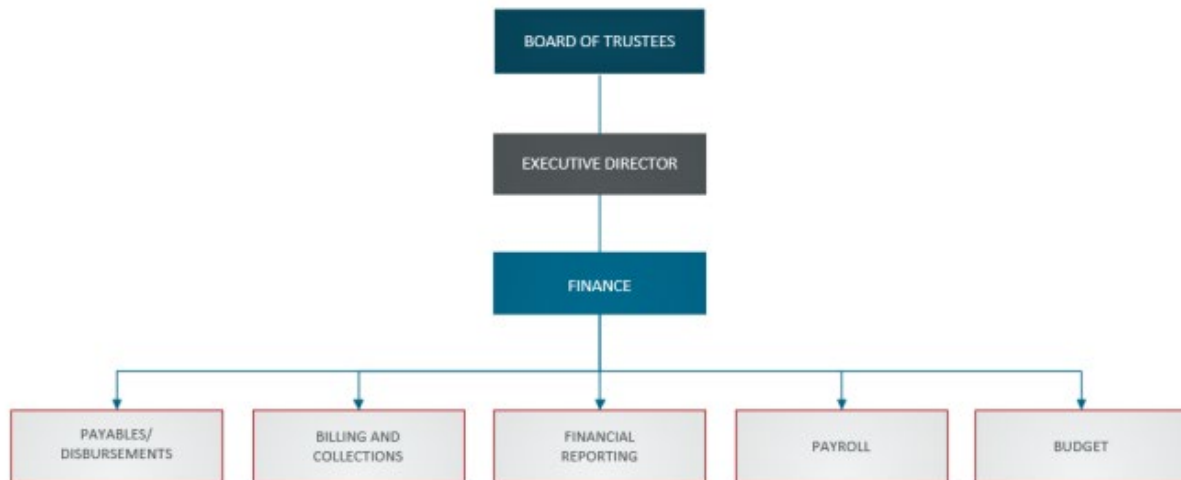
LICENSEE BILLING AND COLLECTIONS MANAGEMENT

Licensee Billing is responsible for ensuring attorneys' annual fees and other payments are properly processed. The primary task for Licensee Billing staff is 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 coordinates collection activity with the Franchise Tax Board.

OFFICE OBJECTIVES

- Maintaining accurate financial records for the State Bar's financial activities, including related written policies and procedures.
- Coordinating external audits to verify accuracy, prevent fraud, and identify opportunities for improvement.
- Paying employees and vendors accurately and timely.
- Developing and monitoring 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.
- Ensuring that operating units do not spend more than approved.
- Promoting transparency in relation to the State Bar's financial operations to increase trust and confidence in the organization.
- Coordinating with all operating units of the State Bar to continually improve its business processes, including payroll, payables, billing, receivables, grants, financial reporting, and budgeting.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Timely transmission of monthly budget reports.
- Presented timely quarterly reports to the Finance Committee.
- Completed the 2021 financial audit with no significant findings.
- Implemented cross validation rules to minimize accounting errors.
- Implemented rules 2.11 and 2.13 in collaboration to decrease rate of noncompliant payments.
- Filled all available vacancies to conduct the office's business efficiently and effectively.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Facilitate completion of the 2023 audit by the State Auditor and implement recommendations as appropriate.
Improve collections procedures and increase the amount collected.
- Facilitate a five-year internal control audit with outside auditors.
- Procure a new contract with an outside auditor for the annual financial audit.
- Improve procedures related to financial projections and variance analysis.
- Streamline expense coding process to reduce errors.
- Revise investment policy to reflect DEI and social responsibility goals and standards.

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Finance for 2023 are \$3.3 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 expenses for the Office of Finance.

Table 1. Expenses

Expense Categories	2022 Budget	2023 Budget	2024 Forecast
Personnel Costs	\$2,719,800	\$2,770,500	\$2,896,400
Building Operations	3,515	2,992	3,200
Services	448,712	547,042	578,200
Supplies	25,645	20,033	21,100
Equipment	14,501	2,250	2,400
Other Expenses	9,440	4,900	5,200
Total Expenses	\$3,221,613	\$3,347,717	\$3,506,500

PERSONNEL

The Office of Finance employs 18.0 full-time employees. **Table 2** provides prior and current year staffing information for the Office of Finance.

Table 2. Staffing

	Positions			Salaries	
	2022 Budget	2023 Budget	2024 Forecast	2023 Budget	2024 Forecast
Chief Financial Officer	1.00	1.00	1.00	\$229,052	\$245,499
Controller	1.00	1.00	1.00	166,013	177,075
Finance Manager	1.00	1.00	1.00	154,035	158,101
Financial Analyst	4.00	3.00	3.00	269,608	282,756
Fiscal Services Specialist	4.00	5.00	5.00	363,148	383,681
Principal Financial Analyst	3.00	3.00	3.00	400,417	410,428
Program Coordinator	1.00	1.00	1.00	71,771	76,564
Senior Financial Analyst	3.00	3.00	3.00	329,245	339,215
Total FTE	18.00	18.00	18.00	\$1,983,290	\$2,073,317

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State Bar of California
Projected Reserve Balance by Fund
December 31, 2023

	Projected Reserve Bal 12/31/22	2023 Budgeted Revenues	2023 Budgeted Expenses	2023 Indirect Costs	2023 Expenses & Indirect Costs	2023 Interfund Transfers	2023 Budgeted Surplus/ (Deficit)	Projected Reserve Bal 12/31/23	Reserve Level (%) *
General Fund	\$12,399,882	\$91,345,020	(\$105,973,559)	\$10,300,299	(\$95,673,260)	(\$400,000)	(\$4,328,240)	\$8,071,642	8.4%
Restricted Funds									
Admissions Fund (320)	11,037,194	17,469,225	(18,070,575)	(6,448,824)	(24,519,399)	-	(7,050,174)	3,987,021	16.3%
Elimination of Bias Fund (217)	(8,190)	321,294	(232,332)	(103,037)	(335,369)	-	(14,075)	(22,265)	-6.6%
Lawyer Assistance Program Fund (221)	1,476,979	2,140,553	(1,936,778)	(647,532)	(2,584,310)	-	(443,757)	1,033,222	40.0%
Legal Specialization Fund (214)	-	2,195,338	(1,238,153)	(612,393)	(1,850,546)	-	344,792	344,792	18.6%
Legislative Activities Fund (216)	491,544	502,369	(237,000)	(75,405)	(312,405)	-	189,964	681,507	218.1%
Bank Settlement Fund (237)	4,717,645	72,919	(80,294)	(45,869)	(126,163)	-	(53,244)	4,664,401	NA
Client Security Fund (227)	7,592,160	8,204,672	(6,876,670)	(767,343)	(7,644,013)	-	560,659	8,152,819	NA
Equal Access Fund (229)	3,051,286	34,843,922	(35,004,314)	(494,379)	(35,498,693)	-	(654,771)	2,396,515	NA
Grants Fund (312)	530,311	63,864,329	(63,844,238)	(303,356)	(64,147,594)	-	(283,265)	247,046	NA
Justice Gap Fund (232)	3,892,462	1,451,368	(1,000,000)	(9,973)	(1,009,973)	(1,000,000)	441,395	4,333,857	NA
Legal Services Trust Fund (228)	56,312,550	47,447,328	(52,003,586)	(792,188)	(52,795,774)	1,400,000	(5,348,446)	50,964,104	NA
Tenant Improvement Fund (338)	2,281,681	-	-	-	-	-	-	2,281,681	NA
Restricted Funds Total	91,375,622	178,513,317	(180,523,940)	(10,300,299)	(190,824,239)	400,000	(12,310,922)	79,064,700	
Grand Total	\$103,775,504	\$269,858,337	(\$286,497,499)	-	(\$286,497,499)	-	(\$16,639,162)	\$87,136,342	

* Board Reserve Policy specifies that all grant-related funds are excluded from the Minimum Target Reserve requirement of 17%.
The excluded funds are the Grant, Legal Service Trust, Equal Access, Justice Gap, Bank Settlement, and Client Security funds.

The State Bar of California
State Bar-Wide Budget

State Bar of California State Bar-Wide Budget

	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2024 Forecast
Revenues					
Mandatory Licensee Fees	\$94,048,217	\$94,223,793	\$95,943,044	\$95,431,500	\$96,672,110
Donations & Opt Out	9,142,566	9,390,000	9,620,992	9,360,000	9,481,680
Other Fees	12,662,710	11,747,430	11,866,158	11,165,230	12,676,628
Exam Fees	11,571,766	9,881,800	11,190,360	11,232,373	11,232,373
Grants	58,809,732	126,067,453	167,635,292	137,446,025	139,232,823
Other Revenues	(326,557)	2,000	340,559	330,700	335,000
Investment Income	(7,648)	543,400	(54,318)	797,309	806,805
Lease Revenue	3,133,009	3,652,249	3,653,465	2,695,200	401,813
Total Revenues	189,033,795	255,508,125	300,195,551	268,458,337	270,839,232
Expenses					
Personnel Costs	79,649,265	95,376,874	98,209,733	99,257,893	104,688,100
Building Operations	6,739,589	7,810,889	6,802,302	5,445,084	4,219,000
Services	9,023,276	15,971,831	15,961,365	13,589,600	14,166,504
Grants Expenses	61,133,150	147,387,837	147,670,488	147,576,416	155,988,300
Supplies	793,937	1,123,615	1,044,454	744,155	773,273
Equipment	3,752,809	4,601,816	2,431,449	3,739,257	3,954,914
Other Expenses	320,035	1,242,084	1,199,040	1,034,085	1,082,477
Exam-Related Expenses	3,794,775	4,397,852	4,994,986	7,484,309	7,911,200
Payouts and Reimbursements	2,873,470	6,198,000	714,212	3,586,532	3,790,900
Indirect Costs	-	-	-	-	1
Depreciation	6,681,596	-	-	-	-
Debt Related	682,165	3,508,194	776,537	2,640,168	1,872,900
Total Expenses	175,444,067	287,618,992	279,804,565	285,097,499	298,447,569
Interfund Transactions					
Transfer In	1,664,011	1,100,000	1,169,799	1,400,000	1,422,800
Transfers Out	(1,664,011)	(1,100,000)	(1,169,799)	(1,400,000)	(1,422,800)
Total Interfund Transactions	-	-	-	-	-
Change in Net Position	\$13,589,728	(\$32,110,867)	\$20,390,986	(\$16,639,162)	(\$27,608,337)

Budget-by Fund

State Bar of California Budget-by Fund

General Fund	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2024 Forecast
Revenues					
Mandatory Licensee Fees	\$83,882,829	\$84,108,523	\$85,571,269	\$85,179,200	\$86,286,530
Other Fees	2,890,038	2,900,000	2,889,884	2,799,800	4,311,198
Other Revenues	(351,071)	(3,300)	250,606	263,200	266,622
Investment Income	46,054	342,400	(37,563)	407,620	412,918
Lease Revenue	3,133,009	3,652,249	3,653,465	2,695,200	401,813
Total Revenues	89,600,859	90,999,872	92,327,661	91,345,020	91,679,081
Expenses					
Personnel Costs	67,171,460	81,572,720	84,829,067	84,439,700	89,025,400
Building Operations	6,573,731	7,600,257	6,621,603	5,270,827	4,034,700
Services	6,572,993	8,854,321	10,351,237	10,452,456	10,850,500
Supplies	734,469	1,014,055	987,499	684,747	710,600
Equipment	3,383,554	3,880,336	1,942,984	3,281,415	3,471,000
Other Expenses	206,002	933,700	952,606	604,246	627,900
Payouts and Reimbursements	(1,559,668)	(1,500,000)	(1,830,344)	(1,800,000)	(1,902,600)
Indirect Costs	(9,501,059)	(10,789,500)	(10,789,500)	(10,300,299)	(10,887,415)
Depreciation	6,681,596	-	-	-	-
Debt Related	307,724	3,508,194	776,537	2,640,168	1,872,900
Total Expenses	80,570,803	95,074,083	93,841,690	95,273,260	97,802,985
Interfund Transactions					
Transfer In	57,091	-	62,924	-	-
Transfers Out	(60,307)	-	(60,203)	(400,000)	(422,800)
Total Interfund Transactions	(3,216)	-	2,721	(400,000)	(422,800)
Change in Net Position	\$9,026,840	(\$4,074,211)	(\$1,511,308)	(\$4,328,240)	(\$6,546,704)

State Bar of California Budget-by Fund

Bank Settlement Fund	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2024 Forecast
Revenues					
Investment Income	(\$9,955)	\$37,500	(\$3,135)	\$72,919	\$73,867
Total Revenues	(9,955)	37,500	(3,135)	72,919	73,867
Expenses					
Personnel Costs	79,424	100,500	78,323	77,700	83,800
Services	3,625	-	-	-	-
Grants Expenses	2,272,758	2,272,100	2,272,084	-	-
Supplies	-	750	-	-	-
Equipment	-	4,500	-	-	-
Other Expenses	-	2,594	-	2,594	2,743
Indirect Costs	65,903	68,687	68,687	45,869	48,484
Total Expenses	2,421,710	2,449,131	2,419,094	126,163	135,027
 Change in Net Position	 (\$2,431,665)	 (\$2,411,631)	 (\$2,422,229)	 (\$53,244)	 (\$61,160)

State Bar of California Budget-by Fund

Client Security Fund	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2024 Forecast
Revenues					
Mandatory Licensee Fees	\$8,061,178	\$8,020,090	\$8,220,751	\$8,125,000	\$8,230,625
Other Revenues	24,075	5,000	89,792	67,500	68,378
Investment Income	(1,662)	6,300	(523)	12,172	12,330
Total Revenues	8,083,591	8,031,390	8,310,019	8,204,672	8,311,333
Expenses					
Personnel Costs	1,236,673	1,391,800	1,412,995	1,372,900	1,426,200
Building Operations	1,306	7,014	550	733	800
Services	1,517	13,093	4,598	104,288	110,200
Supplies	7,304	10,241	4,319	5,261	5,600
Equipment	4,267	9,000	3,566	2,956	3,100
Other Expenses	300	5,100	599	4,000	4,300
Payouts and Reimbursements	4,433,138	7,698,000	2,544,556	5,386,532	5,693,500
Indirect Costs	723,309	764,524	764,524	767,343	811,081
Total Expenses	6,407,813	9,898,771	4,735,707	7,644,013	8,054,781
Interfund Transactions					
Transfer In	5,520	-	5,480	-	-
Transfers Out	(2,315)	-	(1,852)	-	-
Total Interfund Transactions	3,205	-	3,628	-	-
Change in Net Position	\$1,678,983	(\$1,867,381)	\$3,577,941	\$560,659	\$256,552

State Bar of California Budget-by Fund

Elimination of Bias Fund	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2024 Forecast
Revenues					
Donations & Opt Out	\$314,893	\$320,000	\$323,420	\$320,000	\$324,160
Investment Income	(177)	500	(56)	1,294	1,311
Total Revenues	314,717	320,500	323,364	321,294	325,471
Expenses					
Personnel Costs	199,867	391,400	369,884	166,900	176,500
Building Operations	-	1,275	-	-	-
Services	23,080	25,100	23,363	38,063	40,200
Supplies	-	980	-	-	-
Equipment	-	500	-	-	-
Other Expenses	-	11,621	686	27,369	28,935
Indirect Costs	115,097	248,068	248,068	103,037	108,910
Total Expenses	338,044	678,944	642,000	335,369	354,545
 Change in Net Position	 (\$23,327)	 (\$358,444)	 (\$318,636)	 (\$14,075)	 (\$29,074)

State Bar of California Budget-by Fund

Equal Access Fund	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2024 Forecast
Revenues					
Grants	\$26,360,000	\$70,059,816	\$70,396,517	\$34,792,514	\$35,244,816
Investment Income	(7,018)	26,500	(2,210)	51,408	52,076
Total Revenues	26,352,982	70,086,316	70,394,307	34,843,922	35,296,892
Expenses					
Personnel Costs	482,612	583,700	514,874	913,800	987,000
Services	146,661	274,000	167,859	248,000	262,100
Grants Expenses	24,396,022	69,435,226	69,787,333	33,842,514	35,771,500
Other Expenses	-	-	(49)	-	-
Indirect Costs	271,225	406,059	406,059	494,379	522,559
Total Expenses	25,296,520	70,698,985	70,876,076	35,498,693	37,543,159
 Change in Net Position	 \$1,056,462	 (\$612,669)	 (\$481,769)	 (\$654,771)	 (\$2,246,267)

State Bar of California Budget-by Fund

Justice Gap Fund	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2024 Forecast
Revenues					
Donations & Opt Out	\$1,175,151	\$1,440,000	\$1,405,722	\$1,440,000	\$1,458,720
Investment Income	(1,552)	5,800	(489)	11,368	11,516
Total Revenues	1,173,599	1,445,800	1,405,233	1,451,368	1,470,236
Expenses					
Indirect Costs	13,719	11,012	11,012	9,973	10,541
Total Expenses	13,719	11,012	11,012	9,973	10,541
Interfund Transactions					
Transfers Out	(1,500,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total Interfund Transactions	(1,500,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Change in Net Position	(\$340,120)	\$434,788	\$394,221	\$441,395	\$459,695

State Bar of California Budget-by Fund

Lawyer Assistance Program Fund	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2024 Forecast
Revenues					
Mandatory Licensee Fees	\$2,104,211	\$2,095,180	\$2,151,024	\$2,127,300	\$2,154,955
Other Fees	112	-	-	-	-
Investment Income	(1,809)	7,000	(570)	13,253	13,425
Total Revenues	2,102,513	2,102,180	2,150,454	2,140,553	2,168,380
Expenses					
Personnel Costs	1,238,583	1,309,000	1,189,707	1,298,200	1,338,000
Building Operations	136,672	152,059	158,181	148,518	157,000
Services	297,445	465,640	248,331	454,203	480,104
Supplies	3,360	4,900	4,111	6,018	6,273
Equipment	858	4,700	106	2,106	2,214
Other Expenses	2,115	25,700	16,949	27,733	29,285
Indirect Costs	607,314	639,651	639,651	647,532	684,441
Total Expenses	2,286,347	2,601,650	2,257,036	2,584,310	2,697,317
Interfund Transactions					
Transfer In	1,400	-	1,395	-	-
Total Interfund Transactions	1,400	-	1,395	-	-
Change in Net Position	(\$182,434)	(\$499,470)	(\$105,187)	(\$443,757)	(\$528,937)

State Bar of California Budget-by Fund

Legal Services Trust Fund	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2024 Forecast
Revenues					
Donations & Opt Out	\$6,926,358	\$6,900,000	\$7,141,570	\$7,100,000	\$7,192,300
Grants	22,526,029	15,750,000	56,855,384	38,789,182	39,293,441
Investment Income	(21,590)	81,800	(6,800)	158,146	160,202
Total Revenues	29,430,797	22,731,800	63,990,154	46,047,328	46,645,943
Expenses					
Personnel Costs	823,072	1,022,100	968,162	1,300,200	1,406,400
Building Operations	35	11,000	-	-	-
Services	261,473	114,604	51,306	34,506	36,500
Grants Expenses	24,598,697	36,134,840	36,065,405	50,585,254	53,468,600
Supplies	5,150	11,930	5,021	7,442	7,800
Equipment	21	2,900	212	631	700
Other Expenses	544	32,335	6,520	75,553	79,800
Indirect Costs	703,816	720,253	720,253	792,188	837,343
Total Expenses	26,392,808	38,049,962	37,816,879	52,795,774	55,837,143
Interfund Transactions					
Transfer In	1,500,000	1,000,000	1,000,000	1,400,000	1,422,800
Transfers Out	-	-	(130)	-	-
Total Interfund Transactions	1,500,000	1,000,000	999,870	1,400,000	1,422,800
Change in Net Position	\$4,537,989	(\$14,318,162)	\$27,173,145	(\$5,348,446)	(\$7,768,400)

State Bar of California Budget-by Fund

Legal Specialization Fund	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2024 Forecast
Revenues					
Other Fees	\$2,370,692	\$2,172,930	\$2,205,995	\$2,177,930	\$2,177,930
Other Revenues	364	300	161	-	-
Investment Income	(2,377)	8,800	(749)	17,408	17,408
Total Revenues	2,368,679	2,182,030	2,205,407	2,195,338	2,195,338
Expenses					
Personnel Costs	753,869	780,000	826,552	814,100	851,600
Building Operations	-	240	-	-	-
Services	123,547	152,863	86,079	135,263	142,900
Supplies	2,113	1,600	7,115	1,099	1,200
Equipment	114,039	238,000	122,195	152,230	160,900
Other Expenses	5,178	11,375	13,651	17,209	18,200
Exam Related Expenses	58,263	233,627	74,049	118,252	125,000
Indirect Costs	689,867	680,167	680,167	612,393	647,299
Total Expenses	1,746,876	2,097,872	1,809,809	1,850,546	1,947,099
Interfund Transactions					
Transfer In	100,000	100,000	100,000	-	-
Total Interfund Transactions	100,000	100,000	100,000	-	-
Change in Net Position	\$721,804	\$184,158	\$495,599	\$344,792	\$248,239

State Bar of California Budget-by Fund

Legislative Activities Fund	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2024 Forecast
Revenues					
Donations & Opt Out	\$726,163	\$730,000	\$750,280	\$500,000	\$506,500
Investment Income	(323)	1,300	(102)	2,369	2,400
Total Revenues	725,840	731,300	750,178	502,369	508,900
Expenses					
Personnel Costs	419,885	282,400	271,231	225,200	241,300
Services	195,000	180,000	137,716	11,800	12,500
Supplies	2,028	1	600	-	-
Equipment	2	1,000	-	-	-
Other Expenses	-	10,000	139	-	-
Indirect Costs	162,862	161,779	161,779	75,405	79,703
Total Expenses	779,777	635,180	571,465	312,405	333,503
 Change in Net Position	 (\$53,937)	 \$96,120	 \$178,713	 \$189,964	 \$175,397

State Bar of California Budget-by Fund

Admissions Fund	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2024 Forecast
Revenues					
Other Fees	\$7,401,868	\$6,674,500	\$6,770,279	\$6,187,500	\$6,187,500
Exam Fees	11,571,766	9,881,800	11,190,360	11,232,373	11,232,373
Grants	-	100	-	-	-
Other Revenues	75	-	-	-	-
Investment Income	(6,738)	25,500	(2,122)	49,352	49,352
Total Revenues	18,966,971	16,581,900	17,958,517	17,469,225	17,469,225
Expenses					
Personnel Costs	7,250,673	7,721,454	7,466,578	8,030,793	8,484,300
Building Operations	27,845	39,045	21,968	25,006	26,500
Services	1,254,623	5,854,210	4,791,627	2,049,831	2,166,900
Supplies	39,512	79,158	35,789	39,588	41,800
Equipment	250,059	460,880	362,385	299,919	317,000
Other Expenses	93,396	187,159	207,940	259,381	274,400
Exam-Related Expenses	3,736,513	4,164,225	4,853,045	7,366,057	7,786,200
Indirect Costs	6,130,032	6,948,492	6,948,492	6,448,824	6,816,408
Total Expenses	18,782,654	25,454,623	24,687,824	24,519,399	25,913,508
Interfund Transactions					
Transfers Out	(101,389)	(100,000)	(101,389)	-	-
Total Interfund Transactions	(101,389)	(100,000)	(101,389)	-	-
Change in Net Position	\$82,928	(\$8,972,723)	(\$6,830,696)	(\$7,050,174)	(\$8,444,283)

Budget-by Cost Center

The State Bar of California
Budget-by Cost Center
Access & Inclusion

<u>Access & Inclusion</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$8,416,402	\$8,660,000	\$8,870,712	\$8,860,000	\$8,975,180
44-Grants	\$58,809,732	\$126,067,353	\$167,475,292	\$137,446,025	\$139,232,823
47-Investment Income	(\$40,291)	\$152,100	(\$12,690)	\$295,135	\$298,972
49-Transfer In	\$1,500,000	\$1,000,000	\$1,000,000	\$1,400,000	\$1,422,800
Revenue Total	\$68,685,843	\$135,879,453	\$177,333,314	\$148,001,160	\$149,929,775
50-Personnel Costs	\$2,016,444	\$2,591,300	\$2,446,260	\$3,077,000	\$3,321,300
51-Building Operations	\$131	\$12,425	-	-	-
52-Services	\$639,798	\$701,704	\$519,871	\$672,884	\$711,100
53-Grants Expenses	\$61,133,150	\$147,387,837	\$147,670,488	\$147,576,416	\$155,988,300
54-Supplies	\$5,652	\$18,725	\$5,704	\$7,442	\$7,800
55-Equipment	\$1,021	\$10,643	\$645	\$631	\$700
56-Other Expenses	\$14,045	\$80,683	\$9,565	\$121,516	\$128,392
59-Indirect Costs	\$1,603,919	\$1,795,008	\$1,795,008	\$1,748,802	\$1,848,484
69-Transfers Out	\$1,500,000	\$1,000,000	\$1,000,261	\$1,000,000	\$1,000,000
Expenses Total	\$66,914,160	\$153,598,325	\$153,447,800	\$154,204,691	\$163,006,076
Access & Inclusion Surplus/(Deficit)	\$1,771,683	(\$17,718,872)	\$23,885,514	(\$6,203,531)	(\$13,076,301)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

<u>8210 - Commission on Access to Justice</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
52-Services	\$126	-	-	-	-
Expenses Total	\$126	-	-	-	-
8210 - Commission on Access to Justice Surplus/(Deficit)	(\$126)	-	-	-	-

The State Bar of California
Budget-by Cost Center
Access & Inclusion

<u>8211 - Access & Inclusion</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$438,322	\$271,800	\$232,658	-	-
51-Building Operations	\$96	\$150	-	-	-
52-Services	\$165,162	\$250,000	\$178,094	-	-
54-Supplies	\$502	\$5,065	\$683	-	-
55-Equipment	\$394	\$2,743	\$432	-	-
56-Other Expenses	\$302	\$11,633	\$2,408	-	-
59-Indirect Costs	\$416,244	\$200,121	\$200,121	-	-
69-Transfers Out	-	-	\$130	-	-
Expenses Total	\$1,021,021	\$741,512	\$614,527	-	-
8211 - Access & Inclusion Surplus/(Deficit)	(\$1,021,021)	(\$741,512)	(\$614,527)	-	-

The State Bar of California
Budget-by Cost Center
Access & Inclusion

8212 - Pgrm. Dev.-Project	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
Revenue Total	-	-	-	-	-
55-Equipment	\$597	-	-	-	-
Expenses Total	\$597	-	-	-	-
8212 - Pgrm. Dev.-Project Surplus/(Deficit)	(\$597)	-	-	-	-

The State Bar of California
Budget-by Cost Center
Access & Inclusion

<u>8213 - 10th Anniversary Programs</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
55-Equipment	\$3	-	-	-	-
Expenses Total	\$3	-	-	-	-
8213 - 10th Anniversary Programs Surplus/(Deficit)	(\$3)	-	-	-	-

The State Bar of California
Budget-by Cost Center
Access & Inclusion

<u>8215 - Effective Lawyering Curriculum</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
55-Equipment	\$6	-	-	-	-
Expenses Total	\$6	-	-	-	-
8215 - Effective Lawyering Curriculum Surplus/(Deficit)	(\$6)	-	-	-	-

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<u>8217 - Grants Fund Asset BU</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	(\$6,852)	-	-	-	-
Expenses Total	(\$6,852)	-	-	-	-
8217 - Grants Fund Asset BU Surplus/(Deficit)	\$6,852	-	-	-	-

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8218 - LSTF Grants	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$32,853	-	-	-	-
44-Grants	\$22,526,029	\$15,750,000	\$56,855,384	\$38,789,182	\$39,293,441
47-Investment Income	(\$21,590)	\$81,800	(\$6,800)	\$158,146	\$160,202
Revenue Total	\$22,537,292	\$15,831,800	\$56,848,584	\$38,947,328	\$39,453,643
53-Grants Expenses	\$23,951,697	\$35,487,840	\$35,419,477	\$50,585,254	\$53,468,600
54-Supplies	\$1	-	-	-	-
55-Equipment	-	-	\$1	-	-
59-Indirect Costs	-	-	-	\$49,173	\$51,976
Expenses Total	\$23,951,698	\$35,487,840	\$35,419,478	\$50,634,427	\$53,520,576
8218 - LSTF Grants Surplus/(Deficit)	(\$1,414,405)	(\$19,656,040)	\$21,429,106	(\$11,687,099)	(\$14,066,933)

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<u>8219 - LSTF Administration</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$871,445	\$1,022,100	\$968,162	\$1,300,200	\$1,406,400
51-Building Operations	\$35	\$11,000	-	-	-
52-Services	\$291,145	\$114,604	\$51,306	\$325,631	\$344,200
54-Supplies	\$5,150	\$11,930	\$5,021	\$7,442	\$7,800
55-Equipment	\$21	\$2,900	\$211	\$631	\$700
56-Other Expenses	\$544	\$32,335	\$6,471	\$75,553	\$79,800
59-Indirect Costs	\$645,282	\$667,489	\$667,489	\$743,015	\$785,367
69-Transfers Out	-	-	\$130	-	-
Expenses Total	\$1,813,622	\$1,862,358	\$1,698,790	\$2,452,472	\$2,624,267
8219 - LSTF Administration Surplus/(Deficit)	(\$1,813,622)	(\$1,862,358)	(\$1,698,790)	(\$2,452,472)	(\$2,624,267)

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8223 - LSTF Asset BU	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$6,893,505	\$6,900,000	\$7,141,570	\$7,100,000	\$7,192,300
49-Transfer In	\$1,500,000	\$1,000,000	\$1,000,000	\$1,400,000	\$1,422,800
Revenue Total	\$8,393,505	\$7,900,000	\$8,141,570	\$8,500,000	\$8,615,100
50-Personnel Costs	(\$48,373)	-	-	-	-
53-Grants Expenses	\$647,000	\$647,000	\$646,198	-	-
59-Indirect Costs	\$58,534	\$52,764	\$52,764	-	-
Expenses Total	\$657,161	\$699,764	\$698,962	-	-
8223 - LSTF Asset BU Surplus/(Deficit)	\$7,736,343	\$7,200,236	\$7,442,608	\$8,500,000	\$8,615,100

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8224 - Equal Access -Admin	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
Revenue Total	-	-	-	-	-
50-Personnel Costs	\$482,612	\$583,700	\$514,874	\$913,800	\$987,000
52-Services	\$143,253	\$274,000	\$167,859	\$248,000	\$262,100
59-Indirect Costs	\$271,225	\$406,059	\$406,059	\$494,379	\$522,559
Expenses Total	\$897,090	\$1,263,759	\$1,088,792	\$1,656,179	\$1,771,659
8224 - Equal Access -Admin Surplus/(Deficit)	(\$897,090)	(\$1,263,759)	(\$1,088,792)	(\$1,656,179)	(\$1,771,659)

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8225 - Equal Access -Grants	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
44-Grants	\$26,360,000	\$70,059,816	\$70,396,517	\$34,792,514	\$35,244,816
47-Investment Income	(\$7,018)	\$26,500	(\$2,210)	\$51,408	\$52,076
Revenue Total	\$26,352,982	\$70,086,316	\$70,394,307	\$34,843,922	\$35,296,892
52-Services	\$3,408	-	-	-	-
53-Grants Expenses	\$24,396,022	\$69,435,226	\$69,787,063	\$33,842,514	\$35,771,500
Expenses Total	\$24,399,430	\$69,435,226	\$69,787,063	\$33,842,514	\$35,771,500
8225 - Equal Access -Grants Surplus/(Deficit)	\$1,953,552	\$651,090	\$607,244	\$1,001,408	(\$474,608)

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<u>8227 - Justice Gap Fund - BU</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$1,175,151	\$1,440,000	\$1,405,722	\$1,440,000	\$1,458,720
47-Investment Income	(\$1,552)	\$5,800	(\$489)	\$11,368	\$11,516
Revenue Total	\$1,173,599	\$1,445,800	\$1,405,233	\$1,451,368	\$1,470,236
59-Indirect Costs	\$13,719	\$11,012	\$11,012	\$9,973	\$10,541
69-Transfers Out	\$1,500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Expenses Total	\$1,513,719	\$1,011,012	\$1,011,012	\$1,009,973	\$1,010,541
8227 - Justice Gap Fund - BU Surplus/(Deficit)	(\$340,120)	\$434,788	\$394,221	\$441,395	\$459,695

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<u>8228 - BofA-Second Settlement</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$79,424	\$100,500	\$78,323	\$77,700	\$83,800
52-Services	\$3,625	-	-	-	-
53-Grants Expenses	\$2,272,758	\$2,272,100	\$2,272,084	-	-
54-Supplies	-	\$750	-	-	-
55-Equipment	-	\$4,500	-	-	-
56-Other Expenses	-	\$2,594	-	\$2,594	\$2,743
59-Indirect Costs	\$65,903	\$68,687	\$68,687	\$45,869	\$48,484
Expenses Total	\$2,421,710	\$2,449,131	\$2,419,094	\$126,163	\$135,027
8228 - BofA-Second Settlement Surplus/(Deficit)	(\$2,421,710)	(\$2,449,131)	(\$2,419,094)	(\$126,163)	(\$135,027)

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8229 - Bank Settlement Fund	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
47-Investment Income	(\$9,955)	\$37,500	(\$3,135)	\$72,919	\$73,867
Revenue Total	(\$9,955)	\$37,500	(\$3,135)	\$72,919	\$73,867
Expenses Total	-	-	-	-	-
8229 - Bank Settlement Fund Surplus/(Deficit)	(\$9,955)	\$37,500	(\$3,135)	\$72,919	\$73,867

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<u>8231 - Stakeholder Outreach</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
59-Indirect Costs	\$261	-	-	-	-
Expenses Total	\$261	-	-	-	-
8231 - Stakeholder Outreach Surplus/(Deficit)	(\$261)	-	-	-	-

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8233 - Elimination of Bias	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	-	\$320,000	\$323,420	\$320,000	\$324,160
47-Investment Income	-	\$500	(\$56)	\$1,294	\$1,311
Revenue Total	-	\$320,500	\$323,364	\$321,294	\$325,471
50-Personnel Costs	\$199,867	\$391,400	\$369,884	\$166,900	\$176,500
51-Building Operations	-	\$1,275	-	-	-
52-Services	\$23,080	\$25,100	\$23,363	\$38,063	\$40,200
54-Supplies	-	\$980	-	-	-
55-Equipment	-	\$500	-	-	-
56-Other Expenses	-	\$4,669	-	\$4,669	\$4,935
59-Indirect Costs	\$111,482	\$247,571	\$247,571	\$101,347	\$107,124
Expenses Total	\$334,429	\$671,495	\$640,818	\$310,979	\$328,759
8233 - Elimination of Bias Surplus/(Deficit)	(\$334,429)	(\$350,995)	(\$317,453)	\$10,315	(\$3,288)

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<u>8234 - Council on Access & Fairness</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
56-Other Expenses	-	\$6,952	\$686	\$22,700	\$24,000
59-Indirect Costs	\$427	\$497	\$497	\$1,690	\$1,786
Expenses Total	\$427	\$7,449	\$1,183	\$24,390	\$25,786
8234 - Council on Access & Fairness Surplus/(Deficit)	(\$427)	(\$7,449)	(\$1,183)	(\$24,390)	(\$25,786)

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Access & Inclusion

<u>8235 - EOB & Bar Relations</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$314,893	-	-	-	-
47-Investment Income	(\$177)	-	-	-	-
Revenue Total	\$314,717	-	-	-	-
52-Services	\$10,000	-	-	-	-
56-Other Expenses	\$699	-	-	-	-
59-Indirect Costs	\$2,927	-	-	-	-
Expenses Total	\$13,626	-	-	-	-
8235 - EOB & Bar Relations Surplus/(Deficit)	\$301,091	-	-	-	-

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Access & Inclusion

<u>8236 - Homeless Prevention II</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
44-Grants	\$9,923,704	\$10,093,004	\$10,179,846	\$9,767,662	\$9,894,642
Revenue Total	\$9,923,704	\$10,093,004	\$10,179,846	\$9,767,662	\$9,894,642
50-Personnel Costs	-	-	-	\$46,300	\$48,600
52-Services	-	\$6,500	\$93,439	\$13,000	\$13,700
53-Grants Expenses	\$9,865,673	\$9,865,671	\$9,865,671	\$9,718,648	\$10,272,600
56-Other Expenses	\$12,500	\$6,500	-	-	-
59-Indirect Costs	\$17,915	\$929	\$929	\$28,606	\$30,236
Expenses Total	\$9,896,088	\$9,879,600	\$9,960,039	\$9,806,554	\$10,365,136
8236 - Homeless Prevention II Surplus/(Deficit)	\$27,616	\$213,404	\$219,807	(\$38,892)	(\$470,494)

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8237 - Homeless Prevention III	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
44-Grants	-	\$26,333,333	\$26,334,080	\$26,000,000	\$26,338,000
Revenue Total	-	\$26,333,333	\$26,334,080	\$26,000,000	\$26,338,000
50-Personnel Costs	-	\$221,800	\$194,085	\$189,900	\$199,800
52-Services	-	\$31,500	\$5,811	\$48,190	\$50,900
53-Grants Expenses	-	\$26,000,000	\$25,999,994	\$26,000,000	\$27,482,000
56-Other Expenses	-	\$16,000	-	\$16,000	\$16,914
59-Indirect Costs	-	\$139,879	\$139,879	\$105,546	\$111,562
Expenses Total	-	\$26,409,179	\$26,339,769	\$26,359,636	\$27,861,176
8237 - Homeless Prevention III Surplus/(Deficit)	-	(\$75,846)	(\$5,689)	(\$359,636)	(\$1,523,176)

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8238 - CalHFA	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
44-Grants	-	\$3,831,200	\$3,709,465	\$3,680,000	\$3,727,840
Revenue Total	-	\$3,831,200	\$3,709,465	\$3,680,000	\$3,727,840
50-Personnel Costs	-	-	\$88,274	\$120,400	\$135,300
53-Grants Expenses	-	\$3,680,000	\$3,680,001	\$3,680,000	\$3,889,800
59-Indirect Costs	-	-	-	\$42,304	\$44,715
Expenses Total	-	\$3,680,000	\$3,768,275	\$3,842,704	\$4,069,815
8238 - CalHFA Surplus/(Deficit)	-	\$151,200	(\$58,809)	(\$162,704)	(\$341,975)

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<u>8239 - Homeless Prevention 4</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
44-Grants	-	-	-	\$19,500,000	\$19,753,500
Revenue Total	-	-	-	\$19,500,000	\$19,753,500
50-Personnel Costs	-	-	-	\$179,500	\$192,800
53-Grants Expenses	-	-	-	\$19,000,000	\$20,083,000
59-Indirect Costs	-	-	-	\$102,139	\$107,961
Expenses Total	-	-	-	\$19,281,639	\$20,383,761
8239 - Homeless Prevention 4 Surplus/(Deficit)	-	-	-	\$218,361	(\$630,261)

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<u>8240 - Consumer Debt</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
44-Grants	-	-	-	\$4,916,667	\$4,980,584
Revenue Total	-	-	-	\$4,916,667	\$4,980,584
50-Personnel Costs	-	-	-	\$62,700	\$69,100
53-Grants Expenses	-	-	-	\$4,750,000	\$5,020,800
59-Indirect Costs	-	-	-	\$24,761	\$26,173
Expenses Total	-	-	-	\$4,837,461	\$5,116,073
8240 - Consumer Debt Surplus/(Deficit)	-	-	-	\$79,206	(\$135,489)

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8241 - CARE Court	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	-	-	-	\$19,600	\$22,000
Expenses Total	-	-	-	\$19,600	\$22,000
8241 - CARE Court Surplus/(Deficit)	-	-	-	(\$19,600)	(\$22,000)

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Administration

<u>Administration</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$132,967	-	\$19,970	-	-
51-Building Operations	\$2,175	-	\$1,494	-	-
52-Services	\$116	-	\$76	-	-
54-Supplies	\$658	-	\$418	-	-
55-Equipment	\$174	-	\$52	-	-
56-Other Expenses	\$1,717	-	\$8,548	\$7,400	\$7,800
Expenses Total	\$137,808	-	\$30,558	\$7,400	\$7,800
Administration Surplus/(Deficit)	(\$137,808)	-	(\$30,558)	(\$7,400)	(\$7,800)

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Administration

<u>5110 - Administration</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$132,967	-	\$19,970	-	-
51-Building Operations	\$2,175	-	\$1,494	-	-
52-Services	\$116	-	\$76	-	-
54-Supplies	\$658	-	\$418	-	-
55-Equipment	\$174	-	\$52	-	-
56-Other Expenses	\$1,717	-	\$8,548	\$7,400	\$7,800
Expenses Total	\$137,808	-	\$30,558	\$7,400	\$7,800
5110 - Administration Surplus/(Deficit)	(\$137,808)	-	(\$30,558)	(\$7,400)	(\$7,800)

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Budget-by Cost Center
Admissions

<u>Admissions</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$9,772,560	\$8,847,430	\$8,976,274	\$8,365,430	\$8,365,430
43-Exam Fees	\$11,571,766	\$9,881,800	\$11,190,360	\$11,232,373	\$11,232,373
44-Grants	-	\$100	-	-	-
45-Other Revenues	\$439	\$300	\$161	-	-
47-Investment Income	(\$9,114)	\$34,300	(\$2,870)	\$66,761	\$66,760
49-Transfer In	\$100,000	\$100,000	\$100,000	-	-
Revenue Total	\$21,435,650	\$18,863,930	\$20,263,924	\$19,664,564	\$19,664,563
50-Personnel Costs	\$8,004,542	\$8,501,454	\$8,293,130	\$8,844,893	\$9,335,900
51-Building Operations	\$27,845	\$39,285	\$21,968	\$25,006	\$26,500
52-Services	\$1,378,170	\$6,007,073	\$4,877,706	\$2,185,094	\$2,309,800
54-Supplies	\$41,626	\$80,758	\$42,904	\$40,687	\$43,000
55-Equipment	\$367,950	\$698,880	\$490,621	\$452,149	\$477,900
56-Other Expenses	\$98,099	\$198,534	\$221,591	\$276,590	\$292,600
57-Exam Related Expenses	\$3,794,775	\$4,397,852	\$4,927,095	\$7,484,309	\$7,911,200
59-Indirect Costs	\$6,819,899	\$7,628,659	\$7,628,659	\$7,061,217	\$7,463,707
69-Transfers Out	\$101,389	\$100,000	\$101,389	-	-
Expenses Total	\$20,634,296	\$27,652,495	\$26,605,062	\$26,369,945	\$27,860,607
Admissions Surplus/(Deficit)	\$801,354	(\$8,788,565)	(\$6,341,138)	(\$6,705,381)	(\$8,196,044)

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Admissions

<u>8310 - Admissions Assets BU</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	(\$563,240)	-	-	-	-
52-Services	\$17	-	-	-	-
55-Equipment	\$139	-	-	-	-
69-Transfers Out	\$100,000	\$100,000	\$100,000	-	-
Expenses Total	(\$463,083)	\$100,000	\$100,000	-	-
8310 - Admissions Assets BU Surplus/(Deficit)	\$463,083	(\$100,000)	(\$100,000)	-	-

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Admissions

<u>8311 - Admissions Overhead</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$665,891	\$675,700	\$645,369	\$799,400	\$827,500
51-Building Operations	\$1,829	\$1,500	\$1,935	\$1,500	\$1,600
52-Services	\$204,666	\$569,000	\$192,424	\$721,482	\$762,700
54-Supplies	\$3,073	\$3,800	\$407	\$497	\$500
55-Equipment	\$231,834	\$430,500	\$302,797	\$283,993	\$300,200
56-Other Expenses	\$9,729	\$26,500	\$20,864	\$10,056	\$10,700
59-Indirect Costs	\$431,027	\$463,579	\$463,579	\$451,073	\$476,784
Expenses Total	\$1,548,049	\$2,170,579	\$1,627,375	\$2,268,001	\$2,379,984
8311 - Admissions Overhead Surplus/(Deficit)	(\$1,548,049)	(\$2,170,579)	(\$1,627,375)	(\$2,268,001)	(\$2,379,984)

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Admissions

<u>8312 - Admissions Operations</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	(\$1,208)	-	-	-	-
43-Exam Fees	(\$3,882)	-	-	-	-
Revenue Total	(\$5,090)	-	-	-	-
50-Personnel Costs	\$2,138,247	\$2,284,000	\$2,171,407	\$2,267,300	\$2,370,900
51-Building Operations	\$22,288	\$14,000	\$16,551	\$19,500	\$20,600
52-Services	\$447,440	\$4,462,300	\$3,985,139	\$560,352	\$592,200
54-Supplies	\$35,085	\$62,000	\$32,144	\$36,974	\$39,100
55-Equipment	\$8,344	\$16,350	\$12,718	\$12,500	\$13,200
56-Other Expenses	\$67,670	\$124,825	\$141,814	\$145,125	\$153,400
57-Exam Related Expenses	\$2,221,783	\$2,460,625	\$3,416,256	\$5,506,437	\$5,820,400
59-Indirect Costs	\$1,908,145	\$2,193,167	\$2,193,167	\$2,091,577	\$2,210,797
Expenses Total	\$6,849,003	\$11,617,267	\$11,969,197	\$10,639,765	\$11,220,597
8312 - Admissions Operations Surplus/(Deficit)	(\$6,854,093)	(\$11,617,267)	(\$11,969,197)	(\$10,639,765)	(\$11,220,597)

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Admissions

8313 - Admissions Administration	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$667,542	\$792,200	\$805,421	\$920,693	\$989,900
51-Building Operations	-	-	\$76	-	-
52-Services	\$414,964	\$358,000	\$417,910	\$310,276	\$328,000
54-Supplies	\$524	\$1,500	\$124	\$134	\$100
55-Equipment	\$3,907	\$750	\$49,132	\$155	\$200
56-Other Expenses	\$6,792	\$2,500	\$5,428	\$20,000	\$21,100
59-Indirect Costs	\$674,582	\$769,274	\$769,274	\$741,416	\$783,677
Expenses Total	\$1,768,311	\$1,924,224	\$2,047,365	\$1,992,674	\$2,122,977
8313 - Admissions Administration Surplus/(Deficit)	(\$1,768,311)	(\$1,924,224)	(\$2,047,365)	(\$1,992,674)	(\$2,122,977)

The State Bar of California
Budget-by Cost Center
Admissions

8314 - Comm. Bar Examiners	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
55-Equipment	\$6	-	-	-	-
56-Other Expenses	-	-	\$10,836	\$22,000	\$23,300
59-Indirect Costs	-	\$40	\$40	\$1,639	\$1,732
Expenses Total	\$6	\$40	\$10,876	\$23,639	\$25,032
8314 - Comm. Bar Examiners Surplus/(Deficit)	(\$6)	(\$40)	(\$10,876)	(\$23,639)	(\$25,032)

**The State Bar of California
Budget-by Cost Center
Admissions**

<u>8315 - Law School Regulation</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$8,010	\$104,500	\$1,444	-	-
Revenue Total	\$8,010	\$104,500	\$1,444	-	-
50-Personnel Costs	\$356,844	\$321,754	\$338,300	\$320,800	\$347,000
51-Building Operations	\$729	\$2,445	\$249	\$332	\$400
52-Services	\$61,958	\$135,500	\$5,947	\$148,070	\$156,500
54-Supplies	\$6	\$2,553	-	-	-
55-Equipment	\$157	\$200	\$79	\$105	\$100
56-Other Expenses	-	\$10,000	\$1,166	\$17,000	\$18,000
59-Indirect Costs	\$203,110	\$229,999	\$229,999	\$208,162	\$220,027
69-Transfers Out	\$463	-	\$463	-	-
Expenses Total	\$623,268	\$702,451	\$576,203	\$694,469	\$742,027
8315 - Law School Regulation Surplus/(Deficit)	(\$615,258)	(\$597,951)	(\$574,760)	(\$694,469)	(\$742,027)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8316 - Admissions Revenue</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$7,395,316	\$6,570,000	\$6,768,835	\$6,187,500	\$6,187,500
43-Exam Fees	\$11,575,648	\$9,881,800	\$11,190,360	\$11,232,373	\$11,232,373
44-Grants	-	\$100	-	-	-
45-Other Revenues	\$75	-	-	-	-
47-Investment Income	(\$6,738)	\$25,500	(\$2,122)	\$49,352	\$49,352
Revenue Total	\$18,964,301	\$16,477,400	\$17,957,073	\$17,469,225	\$17,469,225
52-Services	\$26,123	-	(\$1,406)	-	-
55-Equipment	\$11	-	\$11	-	-
56-Other Expenses	(\$103)	-	-	-	-
57-Exam Related Expenses	-	-	\$20	\$20	-
59-Indirect Costs	\$305	\$5,295	\$5,295	\$4,781	\$5,054
Expenses Total	\$26,335	\$5,295	\$3,920	\$4,801	\$5,054
8316 - Admissions Revenue Surplus/(Deficit)	\$18,937,966	\$16,472,105	\$17,953,153	\$17,464,424	\$17,464,171

The State Bar of California

Budget-by Cost Center

Admissions

<u>8317 - Examination Development</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$337,403	\$202,000	\$190,184	\$240,400	\$240,300
51-Building Operations	\$605	\$3,100	\$599	\$600	\$600
52-Services	\$81,583	\$306,500	\$136,965	\$278,441	\$294,400
54-Supplies	\$106	\$1,050	\$1,292	\$1,370	\$1,500
55-Equipment	\$8,874	\$8,100	\$2,720	\$2,215	\$2,300
56-Other Expenses	-	\$10,529	\$4,762	\$23,700	\$25,100
57-Exam Related Expenses	\$265,149	\$373,600	\$269,162	\$390,600	\$412,900
59-Indirect Costs	\$227,159	\$197,112	\$197,112	\$215,979	\$228,290
69-Transfers Out	\$463	-	\$463	-	-
Expenses Total	\$921,342	\$1,101,991	\$803,259	\$1,153,305	\$1,205,390
8317 - Examination Development Surplus/(Deficit)	(\$921,342)	(\$1,101,991)	(\$803,259)	(\$1,153,305)	(\$1,205,390)

The State Bar of California
Budget-by Cost Center
Admissions

8318 - Examination Grading	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
Revenue Total	-	-	-	-	-
50-Personnel Costs	\$638,804	\$652,700	\$437,241	\$534,800	\$595,600
51-Building Operations	\$34	\$5,500	-	-	-
52-Services	\$658	\$6,500	\$31,214	\$4,000	\$4,300
54-Supplies	\$273	\$4,450	\$524	-	-
55-Equipment	\$401	\$2,000	\$721	\$700	\$700
56-Other Expenses	\$933	\$9,200	\$4,878	\$1,500	\$1,600
57-Exam Related Expenses	\$1,249,580	\$1,330,000	\$1,167,607	\$1,469,000	\$1,552,900
59-Indirect Costs	\$623,494	\$732,187	\$732,187	\$579,615	\$612,653
Expenses Total	\$2,514,177	\$2,742,537	\$2,374,371	\$2,589,615	\$2,767,753
8318 - Examination Grading Surplus/(Deficit)	(\$2,514,177)	(\$2,742,537)	(\$2,374,371)	(\$2,589,615)	(\$2,767,753)

**The State Bar of California
Budget-by Cost Center
Admissions**

<u>8319 - Moral Character Determinations</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$2,845,092	\$2,526,900	\$2,708,164	\$2,742,500	\$2,895,500
51-Building Operations	\$2,360	\$11,000	\$2,558	\$3,074	\$3,300
52-Services	\$17,213	\$16,210	\$23,433	\$27,210	\$28,800
54-Supplies	\$360	\$3,705	\$1,060	\$613	\$600
55-Equipment	\$195	\$2,730	\$206	\$251	\$300
56-Other Expenses	\$6,898	\$2,605	\$17,319	\$20,000	\$21,200
59-Indirect Costs	\$1,851,377	\$2,088,524	\$2,088,524	\$1,993,799	\$2,107,446
69-Transfers Out	\$463	-	\$463	-	-
Expenses Total	\$4,723,958	\$4,651,674	\$4,841,726	\$4,787,447	\$5,057,146
8319 - Moral Character Determinations Surplus/(Deficit)	(\$4,723,958)	(\$4,651,674)	(\$4,841,726)	(\$4,787,447)	(\$5,057,146)

The State Bar of California

Budget-by Cost Center

Admissions

<u>8320 - MCLE Provider Certification</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
55-Equipment	-	-	\$4	-	-
Expenses Total	-	-	\$4	-	-
8320 - MCLE Provider Certification Surplus/(Deficit)	-	-	(\$4)	-	-

The State Bar of California
Budget-by Cost Center
Admissions

<u>8321 - Special Admissions</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	(\$250)	-	-	-	-
Revenue Total	(\$250)	-	-	-	-
50-Personnel Costs	\$164,090	\$266,200	\$170,492	\$204,900	\$217,600
51-Building Operations	-	\$1,500	-	-	-
52-Services	-	\$200	-	-	-
54-Supplies	\$86	\$100	\$238	-	-
55-Equipment	\$44	\$250	\$37	-	-
56-Other Expenses	\$721	\$1,000	\$874	-	-
59-Indirect Costs	\$210,833	\$269,315	\$269,315	\$160,783	\$169,948
Expenses Total	\$375,774	\$538,565	\$440,957	\$365,683	\$387,548
8321 - Special Admissions Surplus/(Deficit)	(\$376,024)	(\$538,565)	(\$440,957)	(\$365,683)	(\$387,548)

**The State Bar of California
Budget-by Cost Center
Admissions**

<u>8398 - Legal Specialization -Asset BU</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
49-Transfer In	\$100,000	\$100,000	\$100,000	-	-
Revenue Total	\$100,000	\$100,000	\$100,000	-	-
50-Personnel Costs	(\$9,085)	-	-	-	-
56-Other Expenses	\$164	-	-	-	-
Expenses Total	(\$8,921)	-	-	-	-
8398 - Legal Specialization -Asset BU Surplus/(Deficit)	\$108,921	\$100,000	\$100,000	-	-

The State Bar of California
Budget-by Cost Center
Admissions

8399 - Legal Specialization	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$2,370,692	\$2,172,930	\$2,205,995	\$2,177,930	\$2,177,930
45-Other Revenues	\$364	\$300	\$161	-	-
47-Investment Income	(\$2,377)	\$8,800	(\$749)	\$17,408	\$17,408
Revenue Total	\$2,368,679	\$2,182,030	\$2,205,407	\$2,195,338	\$2,195,338
50-Personnel Costs	\$762,954	\$780,000	\$826,552	\$814,100	\$851,600
51-Building Operations	-	\$240	-	-	-
52-Services	\$123,547	\$152,863	\$86,079	\$135,263	\$142,900
54-Supplies	\$2,113	\$1,600	\$7,115	\$1,099	\$1,200
55-Equipment	\$114,039	\$238,000	\$122,195	\$152,230	\$160,900
56-Other Expenses	\$5,296	\$11,375	\$13,651	\$17,209	\$18,200
57-Exam Related Expenses	\$58,263	\$233,627	\$74,049	\$118,252	\$125,000
59-Indirect Costs	\$689,867	\$680,167	\$680,167	\$612,393	\$647,299
Expenses Total	\$1,756,078	\$2,097,872	\$1,809,809	\$1,850,546	\$1,947,099
8399 - Legal Specialization Surplus/(Deficit)	\$612,601	\$84,158	\$395,599	\$344,792	\$248,239

**The State Bar of California
Budget-by Cost Center
Chief Trial Counsel**

<u>Chief Trial Counsel</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$77,500	\$60,000	\$82,605	\$75,000	\$75,975
45-Other Revenues	(\$400)	-	\$9,600	-	-
Revenue Total	\$77,100	\$60,000	\$92,205	\$75,000	\$75,975
50-Personnel Costs	\$39,786,908	\$39,264,900	\$39,240,685	\$41,482,500	\$43,727,600
51-Building Operations	\$2,656	\$117,199	\$1,108	\$1,278	\$1,400
52-Services	\$1,057,377	\$1,534,384	\$1,606,605	\$1,665,914	\$1,760,800
54-Supplies	\$94,250	\$203,092	\$92,656	\$80,899	\$85,600
55-Equipment	\$44,589	\$113,238	\$53,428	\$47,000	\$49,700
56-Other Expenses	\$5,395	\$132,737	\$77,209	\$73,610	\$77,700
58-Payouts and Reimbursements	(\$1,559,668)	(\$1,500,000)	(\$1,830,344)	(\$1,800,000)	(\$1,902,600)
59-Indirect Costs	\$19,696,837	\$21,733,256	\$21,733,256	\$22,611,656	\$23,900,521
69-Transfers Out	\$46,300	-	\$46,065	-	-
Expenses Total	\$59,174,644	\$61,598,806	\$61,020,668	\$64,162,857	\$67,700,721
Chief Trial Counsel Surplus/(Deficit)	(\$59,097,544)	(\$61,538,806)	(\$60,928,464)	(\$64,087,857)	(\$67,624,746)

The State Bar of California
Budget-by Cost Center
Chief Trial Counsel

<u>6110 - Chief Trial Counsel</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$77,500	\$60,000	\$82,605	\$75,000	\$75,975
45-Other Revenues	(\$400)	-	\$9,600	-	-
Revenue Total	\$77,100	\$60,000	\$92,205	\$75,000	\$75,975
50-Personnel Costs	\$39,786,908	\$39,264,900	\$39,220,330	\$41,482,500	\$43,727,600
51-Building Operations	\$2,656	\$117,199	\$1,108	\$1,278	\$1,400
52-Services	\$620,145	\$1,108,684	\$772,365	\$399,914	\$422,700
54-Supplies	\$94,250	\$203,092	\$92,656	\$80,899	\$85,600
55-Equipment	\$44,588	\$113,238	\$53,428	\$47,000	\$49,700
56-Other Expenses	\$5,395	\$132,737	\$75,125	\$71,610	\$75,600
58-Payouts and Reimbursements	(\$1,559,668)	(\$1,500,000)	(\$1,830,344)	(\$1,800,000)	(\$1,902,600)
59-Indirect Costs	\$19,680,918	\$21,702,852	\$21,702,852	\$22,517,250	\$23,800,734
69-Transfers Out	\$46,300	-	\$46,065	-	-
Expenses Total	\$58,721,493	\$61,142,702	\$60,133,585	\$62,800,451	\$66,260,734
6110 - Chief Trial Counsel Surplus/(Deficit)	(\$58,644,393)	(\$61,082,702)	(\$60,041,381)	(\$62,725,451)	(\$66,184,759)

The State Bar of California
Budget-by Cost Center
Chief Trial Counsel

<u>6120 - Rule 2201 Conflict Cases</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	-	-	\$20,355	-	-
52-Services	\$437,231	\$425,700	\$834,240	\$1,266,000	\$1,338,100
55-Equipment	\$1	-	-	-	-
56-Other Expenses	-	-	\$2,084	\$2,000	\$2,100
59-Indirect Costs	\$15,919	\$30,404	\$30,404	\$94,406	\$99,787
Expenses Total	\$453,151	\$456,104	\$887,083	\$1,362,406	\$1,439,987
6120 - Rule 2201 Conflict Cases Surplus/(Deficit)	(\$453,151)	(\$456,104)	(\$887,083)	(\$1,362,406)	(\$1,439,987)

The State Bar of California
Budget-by Cost Center
Monthly Financials

<u>0000 - No Department</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	-	-	\$1,450	-	-
Revenue Total	-	-	\$1,450	-	-
61-Depreciation	\$6,681,596	-	-	-	-
Expenses Total	\$6,681,596	-	-	-	-
0000 - No Department Surplus/(Deficit)	(\$6,681,596)	-	\$1,450	-	-

The State Bar of California
Budget-by Cost Center
Executive Director

<u>Executive Director</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$76,499	\$75,000	\$49,379	\$75,000	\$75,975
45-Other Revenues	(\$499,429)	(\$250,000)	(\$254,458)	-	-
47-Investment Income	(\$4,691)	\$18,000	(\$1,477)	\$34,361	\$34,808
Revenue Total	(\$427,621)	(\$157,000)	(\$206,556)	\$109,361	\$110,783
50-Personnel Costs	\$1,008,131	\$1,170,600	\$1,515,892	\$1,317,400	\$1,382,300
51-Building Operations	\$453	\$600	\$225	\$160	\$200
52-Services	\$323,372	\$854,550	\$938,401	\$836,866	\$884,500
54-Supplies	\$27,077	\$19,550	\$14,663	\$20,329	\$21,500
55-Equipment	\$431	\$1,000	\$2,097	\$281	\$300
56-Other Expenses	\$23,544	\$37,500	\$46,345	\$54,742	\$57,900
59-Indirect Costs	\$251,300	\$414,599	\$414,599	\$432,331	\$456,974
69-Transfers Out	\$463	-	\$463	-	-
Expenses Total	\$1,634,771	\$2,498,399	\$2,932,685	\$2,662,109	\$2,803,674
Executive Director Surplus/(Deficit)	(\$2,062,392)	(\$2,655,399)	(\$3,139,241)	(\$2,552,748)	(\$2,692,891)

**The State Bar of California
Budget-by Cost Center
Executive Director**

<u>1110 - Executive Director</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$499,379	\$465,100	\$730,269	\$499,600	\$519,100
51-Building Operations	\$453	\$600	\$225	\$160	\$200
52-Services	\$129,503	\$550,900	\$612,378	\$560,140	\$592,000
54-Supplies	\$4,210	\$5,400	\$5,759	\$1,729	\$1,800
55-Equipment	\$424	\$500	\$1,890	\$139	\$100
56-Other Expenses	\$726	\$3,000	\$19,633	\$3,100	\$3,300
69-Transfers Out	\$463	-	\$463	-	-
Expenses Total	\$635,158	\$1,025,500	\$1,370,617	\$1,064,868	\$1,116,500
1110 - Executive Director Surplus/(Deficit)	(\$635,158)	(\$1,025,500)	(\$1,370,617)	(\$1,064,868)	(\$1,116,500)

**The State Bar of California
Budget-by Cost Center
Executive Director**

<u>1120 - Group Insurance Programs</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	\$87,836	-	\$262,970	-	-
Revenue Total	\$87,836	-	\$262,970	-	-
55-Equipment	\$1	-	-	-	-
Expenses Total	\$1	-	-	-	-
1120 - Group Insurance Programs Surplus/(Deficit)	\$87,835	-	\$262,970	-	-

The State Bar of California
Budget-by Cost Center
Executive Director

<u>1130 - Professional Liab Insurance</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	(\$593,289)	(\$250,000)	(\$524,831)	-	-
Revenue Total	(\$593,289)	(\$250,000)	(\$524,831)	-	-
Expenses Total	-	-	-	-	-
1130 - Professional Liab Insurance Surplus/(Deficit)	(\$593,289)	(\$250,000)	(\$524,831)	-	-

The State Bar of California
Budget-by Cost Center
Executive Director

<u>1140 - Affinity Programs</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	\$1,598	-	\$2,603	-	-
Revenue Total	\$1,598	-	\$2,603	-	-
Expenses Total	-	-	-	-	-
1140 - Affinity Programs Surplus/(Deficit)	\$1,598	-	\$2,603	-	-

The State Bar of California
Budget-by Cost Center
Executive Director

<u>1150 - Affinity & Insurance Fund</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
47-Investment Income	(\$4,691)	\$18,000	(\$1,477)	\$34,361	\$34,808
Revenue Total	(\$4,691)	\$18,000	(\$1,477)	\$34,361	\$34,808
55-Equipment	-	-	\$1	-	-
Expenses Total	-	-	\$1	-	-
1150 - Affinity & Insurance Fund Surplus/(Deficit)	(\$4,691)	\$18,000	(\$1,478)	\$34,361	\$34,808

The State Bar of California
Budget-by Cost Center
Executive Director

<u>1160 - CLA Support</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	\$4,425	-	\$4,800	-	-
Revenue Total	\$4,425	-	\$4,800	-	-
55-Equipment	(\$405)	-	-	-	-
Expenses Total	(\$405)	-	-	-	-
1160 - CLA Support Surplus/(Deficit)	\$4,830	-	\$4,800	-	-

**The State Bar of California
Budget-by Cost Center
Executive Director**

<u>1210 - Strategic Communications</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$76,499	\$75,000	\$49,379	\$75,000	\$75,975
Revenue Total	\$76,499	\$75,000	\$49,379	\$75,000	\$75,975
50-Personnel Costs	\$508,752	\$705,500	\$785,623	\$817,800	\$863,200
52-Services	\$193,459	\$302,900	\$325,979	\$276,726	\$292,500
54-Supplies	\$22,841	\$13,400	\$8,876	\$18,600	\$19,700
55-Equipment	\$370	\$500	\$205	\$142	\$200
56-Other Expenses	\$3	\$2,000	\$3,920	-	-
59-Indirect Costs	\$251,300	\$414,599	\$414,599	\$432,331	\$456,974
Expenses Total	\$976,725	\$1,438,899	\$1,539,202	\$1,545,599	\$1,632,574
1210 - Strategic Communications Surplus/(Deficit)	(\$900,226)	(\$1,363,899)	(\$1,489,823)	(\$1,470,599)	(\$1,556,599)

The State Bar of California
Budget-by Cost Center
Executive Director

<u>2130 - Board of Trustees</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
52-Services	\$409	\$750	\$44	-	-
54-Supplies	\$27	\$750	\$28	-	-
55-Equipment	\$42	-	\$1	-	-
56-Other Expenses	\$22,815	\$32,500	\$22,792	\$51,642	\$54,600
Expenses Total	\$23,292	\$34,000	\$22,865	\$51,642	\$54,600
2130 - Board of Trustees Surplus/(Deficit)	(\$23,292)	(\$34,000)	(\$22,865)	(\$51,642)	(\$54,600)

The State Bar of California

Budget-by Cost Center

Finance

<u>Finance</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$2,786,444	\$2,719,800	\$2,845,088	\$2,770,500	\$2,896,400
51-Building Operations	\$3,056	\$3,515	\$3,592	\$2,992	\$3,200
52-Services	\$1,012,384	\$448,712	\$340,818	\$547,042	\$578,200
54-Supplies	\$19,628	\$25,645	\$17,012	\$20,033	\$21,100
55-Equipment	\$5,225	\$14,501	\$2,678	\$2,250	\$2,400
56-Other Expenses	\$9,109	\$9,440	\$10,032	\$4,900	\$5,200
Expenses Total	\$3,835,845	\$3,221,613	\$3,219,220	\$3,347,717	\$3,506,500
Finance Surplus/(Deficit)	(\$3,835,845)	(\$3,221,613)	(\$3,219,220)	(\$3,347,717)	(\$3,506,500)

The State Bar of California
Budget-by Cost Center
Finance

<u>3110 - Finance</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$2,125,250	\$2,170,300	\$2,269,994	\$2,217,100	\$2,319,200
51-Building Operations	\$2,045	\$2,265	\$2,864	\$2,265	\$2,400
52-Services	\$831,487	\$227,862	\$212,638	\$387,367	\$409,500
54-Supplies	\$6,584	\$6,945	\$3,898	\$3,465	\$3,600
55-Equipment	\$3,597	\$12,251	\$72	-	-
56-Other Expenses	\$1,183	\$2,190	\$1,277	\$4,900	\$5,200
Expenses Total	\$2,970,145	\$2,421,813	\$2,490,744	\$2,615,097	\$2,739,900
3110 - Finance Surplus/(Deficit)	(\$2,970,145)	(\$2,421,813)	(\$2,490,744)	(\$2,615,097)	(\$2,739,900)

The State Bar of California
Budget-by Cost Center
Finance

3120 - Licensee Billing	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$661,194	\$549,500	\$575,094	\$553,400	\$577,200
51-Building Operations	\$1,011	\$1,250	\$727	\$727	\$800
52-Services	\$180,897	\$220,850	\$128,181	\$159,675	\$168,700
54-Supplies	\$13,044	\$18,700	\$13,114	\$16,568	\$17,500
55-Equipment	\$1,628	\$2,250	\$2,606	\$2,250	\$2,400
56-Other Expenses	\$7,925	\$7,250	\$8,754	-	-
Expenses Total	\$865,699	\$799,800	\$728,476	\$732,620	\$766,600
3120 - Licensee Billing Surplus/(Deficit)	(\$865,699)	(\$799,800)	(\$728,476)	(\$732,620)	(\$766,600)

**The State Bar of California
Budget-by Cost Center
General Counsel**

<u>General Counsel</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	-	-	\$1,000	-	-
Revenue Total	-	-	\$1,000	-	-
50-Personnel Costs	\$3,636,070	\$4,310,100	\$3,480,605	\$4,649,800	\$5,002,200
51-Building Operations	\$2,042	\$1,600	\$2,633	\$2,698	\$2,900
52-Services	\$304,832	\$454,400	\$1,071,455	\$800,000	\$845,800
54-Supplies	\$10,618	\$16,713	\$10,594	\$9,748	\$10,400
55-Equipment	\$3,824	\$14,625	\$6,841	\$6,748	\$7,100
56-Other Expenses	\$3,088	\$67,400	\$9,864	\$9,700	\$10,200
69-Transfers Out	\$5,556	-	\$5,556	-	-
Expenses Total	\$3,966,030	\$4,864,838	\$4,587,547	\$5,478,694	\$5,878,600
General Counsel Surplus/(Deficit)	(\$3,966,030)	(\$4,864,838)	(\$4,586,547)	(\$5,478,694)	(\$5,878,600)

The State Bar of California
Budget-by Cost Center
General Counsel

<u>4110 - General Counsel</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	-	-	\$1,000	-	-
Revenue Total	-	-	\$1,000	-	-
50-Personnel Costs	\$3,636,070	\$4,310,100	\$3,480,605	\$4,649,800	\$5,002,200
51-Building Operations	\$2,042	\$1,600	\$2,633	\$2,698	\$2,900
52-Services	\$304,832	\$454,400	\$1,071,455	\$800,000	\$845,800
54-Supplies	\$10,618	\$16,713	\$10,594	\$9,748	\$10,400
55-Equipment	\$3,824	\$14,625	\$6,841	\$6,748	\$7,100
56-Other Expenses	\$3,088	\$67,400	\$9,864	\$9,700	\$10,200
69-Transfers Out	\$5,556	-	\$5,556	-	-
Expenses Total	\$3,966,030	\$4,864,838	\$4,587,547	\$5,478,694	\$5,878,600
4110 - General Counsel Surplus/(Deficit)	(\$3,966,030)	(\$4,864,838)	(\$4,586,547)	(\$5,478,694)	(\$5,878,600)

The State Bar of California
Budget-by Cost Center
General Services

<u>General Services</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$804,371	\$800,349	\$822,089	\$812,000	\$822,556
47-Investment Income	(\$7,059)	\$25,000	(\$2,065)	\$48,027	\$48,651
48-Lease Revenue	\$3,133,009	\$3,652,249	\$3,653,465	\$2,695,200	\$401,813
49-Transfer In	\$552	-	\$548	-	-
Revenue Total	\$3,930,873	\$4,477,598	\$4,474,037	\$3,555,227	\$1,273,020
50-Personnel Costs	\$2,271,489	\$2,241,700	\$2,315,591	\$2,265,200	\$2,355,200
51-Building Operations	\$5,767,326	\$6,800,720	\$6,022,812	\$4,691,498	\$3,422,300
52-Services	\$537,290	\$680,000	\$697,270	\$415,757	\$241,900
54-Supplies	\$488,554	\$482,200	\$541,299	\$457,602	\$470,500
55-Equipment	\$114,765	\$145,000	(\$1,352,398)	\$107,892	\$116,700
56-Other Expenses	\$30,401	\$24,000	\$76,256	\$13,042	\$3,300
59-Indirect Costs	(\$315,900)	(\$2,845,094)	(\$2,845,094)	(\$1,976,794)	(\$2,089,471)
62-Debt Related	\$682,165	\$2,845,094	\$659,202	\$1,976,968	\$1,171,900
Expenses Total	\$9,576,090	\$10,373,620	\$6,114,937	\$7,951,165	\$5,692,329
General Services Surplus/(Deficit)	(\$5,645,217)	(\$5,896,022)	(\$1,640,900)	(\$4,395,938)	(\$4,419,309)

The State Bar of California
Budget-by Cost Center
General Services

5510 - General Services SF	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,302,677	\$1,279,500	\$1,273,278	\$1,248,500	\$1,297,100
51-Building Operations	\$2,410,378	\$3,002,570	\$2,620,717	\$1,453,847	-
52-Services	\$205,342	\$434,000	\$372,209	\$186,964	-
54-Supplies	\$769	\$37,100	\$31,927	\$12,502	-
55-Equipment	(\$18,395)	(\$5,000)	\$67,007	(\$2,500)	-
56-Other Expenses	\$26,438	\$24,000	\$43,808	\$13,042	\$3,300
Expenses Total	\$3,927,208	\$4,772,170	\$4,408,945	\$2,912,355	\$1,300,400
5510 - General Services SF Surplus/(Deficit)	(\$3,927,208)	(\$4,772,170)	(\$4,408,945)	(\$2,912,355)	(\$1,300,400)

The State Bar of California
Budget-by Cost Center
General Services

<u>5520 - General Services LA</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$968,812	\$962,200	\$1,042,313	\$1,016,700	\$1,058,100
51-Building Operations	\$2,088,986	\$2,398,150	\$2,115,317	\$1,968,674	\$2,081,000
52-Services	\$188,636	\$246,000	\$279,522	\$228,793	\$241,900
54-Supplies	\$487,786	\$445,100	\$509,372	\$445,100	\$470,500
55-Equipment	\$121,388	\$150,000	\$179,431	\$110,392	\$116,700
56-Other Expenses	\$3,962	-	\$32,448	-	-
Expenses Total	\$3,859,570	\$4,201,450	\$4,158,403	\$3,769,659	\$3,968,200
5520 - General Services LA Surplus/(Deficit)	(\$3,859,570)	(\$4,201,450)	(\$4,158,403)	(\$3,769,659)	(\$3,968,200)

The State Bar of California
Budget-by Cost Center
General Services

<u>5530 - Risk Management/Insurance</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
51-Building Operations	\$893,674	\$1,400,000	\$1,286,778	\$1,268,977	\$1,341,300
Expenses Total	\$893,674	\$1,400,000	\$1,286,778	\$1,268,977	\$1,341,300
5530 - Risk Management/Insurance Surplus/(Deficit)	(\$893,674)	(\$1,400,000)	(\$1,286,778)	(\$1,268,977)	(\$1,341,300)

The State Bar of California
Budget-by Cost Center
General Services

<u>5610 - Building -Asset BU</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$804,371	\$800,349	\$822,089	\$812,000	\$822,556
47-Investment Income	(\$4,035)	\$15,300	(\$1,271)	\$29,553	\$29,937
49-Transfer In	\$552	-	\$548	-	-
Revenue Total	\$800,888	\$815,649	\$821,366	\$841,553	\$852,493
51-Building Operations	\$346,088	-	-	-	-
55-Equipment	-	-	(\$2,429,433)	-	-
59-Indirect Costs	-	(\$1,736,600)	(\$1,736,600)	(\$868,300)	(\$917,793)
62-Debt Related	-	\$1,736,600	\$343,657	\$868,300	-
Expenses Total	\$346,088	-	(\$3,822,376)	-	(\$917,793)
5610 - Building -Asset BU Surplus/(Deficit)	\$454,800	\$815,649	\$4,643,743	\$841,553	\$1,770,286

The State Bar of California
Budget-by Cost Center
General Services

5612 - HVAC SF Building	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
55-Equipment	-	-	(\$489,662)	-	-
Expenses Total	-	-	(\$489,662)	-	-
5612 - HVAC SF Building Surplus/(Deficit)	-	-	\$489,662	-	-

The State Bar of California
Budget-by Cost Center
General Services

<u>5615 - Generator</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
55-Equipment	\$11,773	-	\$697,998	-	-
Expenses Total	\$11,773	-	\$697,998	-	-
5615 - Generator Surplus/(Deficit)	(\$11,773)	-	(\$697,998)	-	-

The State Bar of California
Budget-by Cost Center
General Services

<u>5616 - Elevators</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
55-Equipment	-	-	\$622,262	-	-
Expenses Total	-	-	\$622,262	-	-
5616 - Elevators Surplus/(Deficit)	-	-	(\$622,262)	-	-

The State Bar of California
Budget-by Cost Center
General Services

<u>5620 - SF Facilities Management</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
48-Lease Revenue	\$2,734,275	\$3,255,593	\$3,234,856	\$2,295,200	-
Revenue Total	\$2,734,275	\$3,255,593	\$3,234,856	\$2,295,200	-
Expenses Total	-	-	-	-	-
5620 - SF Facilities Management Surplus/(Deficit)	\$2,734,275	\$3,255,593	\$3,234,856	\$2,295,200	-

The State Bar of California
Budget-by Cost Center
General Services

<u>5640 - LA Facility Fund</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
47-Investment Income	(\$2,522)	\$9,700	(\$794)	\$18,474	\$18,714
48-Lease Revenue	\$398,734	\$396,656	\$418,609	\$400,000	\$401,813
Revenue Total	\$396,212	\$406,356	\$417,814	\$418,474	\$420,527
51-Building Operations	\$28,200	-	-	-	-
59-Indirect Costs	(\$315,900)	(\$1,108,494)	(\$1,108,494)	(\$1,108,494)	(\$1,171,678)
62-Debt Related	\$307,724	\$1,108,494	\$315,545	\$1,108,668	\$1,171,900
Expenses Total	\$20,024	-	(\$792,949)	\$174	\$222
5640 - LA Facility Fund Surplus/(Deficit)	\$376,188	\$406,356	\$1,210,763	\$418,300	\$420,305

The State Bar of California
Budget-by Cost Center
General Services

<u>5690 - SF Building Sale</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
52-Services	-	-	\$45,538	-	-
Expenses Total	-	-	\$45,538	-	-
5690 - SF Building Sale Surplus/(Deficit)	-	-	(\$45,538)	-	-

The State Bar of California
Budget-by Cost Center
Human Resources

<u>Human Resources</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$2,478,996	\$2,804,700	\$2,829,284	\$2,698,200	\$2,865,600
51-Building Operations	\$5,338	\$8,500	\$14,931	\$4,227	\$4,400
52-Services	\$197,378	\$135,500	\$188,829	\$127,500	\$134,800
54-Supplies	\$10,766	\$26,000	\$1,854	\$1,541	\$1,600
55-Equipment	\$1,689	\$1,000	\$2,735	\$123	\$100
56-Other Expenses	\$57,241	\$233,500	\$169,705	\$155,817	\$164,600
69-Transfers Out	-	-	\$261	-	-
Expenses Total	\$2,751,408	\$3,209,200	\$3,207,599	\$2,987,408	\$3,171,100
Human Resources Surplus/(Deficit)	(\$2,751,408)	(\$3,209,200)	(\$3,207,599)	(\$2,987,408)	(\$3,171,100)

The State Bar of California
Budget-by Cost Center
Human Resources

<u>5210 - Human Resources</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,611,315	\$1,764,800	\$1,874,458	\$1,865,200	\$1,974,800
51-Building Operations	\$4,735	\$7,500	\$14,332	\$3,628	\$3,800
52-Services	(\$12,370)	\$70,000	\$106,895	\$40,000	\$42,300
54-Supplies	\$4,590	\$17,000	\$1,017	\$770	\$800
55-Equipment	\$1,107	-	\$2,643	-	-
56-Other Expenses	\$2,822	\$23,500	\$6,238	\$5,163	\$5,400
69-Transfers Out	-	-	\$261	-	-
Expenses Total	\$1,612,198	\$1,882,800	\$2,005,844	\$1,914,761	\$2,027,100
5210 - Human Resources Surplus/(Deficit)	(\$1,612,198)	(\$1,882,800)	(\$2,005,844)	(\$1,914,761)	(\$2,027,100)

**The State Bar of California
Budget-by Cost Center
Human Resources**

<u>5220 - Talent Engagement & Develop</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
55-Equipment	\$86	-	-	-	-
Expenses Total	\$86	-	-	-	-
5220 - Talent Engagement & Develop Surplus/(Deficit)	(\$86)	-	-	-	-

The State Bar of California
Budget-by Cost Center
Human Resources

<u>5250 - Recruitment & Retention</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$867,681	\$1,039,900	\$954,826	\$833,000	\$890,800
51-Building Operations	\$603	\$1,000	\$599	\$599	\$600
52-Services	\$209,748	\$65,500	\$81,934	\$87,500	\$92,500
54-Supplies	\$6,177	\$9,000	\$837	\$771	\$800
55-Equipment	\$496	\$1,000	\$93	\$123	\$100
56-Other Expenses	\$54,420	\$210,000	\$163,466	\$150,654	\$159,200
Expenses Total	\$1,139,124	\$1,326,400	\$1,201,755	\$1,072,647	\$1,144,000
5250 - Recruitment & Retention Surplus/(Deficit)	(\$1,139,124)	(\$1,326,400)	(\$1,201,755)	(\$1,072,647)	(\$1,144,000)

The State Bar of California
Budget-by Cost Center
Information Technology

<u>Information Technology</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$6,380,211	\$6,988,600	\$6,433,072	\$7,320,000	\$7,692,200
51-Building Operations	\$294,222	\$555,315	\$535,172	\$552,838	\$584,300
52-Services	\$1,546,049	\$1,762,643	\$3,742,791	\$4,817,991	\$5,092,600
54-Supplies	\$67,694	\$66,250	\$226,077	\$6,968	\$7,300
55-Equipment	\$3,167,978	\$3,506,750	\$2,820,026	\$3,084,058	\$3,259,800
56-Other Expenses	\$20,785	\$53,500	\$26,310	\$21,987	\$23,300
Expenses Total	\$11,476,939	\$12,933,058	\$13,783,447	\$15,803,842	\$16,659,500
Information Technology Surplus/(Deficit)	(\$11,476,939)	(\$12,933,058)	(\$13,783,447)	(\$15,803,842)	(\$16,659,500)

The State Bar of California
Budget-by Cost Center
Information Technology

5310 - Information Technology	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$6,380,211	\$6,988,600	\$6,433,072	\$7,320,000	\$7,692,200
51-Building Operations	\$294,222	\$555,315	\$535,172	\$552,838	\$584,300
52-Services	\$1,546,049	\$1,762,643	\$3,742,791	\$4,817,991	\$5,092,600
54-Supplies	\$67,694	\$66,250	\$226,077	\$6,968	\$7,300
55-Equipment	\$3,167,978	\$3,506,750	\$2,820,026	\$3,084,058	\$3,259,800
56-Other Expenses	\$20,785	\$53,500	\$26,310	\$21,987	\$23,300
Expenses Total	\$11,476,939	\$12,933,058	\$13,783,447	\$15,803,842	\$16,659,500
5310 - Information Technology Surplus/(Deficit)	(\$11,476,939)	(\$12,933,058)	(\$13,783,447)	(\$15,803,842)	(\$16,659,500)

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

<u>Mission Advancement & Accountability</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
44-Grants	-	-	\$160,000	-	-
45-Other Revenues	-	-	\$1,920	\$1,000	\$1,013
Revenue Total	-	-	\$161,920	\$1,000	\$1,013
50-Personnel Costs	\$2,320,295	\$2,648,300	\$2,041,273	\$2,568,600	\$2,745,300
51-Building Operations	\$1,066	\$1,300	\$1,256	\$809	\$900
52-Services	\$242,145	\$99,800	\$51,049	\$186,000	\$196,600
54-Supplies	\$1,054	\$1,960	\$337	-	-
55-Equipment	\$4,939	\$9,900	\$10,411	\$5,400	\$5,700
56-Other Expenses	\$5,132	\$25,600	\$8,526	\$4,300	\$4,500
57-Exam Related Expenses	-	-	\$67,892	-	-
69-Transfers Out	\$463	-	-	-	-
Expenses Total	\$2,575,094	\$2,786,860	\$2,180,743	\$2,765,109	\$2,953,000
Mission Advancement & Accountability Surplus/(Deficit)	(\$2,575,094)	(\$2,786,860)	(\$2,018,823)	(\$2,764,109)	(\$2,951,987)

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

<u>2110 - Mission Advancement & Accountability</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$898,958	-	\$92,915	\$2,568,600	\$2,745,300
51-Building Operations	\$1,042	-	\$772	\$809	\$900
52-Services	\$189,521	-	-	\$186,000	\$196,600
54-Supplies	\$1,043	-	\$78	-	-
55-Equipment	\$2,074	-	\$108	\$5,400	\$5,700
56-Other Expenses	\$4,362	-	\$7,549	\$4,300	\$4,500
69-Transfers Out	\$463	-	-	-	-
Expenses Total	\$1,097,462	-	\$101,422	\$2,765,109	\$2,953,000
2110 - Mission Advancement & Accountability Surplus/(Deficit)	(\$1,097,462)	-	(\$101,422)	(\$2,765,109)	(\$2,953,000)

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

<u>2310 - Research & Institutional Acct.</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	-	-	\$1,920	\$1,000	\$1,013
Revenue Total	-	-	\$1,920	\$1,000	\$1,013
50-Personnel Costs	\$1,421,337	\$2,648,300	\$1,948,358	-	-
51-Building Operations	\$24	\$1,300	\$483	-	-
52-Services	\$52,625	\$99,800	\$51,049	-	-
54-Supplies	\$11	\$1,960	\$259	-	-
55-Equipment	\$2,865	\$9,900	\$10,301	-	-
56-Other Expenses	\$770	\$25,600	\$977	-	-
Expenses Total	\$1,477,632	\$2,786,860	\$2,011,428	-	-
2310 - Research & Institutional Acct. Surplus/(Deficit)	(\$1,477,632)	(\$2,786,860)	(\$2,009,508)	\$1,000	\$1,013

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

2330 - Malpractice Ins Wkg Group	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
55-Equipment	-	-	\$2	-	-
Expenses Total	-	-	\$2	-	-
2330 - Malpractice Ins Wkg Group Surplus/(Deficit)	-	-	(\$2)	-	-

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

<u>2340 - Access/Lex</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
44-Grants	-	-	\$160,000	-	-
Revenue Total	-	-	\$160,000	-	-
57-Exam Related Expenses	-	-	\$67,892	-	-
Expenses Total	-	-	\$67,892	-	-
2340 - Access/Lex Surplus/(Deficit)	-	-	\$92,108	-	-

**The State Bar of California
Budget-by Cost Center
Nondepartmental**

<u>Nondepartmental</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$82,068,602	\$82,303,245	\$83,716,767	\$83,346,600	\$84,430,106
42-Other Fees	\$1,808,170	\$1,905,500	\$1,764,106	\$1,780,300	\$2,636,444
45-Other Revenues	\$57,177	\$175,000	\$385,436	\$175,000	\$177,275
47-Investment Income	\$60,218	\$288,300	(\$33,102)	\$303,867	\$307,818
49-Transfer In	\$55,848	-	\$55,465	-	-
Revenue Total	\$84,050,016	\$84,672,045	\$85,888,671	\$85,605,767	\$87,551,643
50-Personnel Costs	(\$9,229,359)	\$4,032,400	\$7,147,380	\$2,801,000	\$2,960,700
51-Building Operations	\$460,560	-	\$21,962	-	-
52-Services	\$31,936	-	\$31,619	-	-
54-Supplies	(\$53,979)	-	\$1,473	-	-
55-Equipment	\$59	-	-	-	-
56-Other Expenses	\$17,670	-	\$322,313	-	-
59-Indirect Costs	(\$39,167,326)	(\$41,521,122)	(\$41,521,122)	(\$41,826,937)	(\$44,211,072)
69-Transfers Out	-	-	\$6,225	\$400,000	\$422,800
Expenses Total	(\$47,940,440)	(\$37,488,722)	(\$33,990,152)	(\$38,625,937)	(\$40,827,572)
Nondepartmental Surplus/(Deficit)	\$131,990,455	\$122,160,767	\$119,878,823	\$124,231,704	\$128,379,215

**The State Bar of California
Budget-by Cost Center
Nondepartmental**

0001 - Admin & Discipline Fund	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$82,068,602	\$82,303,245	\$83,716,767	\$83,346,600	\$84,430,106
42-Other Fees	\$1,808,170	\$1,905,500	\$1,764,106	\$1,780,300	\$2,636,444
45-Other Revenues	\$57,177	\$175,000	\$385,436	\$175,000	\$177,275
47-Investment Income	\$67,035	\$262,200	(\$30,955)	\$253,933	\$257,234
49-Transfer In	\$55,848	-	\$55,465	-	-
Revenue Total	\$84,056,833	\$84,645,945	\$85,890,818	\$85,555,833	\$87,501,059
50-Personnel Costs	(\$6,759,672)	\$4,032,400	\$7,147,380	\$2,801,000	\$2,960,700
51-Building Operations	\$460,560	-	\$21,962	-	-
52-Services	\$31,930	-	\$31,619	-	-
54-Supplies	(\$53,979)	-	\$1,473	-	-
56-Other Expenses	\$17,670	-	\$322,313	-	-
59-Indirect Costs	(\$2,079,970)	(\$3,269,793)	(\$3,269,793)	(\$3,449,860)	(\$3,646,502)
69-Transfers Out	-	-	-	\$400,000	\$422,800
Expenses Total	(\$8,383,461)	\$762,607	\$4,254,953	(\$248,860)	(\$263,002)
0001 - Admin & Discipline Fund Surplus/(Deficit)	\$92,440,293	\$83,883,338	\$81,635,865	\$85,804,693	\$87,764,061

**The State Bar of California
Budget-by Cost Center
Nondepartmental**

<u>0003 - Support & Admin.- Asset BU</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
47-Investment Income	(\$433)	\$1,800	(\$136)	\$3,174	\$3,215
Revenue Total	(\$433)	\$1,800	(\$136)	\$3,174	\$3,215
50-Personnel Costs	(\$1,231,290)	-	-	-	-
59-Indirect Costs	(\$37,087,356)	(\$38,251,329)	(\$38,251,329)	(\$38,377,077)	(\$40,564,570)
Expenses Total	(\$38,318,646)	(\$38,251,329)	(\$38,251,329)	(\$38,377,077)	(\$40,564,570)
0003 - Support & Admin.- Asset BU Surplus/(Deficit)	\$38,318,213	\$38,253,129	\$38,251,193	\$38,380,251	\$40,567,785

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>0004 - Public Protection - Asset BU</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
47-Investment Income	(\$967)	\$3,700	(\$305)	\$7,085	\$7,177
Revenue Total	(\$967)	\$3,700	(\$305)	\$7,085	\$7,177
0004 - Public Protection - Asset BU Surplus/(Deficit)	(\$967)	\$3,700	(\$305)	\$7,085	\$7,177

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>0005 - Info Tech Special Fund - BU</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
69-Transfers Out	-	-	\$6,225	-	-
Expenses Total	-	-	\$6,225	-	-
0005 - Info Tech Special Fund - BU Surplus/(Deficit)	-	-	(\$6,225)	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>0006 - Benefit Reserve Fund</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
47-Investment Income	(\$5,416)	\$20,600	(\$1,706)	\$39,676	\$40,192
Revenue Total	(\$5,416)	\$20,600	(\$1,706)	\$39,676	\$40,192
50-Personnel Costs	(\$1,238,397)	-	-	-	-
Expenses Total	(\$1,238,397)	-	-	-	-
0006 - Benefit Reserve Fund Surplus/(Deficit)	\$1,232,981	\$20,600	(\$1,706)	\$39,676	\$40,192

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9907 - Lawyers Assistance Pgm</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
52-Services	\$6	-	-	-	-
55-Equipment	\$59	-	-	-	-
Expenses Total	\$65	-	-	-	-
9907 - Lawyers Assistance Pgm Surplus/(Deficit)	(\$65)	-	-	-	-

The State Bar of California

Budget-by Cost Center

Professional Competence

<u>Professional Competence</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	-	-	-	\$569,500	\$1,068,904
45-Other Revenues	\$76,094	\$60,200	\$91,399	\$80,200	\$81,243
Revenue Total	\$76,094	\$60,200	\$91,399	\$649,700	\$1,150,147
50-Personnel Costs	\$2,048,373	\$2,240,200	\$2,248,584	\$2,761,500	\$2,950,200
51-Building Operations	\$1,321	\$2,000	\$1,098	\$149,178	\$157,700
52-Services	\$96,049	\$521,250	\$52,556	\$374,753	\$396,000
54-Supplies	\$2,316	\$5,100	\$4,809	\$2,793	\$2,900
55-Equipment	\$6,929	\$8,650	\$4,207	\$4,447	\$4,700
56-Other Expenses	\$1,319	\$8,100	\$4,325	\$38,500	\$40,700
59-Indirect Costs	\$1,136,574	\$1,316,626	\$1,316,626	\$1,462,053	\$1,545,390
69-Transfers Out	\$1,389	-	\$926	-	-
Expenses Total	\$3,294,270	\$4,101,926	\$3,633,132	\$4,793,224	\$5,097,590
Professional Competence Surplus/(Deficit)	(\$3,218,176)	(\$4,041,726)	(\$3,541,733)	(\$4,143,524)	(\$3,947,443)

**The State Bar of California
Budget-by Cost Center
Professional Competence**

<u>8810 - Professional Competence</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	\$75,302	\$40,000	\$86,539	\$75,000	\$75,975
Revenue Total	\$75,302	\$40,000	\$86,539	\$75,000	\$75,975
50-Personnel Costs	\$2,048,373	\$2,240,200	\$2,248,584	\$2,331,100	\$2,504,100
51-Building Operations	\$1,321	\$2,000	\$1,098	\$1,260	\$1,300
52-Services	\$88,612	\$502,500	\$52,280	\$171,500	\$181,200
54-Supplies	\$2,131	\$3,100	\$3,792	\$2,263	\$2,400
55-Equipment	\$6,921	\$2,000	\$1,982	\$1,500	\$1,600
56-Other Expenses	\$1,319	\$8,100	\$2,354	\$10,500	\$11,100
59-Indirect Costs	\$1,133,564	\$1,314,657	\$1,314,657	\$1,237,432	\$1,307,966
69-Transfers Out	\$1,389	-	\$926	-	-
Expenses Total	\$3,283,630	\$4,072,557	\$3,625,673	\$3,755,555	\$4,009,666
8810 - Professional Competence Surplus/(Deficit)	(\$3,208,328)	(\$4,032,557)	(\$3,539,134)	(\$3,680,555)	(\$3,933,691)

**The State Bar of California
Budget-by Cost Center
Professional Competence**

<u>8811 - Lawyer Assistance Program - Voluntary</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	-	-	-	\$430,400	\$446,100
51-Building Operations	-	-	-	\$147,918	\$156,400
52-Services	-	-	-	\$203,253	\$214,800
54-Supplies	-	-	-	\$530	\$500
56-Other Expenses	-	-	-	\$9,000	\$9,500
59-Indirect Costs	-	-	-	\$220,909	\$233,501
Expenses Total	-	-	-	\$1,012,010	\$1,060,801
8811 - Lawyer Assistance Program - Voluntary Surplus/(Deficit)	-	-	-	(\$1,012,010)	(\$1,060,801)

The State Bar of California
Budget-by Cost Center
Professional Competence

8820 - OPC Publications	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	\$792	\$15,200	\$4,860	\$5,200	\$5,268
Revenue Total	\$792	\$15,200	\$4,860	\$5,200	\$5,268
52-Services	\$7,437	\$15,600	\$277	-	-
54-Supplies	\$183	\$2,000	\$1,017	-	-
55-Equipment	-	\$6,500	\$2,210	\$2,947	\$3,100
59-Indirect Costs	\$1,324	\$1,721	\$1,721	\$219	\$231
Expenses Total	\$8,944	\$25,821	\$5,225	\$3,166	\$3,331
8820 - OPC Publications Surplus/(Deficit)	(\$8,152)	(\$10,621)	(\$364)	\$2,034	\$1,937

The State Bar of California
Budget-by Cost Center
Professional Competence

8825 - MCLE Provider Revenue	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	-	-	-	\$569,500	\$1,068,904
Revenue Total	-	-	-	\$569,500	\$1,068,904
59-Indirect Costs	-	-	-	\$2,078	\$2,196
Expenses Total	-	-	-	\$2,078	\$2,196
8825 - MCLE Provider Revenue Surplus/(Deficit)	-	-	-	\$567,422	\$1,066,708

The State Bar of California
Budget-by Cost Center
Professional Competence

8830 - Rules Revision Commission	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
55-Equipment	\$8	-	-	-	-
Expenses Total	\$8	-	-	-	-
8830 - Rules Revision Commission Surplus/(Deficit)	(\$8)	-	-	-	-

**The State Bar of California
Budget-by Cost Center
Professional Competence**

8840 - COPRAC	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	-	\$5,000	-	-	-
Revenue Total	-	\$5,000	-	-	-
52-Services	-	\$3,150	-	-	-
54-Supplies	\$2	-	-	-	-
55-Equipment	-	\$150	\$15	-	-
56-Other Expenses	-	-	\$1,972	\$19,000	\$20,100
59-Indirect Costs	\$1,686	\$248	\$248	\$1,415	\$1,496
Expenses Total	\$1,688	\$3,548	\$2,235	\$20,415	\$21,596
8840 - COPRAC Surplus/(Deficit)	(\$1,688)	\$1,452	(\$2,235)	(\$20,415)	(\$21,596)

The State Bar of California

Budget-by Cost Center

Professional Support & Client Protection	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$10,165,389	\$10,115,270	\$10,371,775	\$10,252,300	\$10,385,580
42-Other Fees	\$47,831	\$30,000	\$114,440	\$50,000	\$50,650
45-Other Revenues	\$25,761	\$6,500	\$93,357	\$67,500	\$68,378
47-Investment Income	(\$3,471)	\$13,300	(\$1,093)	\$25,425	\$25,755
49-Transfer In	\$6,920	-	\$6,875	-	-
Revenue Total	\$10,242,430	\$10,165,070	\$10,585,354	\$10,395,225	\$10,530,363
50-Personnel Costs	\$3,598,699	\$3,846,800	\$3,841,120	\$3,979,900	\$4,115,900
51-Building Operations	\$138,582	\$167,006	\$159,430	\$2,064	\$2,200
52-Services	\$355,998	\$568,360	\$298,390	\$408,669	\$432,004
54-Supplies	\$15,946	\$25,858	\$15,534	\$15,476	\$16,273
55-Equipment	\$7,149	\$19,939	\$4,705	\$5,871	\$6,114
56-Other Expenses	\$3,641	\$37,083	\$19,898	\$27,884	\$29,585
58-Payouts and Reimbursements	\$4,433,138	\$7,698,000	\$2,544,556	\$5,386,532	\$5,693,500
59-Indirect Costs	\$1,948,721	\$2,070,752	\$2,070,752	\$2,045,619	\$2,162,218
69-Transfers Out	\$2,778	-	\$2,315	-	-
Expenses Total	\$10,504,652	\$14,433,797	\$8,956,700	\$11,872,015	\$12,457,794
Professional Support & Client Protection Surplus/(Deficit)	(\$262,222)	(\$4,268,727)	\$1,628,654	(\$1,476,790)	(\$1,927,431)

The State Bar of California
Budget-by Cost Center
Client Security Fnd

<u>Client Security Fnd</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$8,061,178	\$8,020,090	\$8,220,751	\$8,125,000	\$8,230,625
45-Other Revenues	\$24,075	\$5,000	\$89,792	\$67,500	\$68,378
47-Investment Income	(\$1,662)	\$6,300	(\$523)	\$12,172	\$12,330
49-Transfer In	\$5,520	-	\$5,480	-	-
Revenue Total	\$8,089,111	\$8,031,390	\$8,315,499	\$8,204,672	\$8,311,333
50-Personnel Costs	\$1,236,673	\$1,391,800	\$1,412,995	\$1,372,900	\$1,426,200
51-Building Operations	\$1,206	\$7,014	\$550	\$733	\$800
52-Services	\$1,517	\$13,093	\$4,598	\$104,288	\$110,200
54-Supplies	\$7,304	\$10,241	\$4,319	\$5,261	\$5,600
55-Equipment	\$4,267	\$9,000	\$3,566	\$2,956	\$3,100
56-Other Expenses	\$300	\$5,100	\$599	\$4,000	\$4,300
58-Payouts and Reimbursements	\$4,433,138	\$7,698,000	\$2,544,556	\$5,386,532	\$5,693,500
59-Indirect Costs	\$723,309	\$764,524	\$764,524	\$767,343	\$811,081
69-Transfers Out	\$2,315	-	\$1,852	-	-
Expenses Total	\$6,410,028	\$9,898,771	\$4,737,559	\$7,644,013	\$8,054,781
Client Security Fnd Surplus/(Deficit)	\$1,679,083	(\$1,867,381)	\$3,577,941	\$560,659	\$256,552

The State Bar of California
Budget-by Cost Center
Client Security Fnd

<u>8710 - Client Security -Asset BU</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$8,061,178	\$8,020,090	\$8,220,751	\$8,125,000	\$8,230,625
45-Other Revenues	\$18,475	-	\$80,942	\$60,000	\$60,780
47-Investment Income	(\$1,662)	\$6,300	(\$523)	\$12,172	\$12,330
49-Transfer In	\$5,520	-	\$5,480	-	-
Revenue Total	\$8,083,511	\$8,026,390	\$8,306,649	\$8,197,172	\$8,303,735
50-Personnel Costs	(\$210,751)	-	-	-	-
52-Services	-	-	\$174	\$233	\$200
55-Equipment	\$2	-	-	-	-
59-Indirect Costs	\$73,252	\$61,329	\$61,329	\$56,289	\$59,497
Expenses Total	(\$137,497)	\$61,329	\$61,503	\$56,522	\$59,697
8710 - Client Security -Asset BU Surplus/(Deficit)	\$8,221,008	\$7,965,061	\$8,245,146	\$8,140,650	\$8,244,038

The State Bar of California
Budget-by Cost Center
Client Security Fnd

8720 - Client Security Fund	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	\$5,600	\$5,000	\$8,850	\$7,500	\$7,598
Revenue Total	\$5,600	\$5,000	\$8,850	\$7,500	\$7,598
50-Personnel Costs	\$1,447,424	\$1,391,800	\$1,412,995	\$1,372,900	\$1,426,200
51-Building Operations	\$1,206	\$7,014	\$550	\$733	\$800
52-Services	\$1,517	\$12,893	\$4,424	\$104,055	\$110,000
54-Supplies	\$7,304	\$10,091	\$4,319	\$5,261	\$5,600
55-Equipment	\$4,265	\$9,000	\$3,565	\$2,956	\$3,100
56-Other Expenses	\$300	\$2,100	\$99	-	-
58-Payouts and Reimbursements	\$4,433,138	\$7,698,000	\$2,544,556	\$5,386,532	\$5,693,500
59-Indirect Costs	\$649,846	\$702,951	\$702,951	\$710,757	\$751,270
69-Transfers Out	\$2,315	-	\$1,852	-	-
Expenses Total	\$6,547,314	\$9,833,848	\$4,675,310	\$7,583,194	\$7,990,470
8720 - Client Security Fund Surplus/(Deficit)	(\$6,541,714)	(\$9,828,848)	(\$4,666,460)	(\$7,575,694)	(\$7,982,872)

The State Bar of California
Budget-by Cost Center
Client Security Fnd

8730 - CSF Commission	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
52-Services	-	\$200	-	-	-
54-Supplies	-	\$150	-	-	-
55-Equipment	-	-	\$1	-	-
56-Other Expenses	-	\$3,000	\$500	\$4,000	\$4,300
59-Indirect Costs	\$211	\$244	\$244	\$297	\$314
Expenses Total	\$211	\$3,594	\$745	\$4,297	\$4,614
8730 - CSF Commission Surplus/(Deficit)	(\$211)	(\$3,594)	(\$745)	(\$4,297)	(\$4,614)

The State Bar of California
Budget-by Cost Center
Professional Support & Client
Protection

<u>8515 - Professional Support & Client Protection</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	-	-	(\$352)	-	-
Expenses Total	-	-	(\$352)	-	-
8515 - Professional Support & Client Protection Surplus/(Deficit)	-	-	\$352	-	-

**The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm**

<u>Lawyer Assistance Pgrm</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$2,104,211	\$2,095,180	\$2,151,024	\$2,127,300	\$2,154,955
42-Other Fees	\$112	-	-	-	-
47-Investment Income	(\$1,809)	\$7,000	(\$570)	\$13,253	\$13,425
49-Transfer In	\$1,400	-	\$1,395	-	-
Revenue Total	\$2,103,913	\$2,102,180	\$2,151,849	\$2,140,553	\$2,168,380
50-Personnel Costs	\$1,238,583	\$1,309,000	\$1,189,707	\$867,800	\$891,900
51-Building Operations	\$136,772	\$152,059	\$158,181	\$600	\$600
52-Services	\$297,445	\$465,640	\$248,331	\$250,950	\$265,304
54-Supplies	\$3,360	\$4,900	\$4,111	\$5,488	\$5,773
55-Equipment	\$858	\$4,700	\$106	\$2,106	\$2,214
56-Other Expenses	\$2,239	\$25,700	\$17,144	\$18,733	\$19,785
59-Indirect Costs	\$607,314	\$639,651	\$639,651	\$426,623	\$450,940
Expenses Total	\$2,286,572	\$2,601,650	\$2,257,231	\$1,572,300	\$1,636,516
Lawyer Assistance Pgrm Surplus/(Deficit)	(\$182,658)	(\$499,470)	(\$105,382)	\$568,253	\$531,864

**The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm**

<u>8440 - Transition Assistance Services</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
52-Services	-	\$32,000	-	-	-
59-Indirect Costs	-	\$2,285	\$2,285	-	-
Expenses Total	-	\$34,285	\$2,285	-	-
8440 - Transition Assistance Services Surplus/(Deficit)	-	(\$34,285)	(\$2,285)	-	-

**The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm**

8610 - Lawyer Assist Program-Asset BU	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$2,104,211	\$2,095,180	\$2,151,024	\$2,127,300	\$2,154,955
47-Investment Income	(\$1,809)	\$7,000	(\$570)	\$13,253	\$13,425
49-Transfer In	\$1,400	-	\$1,395	-	-
Revenue Total	\$2,103,801	\$2,102,180	\$2,151,849	\$2,140,553	\$2,168,380
50-Personnel Costs	(\$67,800)	-	-	-	-
59-Indirect Costs	\$19,232	\$16,022	\$16,022	\$14,733	\$15,573
Expenses Total	(\$48,567)	\$16,022	\$16,022	\$14,733	\$15,573
8610 - Lawyer Assist Program-Asset BU Surplus/(Deficit)	\$2,152,369	\$2,086,158	\$2,135,827	\$2,125,820	\$2,152,807

**The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm**

8611 - Lawyer Assistance Program - Voluntary	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$916,054	\$901,700	\$758,978	-	-
51-Building Operations	\$135,668	\$149,009	\$144,260	-	-
52-Services	\$183,879	\$282,690	\$144,693	-	-
54-Supplies	\$1,326	\$2,750	\$1,033	-	-
55-Equipment	\$237	\$2,700	-	-	-
56-Other Expenses	\$932	\$17,500	\$2,903	-	-
59-Indirect Costs	\$398,616	\$414,737	\$414,737	-	-
Expenses Total	\$1,636,712	\$1,771,086	\$1,466,603	-	-
8611 - Lawyer Assistance Program - Voluntary Surplus/(Deficit)	(\$1,636,712)	(\$1,771,086)	(\$1,466,603)	-	-

The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm

8612 - Case Management & Supervision - Mandatory Lawyer Assistance Program	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$390,329	\$407,300	\$430,729	\$867,800	\$891,900
51-Building Operations	\$1,104	\$3,050	\$599	\$600	\$600
52-Services	\$112,850	\$150,950	\$100,669	\$250,950	\$265,304
54-Supplies	\$463	\$2,150	-	\$2,150	\$2,273
55-Equipment	\$237	\$2,000	\$26	\$2,000	\$2,114
56-Other Expenses	\$120	\$8,200	\$2,232	\$18,733	\$19,785
59-Indirect Costs	\$189,466	\$206,607	\$206,607	\$411,633	\$435,096
Expenses Total	\$694,568	\$780,257	\$740,862	\$1,553,866	\$1,617,072
8612 - Case Management & Supervision - Mandatory Lawyer Assistance Program Surplus/(Deficit)	(\$694,568)	(\$780,257)	(\$740,862)	(\$1,553,866)	(\$1,617,072)

**The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm**

8620 - Lawyer Assistance Program	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$112	-	-	-	-
Revenue Total	\$112	-	-	-	-
51-Building Operations	-	-	\$13,322	-	-
52-Services	\$716	-	\$2,969	-	-
54-Supplies	\$1,571	-	\$3,079	\$3,338	\$3,500
55-Equipment	\$379	-	-	-	-
56-Other Expenses	\$1,187	-	\$12,009	-	-
59-Indirect Costs	-	-	-	\$249	\$263
Expenses Total	\$3,853	-	\$31,379	\$3,587	\$3,763
8620 - Lawyer Assistance Program Surplus/(Deficit)	(\$3,741)	-	(\$31,379)	(\$3,587)	(\$3,763)

The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm

<u>8630 - Financial Assistance-LAP</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
55-Equipment	\$6	-	\$80	\$106	\$100
59-Indirect Costs	-	-	-	\$8	\$8
Expenses Total	\$6	-	\$80	\$114	\$108
8630 - Financial Assistance-LAP Surplus/(Deficit)	(\$6)	-	(\$80)	(\$114)	(\$108)

The State Bar of California
Budget-by Cost Center
Mandatory Fee Arbitration

<u>Mandatory Fee Arbitration</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$47,719	\$30,000	\$114,440	\$50,000	\$50,650
45-Other Revenues	\$1,686	\$1,500	\$3,565	-	-
Revenue Total	\$49,406	\$31,500	\$118,005	\$50,000	\$50,650
50-Personnel Costs	-	-	\$133,725	\$585,900	\$606,900
52-Services	\$37,166	\$50,250	\$16,605	\$20,431	\$21,600
54-Supplies	\$2,167	\$3,100	\$4,868	\$2,000	\$2,100
55-Equipment	\$356	\$1,500	\$692	\$394	\$400
56-Other Expenses	\$148	\$3,650	\$1,878	\$5,151	\$5,500
59-Indirect Costs	\$4,572	\$4,164	\$4,164	\$213,346	\$225,507
Expenses Total	\$44,409	\$62,664	\$161,933	\$827,222	\$862,007
Mandatory Fee Arbitration Surplus/(Deficit)	\$4,997	(\$31,164)	(\$43,928)	(\$777,222)	(\$811,357)

The State Bar of California

Budget-by Cost Center

Mandatory Fee Arbitration

<u>8750 - Mandatory Fee Arbitration</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	-	-	-	\$585,900	\$606,900
59-Indirect Costs	-	-	-	\$213,346	\$225,507
Expenses Total	-	-	-	\$799,246	\$832,407
8750 - Mandatory Fee Arbitration Surplus/(Deficit)	-	-	-	(\$799,246)	(\$832,407)

The State Bar of California
Budget-by Cost Center
Mandatory Fee Arbitration

<u>8860 - Mandatory Fee Arbitration</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$47,719	\$30,000	\$114,440	\$50,000	\$50,650
45-Other Revenues	\$1,686	\$1,500	\$3,565	-	-
Revenue Total	\$49,406	\$31,500	\$118,005	\$50,000	\$50,650
50-Personnel Costs	-	-	\$133,725	-	-
52-Services	\$37,166	\$50,250	\$16,605	\$20,431	\$21,600
54-Supplies	\$2,167	\$3,100	\$4,868	\$2,000	\$2,100
55-Equipment	\$356	\$1,500	\$692	\$394	\$400
56-Other Expenses	\$148	\$3,650	\$1,878	\$5,151	\$5,500
59-Indirect Costs	\$4,572	\$4,164	\$4,164	-	-
Expenses Total	\$44,409	\$62,664	\$161,933	\$27,976	\$29,600
8860 - Mandatory Fee Arbitration Surplus/(Deficit)	\$4,997	(\$31,164)	(\$43,928)	\$22,024	\$21,050

The State Bar of California
Budget-by Cost Center
Probation

<u>Probation</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,123,443	\$1,146,000	\$1,105,045	\$1,153,300	\$1,190,900
51-Building Operations	\$603	\$7,933	\$700	\$731	\$800
52-Services	\$19,870	\$39,377	\$28,855	\$33,000	\$34,900
54-Supplies	\$3,116	\$7,617	\$2,235	\$2,727	\$2,800
55-Equipment	\$1,668	\$4,739	\$342	\$415	\$400
56-Other Expenses	\$954	\$2,633	\$277	-	-
59-Indirect Costs	\$613,526	\$662,413	\$662,413	\$638,307	\$674,690
69-Transfers Out	\$463	-	\$463	-	-
Expenses Total	\$1,763,644	\$1,870,712	\$1,800,330	\$1,828,480	\$1,904,490
Probation Surplus/(Deficit)	(\$1,763,644)	(\$1,870,712)	(\$1,800,330)	(\$1,828,480)	(\$1,904,490)

**The State Bar of California
Budget-by Cost Center
Probation**

<u>8510 - Case Management & Supervision - Probation</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,123,443	\$1,146,000	\$1,105,045	\$1,153,300	\$1,190,900
51-Building Operations	\$603	\$7,933	\$700	\$731	\$800
52-Services	\$19,870	\$39,377	\$28,855	\$33,000	\$34,900
54-Supplies	\$3,116	\$7,617	\$2,235	\$2,727	\$2,800
55-Equipment	\$1,668	\$4,739	\$342	\$415	\$400
56-Other Expenses	\$954	\$2,633	\$277	-	-
59-Indirect Costs	\$613,526	\$662,413	\$662,413	\$638,307	\$674,690
69-Transfers Out	\$463	-	\$463	-	-
Expenses Total	\$1,763,644	\$1,870,712	\$1,800,330	\$1,828,480	\$1,904,490
8510 - Case Management & Supervision - Probation Surplus/(Deficit)	(\$1,763,644)	(\$1,870,712)	(\$1,800,330)	(\$1,828,480)	(\$1,904,490)

**The State Bar of California
Budget-by Cost Center
Programs**

<u>Programs</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$726,163	\$730,000	\$750,280	\$500,000	\$506,500
47-Investment Income	(\$323)	\$1,300	(\$102)	\$2,369	\$2,400
Revenue Total	\$725,840	\$731,300	\$750,178	\$502,369	\$508,900
50-Personnel Costs	\$753,584	\$745,000	\$827,775	\$797,300	\$849,000
51-Building Operations	\$767	\$4,364	\$4,477	\$1,886	\$2,000
52-Services	\$195,403	\$180,955	\$142,203	\$12,755	\$13,500
54-Supplies	\$2,447	\$2,139	\$1,368	\$141	\$100
55-Equipment	\$1,516	\$5,590	\$1,652	\$2,111	\$2,200
56-Other Expenses	\$5,621	\$117,407	\$120,349	\$153,300	\$162,000
59-Indirect Costs	\$275,981	\$421,742	\$421,742	\$336,047	\$355,202
69-Transfers Out	-	-	\$926	-	-
Expenses Total	\$1,235,319	\$1,477,197	\$1,520,491	\$1,303,540	\$1,384,002
Programs Surplus/(Deficit)	(\$509,479)	(\$745,897)	(\$770,313)	(\$801,171)	(\$875,102)

The State Bar of California

Budget-by Cost Center

Programs

<u>2120 - Appointments Administration</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
55-Equipment	\$6	\$250	-	-	-
Expenses Total	\$6	\$250	-	-	-
2120 - Appointments Administration Surplus/(Deficit)	(\$6)	(\$250)	-	-	-

The State Bar of California
Budget-by Cost Center
Programs

<u>2140 - Elections</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
56-Other Expenses	\$258	-	-	-	-
Expenses Total	\$258	-	-	-	-
2140 - Elections Surplus/(Deficit)	(\$258)	-	-	-	-

The State Bar of California

Budget-by Cost Center

Programs

<u>2210 - Leg. Activities -Assets BU</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$726,163	-	-	-	-
47-Investment Income	(\$323)	-	-	-	-
Revenue Total	\$725,840	-	-	-	-
50-Personnel Costs	(\$8,103)	-	-	-	-
55-Equipment	\$2	-	-	-	-
59-Indirect Costs	\$6,859	-	-	-	-
Expenses Total	(\$1,242)	-	-	-	-
2210 - Leg. Activities -Assets BU Surplus/(Deficit)	\$727,082	-	-	-	-

The State Bar of California
Budget-by Cost Center
Programs

<u>2220 - Legislative Affairs</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$427,988	-	-	-	-
52-Services	\$195,000	-	-	-	-
54-Supplies	\$2,028	-	-	-	-
59-Indirect Costs	\$156,003	-	-	-	-
Expenses Total	\$781,019	-	-	-	-
2220 - Legislative Affairs Surplus/(Deficit)	(\$781,019)	-	-	-	-

The State Bar of California
Budget-by Cost Center
Programs

<u>2410 - Judicial Evaluation</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$134,427	-	-	-	-
52-Services	\$383	-	-	-	-
54-Supplies	\$419	-	-	-	-
55-Equipment	\$1,507	-	-	-	-
56-Other Expenses	\$449	-	-	-	-
59-Indirect Costs	\$113,119	-	-	-	-
Expenses Total	\$250,305	-	-	-	-
2410 - Judicial Evaluation Surplus/(Deficit)	(\$250,305)	-	-	-	-

The State Bar of California

Budget-by Cost Center

Programs

8110 - Programs	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$199,272	\$66,100	\$93,240	\$147,600	\$160,600
51-Building Operations	\$767	-	\$1,277	\$1,261	\$1,300
52-Services	\$20	-	\$2,847	-	-
55-Equipment	\$1	-	\$1	-	-
56-Other Expenses	\$4,914	-	\$8,487	\$9,300	\$9,800
59-Indirect Costs	-	-	-	\$16,325	\$17,256
69-Transfers Out	-	-	\$926	-	-
Expenses Total	\$204,974	\$66,100	\$106,777	\$174,486	\$188,956
8110 - Programs Surplus/(Deficit)	(\$204,974)	(\$66,100)	(\$106,777)	(\$174,486)	(\$188,956)

The State Bar of California
Budget-by Cost Center
Programs

<u>8910 - Judicial Evaluation</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	-	\$396,500	\$463,304	\$424,500	\$447,100
51-Building Operations	-	\$4,364	\$3,200	\$625	\$700
52-Services	-	\$955	\$1,640	\$955	\$1,000
54-Supplies	-	\$2,138	\$768	\$141	\$100
55-Equipment	-	\$4,340	\$1,651	\$2,111	\$2,200
56-Other Expenses	-	\$107,407	\$111,723	\$140,000	\$148,000
59-Indirect Costs	-	\$259,963	\$259,963	\$244,317	\$258,243
Expenses Total	-	\$775,667	\$842,249	\$812,649	\$857,343
8910 - Judicial Evaluation Surplus/(Deficit)	-	(\$775,667)	(\$842,249)	(\$812,649)	(\$857,343)

The State Bar of California

Budget-by Cost Center

Programs

<u>8950 - Legislative Affairs</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	-	\$282,400	\$271,231	\$225,200	\$241,300
52-Services	-	\$180,000	\$137,716	\$11,800	\$12,500
54-Supplies	-	\$1	\$600	-	-
55-Equipment	-	\$500	-	-	-
56-Other Expenses	-	\$10,000	\$139	\$4,000	\$4,200
59-Indirect Costs	-	\$144,592	\$144,592	\$75,405	\$79,703
Expenses Total	-	\$617,493	\$554,278	\$316,405	\$337,703
8950 - Legislative Affairs Surplus/(Deficit)	-	(\$617,493)	(\$554,278)	(\$316,405)	(\$337,703)

The State Bar of California

Budget-by Cost Center

Programs

<u>8955 - Leg. Activities -Assets BU</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	-	\$730,000	\$750,280	\$500,000	\$506,500
47-Investment Income	-	\$1,300	(\$102)	\$2,369	\$2,400
Revenue Total	-	\$731,300	\$750,178	\$502,369	\$508,900
55-Equipment	-	\$500	-	-	-
59-Indirect Costs	-	\$17,187	\$17,187	-	-
Expenses Total	-	\$17,687	\$17,187	-	-
8955 - Leg. Activities -Assets BU Surplus/(Deficit)	-	\$713,613	\$732,991	\$502,369	\$508,900

The State Bar of California

Budget-by Cost Center

Regulation

<u>Regulation</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$880,149	\$829,500	\$879,354	\$250,000	\$403,250
45-Other Revenues	\$9,562	\$6,000	\$7,320	\$7,000	\$7,091
Revenue Total	\$889,711	\$835,500	\$886,674	\$257,000	\$410,341
50-Personnel Costs	\$3,542,555	\$3,892,400	\$4,978,492	\$3,092,000	\$3,244,200
51-Building Operations	\$7,798	\$12,000	\$8,884	\$9,243	\$9,800
52-Services	\$132,006	\$108,200	\$263,831	\$286,041	\$302,300
54-Supplies	\$25,438	\$87,000	\$40,347	\$58,824	\$62,200
55-Equipment	\$10,316	\$5,200	\$6,341	\$8,157	\$8,700
56-Other Expenses	\$1,164	\$4,000	\$720	-	-
59-Indirect Costs	\$2,248,988	\$2,671,833	\$2,671,833	\$1,848,197	\$1,953,545
Expenses Total	\$5,968,266	\$6,780,633	\$7,970,449	\$5,302,462	\$5,580,745
Regulation Surplus/(Deficit)	(\$5,078,554)	(\$5,945,133)	(\$7,083,775)	(\$5,045,462)	(\$5,170,404)

**The State Bar of California
Budget-by Cost Center
Regulation**

<u>5710 - Attorney Regulation & Consumer Resources</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$291,664	\$250,000	\$324,539	-	-
45-Other Revenues	\$9,562	\$6,000	\$7,320	-	-
Revenue Total	\$301,226	\$256,000	\$331,859	-	-
50-Personnel Costs	\$3,478,573	\$3,843,500	\$4,796,704	-	-
51-Building Operations	\$7,798	\$12,000	\$8,884	-	-
52-Services	\$131,738	\$105,500	\$257,485	-	-
54-Supplies	\$23,291	\$83,400	\$36,399	-	-
55-Equipment	\$9,373	\$5,000	\$5,603	-	-
56-Other Expenses	\$787	\$2,000	\$110	-	-
59-Indirect Costs	\$2,207,534	\$2,640,374	\$2,640,374	-	-
Expenses Total	\$5,859,095	\$6,691,774	\$7,745,559	-	-
5710 - Attorney Regulation & Consumer Resources Surplus/(Deficit)	(\$5,557,869)	(\$6,435,774)	(\$7,413,700)	-	-

The State Bar of California

Budget-by Cost Center

Regulation

<u>5720 - MCLE Regulation</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	\$588,485	\$579,500	\$554,815	-	-
Revenue Total	\$588,485	\$579,500	\$554,815	-	-
52-Services	\$267	-	\$169	-	-
54-Supplies	\$1,633	\$3,000	\$2,924	-	-
55-Equipment	\$875	-	\$599	-	-
56-Other Expenses	\$377	\$2,000	-	-	-
59-Indirect Costs	\$2,619	\$2,537	\$2,537	-	-
Expenses Total	\$5,772	\$7,537	\$6,229	-	-
5720 - MCLE Regulation Surplus/(Deficit)	\$582,713	\$571,963	\$548,586	-	-

The State Bar of California
Budget-by Cost Center
Regulation

5730 - Child & Family Support	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$61,302	\$48,900	\$87,787	-	-
52-Services	-	\$2,700	\$6,088	-	-
54-Supplies	\$513	\$600	\$699	-	-
55-Equipment	\$68	\$200	\$139	-	-
59-Indirect Costs	\$38,835	\$28,922	\$28,922	-	-
Expenses Total	\$100,718	\$81,322	\$123,635	-	-
5730 - Child & Family Support Surplus/(Deficit)	(\$100,718)	(\$81,322)	(\$123,635)	-	-

The State Bar of California
Budget-by Cost Center
Regulation

<u>8410 - Attorney Regulation & Consumer Resources</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
Revenue Total	-	-	-	-	-
50-Personnel Costs	\$2,681	-	-	-	-
Expenses Total	\$2,681	-	-	-	-
8410 - Attorney Regulation & Consumer Resources Surplus/(Deficit)	(\$2,681)	-	-	-	-

The State Bar of California

Budget-by Cost Center

Regulation

<u>9110 - Regulation</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
42-Other Fees	-	-	-	\$250,000	\$403,250
45-Other Revenues	-	-	-	\$7,000	\$7,091
Revenue Total	-	-	-	\$257,000	\$410,341
50-Personnel Costs	-	-	\$94,001	\$3,039,700	\$3,190,300
51-Building Operations	-	-	-	\$9,243	\$9,800
52-Services	-	-	\$89	\$282,701	\$298,800
54-Supplies	-	-	\$326	\$58,224	\$61,600
55-Equipment	-	-	-	\$8,000	\$8,500
56-Other Expenses	-	-	\$610	-	-
59-Indirect Costs	-	-	-	\$1,821,447	\$1,925,270
Expenses Total	-	-	\$95,026	\$5,219,315	\$5,494,270
9110 - Regulation Surplus/(Deficit)	-	-	(\$95,026)	(\$4,962,315)	(\$5,083,929)

The State Bar of California
Budget-by Cost Center
Regulation

9111 - Child & Family Support	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	-	-	-	\$52,300	\$53,900
52-Services	-	-	-	\$3,340	\$3,500
54-Supplies	-	-	-	\$600	\$600
55-Equipment	-	-	-	\$157	\$200
59-Indirect Costs	-	-	-	\$26,750	\$28,275
Expenses Total	-	-	-	\$83,147	\$86,475
9111 - Child & Family Support Surplus/(Deficit)	-	-	-	(\$83,147)	(\$86,475)

The State Bar of California
Budget-by Cost Center
Special Projects

<u>Special Projects</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$1,009,856	\$1,004,929	\$1,032,413	\$1,020,600	\$1,033,868
47-Investment Income	(\$2,917)	\$11,100	(\$919)	\$21,364	\$21,641
49-Transfer In	\$691	-	\$6,911	-	-
Revenue Total	\$1,007,631	\$1,016,029	\$1,038,406	\$1,041,964	\$1,055,509
52-Services	\$829,148	\$1,580,000	\$784,072	\$190,000	\$200,800
55-Equipment	-	-	\$364,786	-	-
56-Other Expenses	-	\$6,000	-	-	-
59-Indirect Costs	\$113,093	\$160,633	\$160,633	\$63,524	\$67,145
62-Debt Related	-	\$663,100	\$117,335	\$663,200	\$701,000
Expenses Total	\$942,241	\$2,409,733	\$1,426,825	\$916,724	\$968,945
Special Projects Surplus/(Deficit)	\$65,390	(\$1,393,704)	(\$388,419)	\$125,240	\$86,564

**The State Bar of California
Budget-by Cost Center
Special Projects**

5410 - Technology Improvemnt- Asset BU	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$1,009,856	\$1,004,929	\$1,032,413	\$1,020,600	\$1,033,868
47-Investment Income	(\$2,917)	\$11,100	(\$919)	\$21,364	\$21,641
49-Transfer In	\$691	-	\$6,911	-	-
Revenue Total	\$1,007,631	\$1,016,029	\$1,038,406	\$1,041,964	\$1,055,509
59-Indirect Costs	-	\$47,359	\$47,359	\$49,378	\$52,193
62-Debt Related	-	\$663,100	\$117,335	\$663,200	\$701,000
Expenses Total	-	\$710,459	\$164,694	\$712,578	\$753,193
5410 - Technology Improvemnt- Asset BU Surplus/(Deficit)	\$1,007,631	\$305,570	\$873,712	\$329,386	\$302,316

The State Bar of California
Budget-by Cost Center
Special Projects

<u>5420 - ERP Upgrade</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
52-Services	-	-	(\$229,928)	-	-
55-Equipment	-	-	\$364,786	-	-
Expenses Total	-	-	\$134,857	-	-
5420 - ERP Upgrade Surplus/(Deficit)	-	-	(\$134,857)	-	-

The State Bar of California
Budget-by Cost Center
Special Projects

<u>5430 - Admission System</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
52-Services	\$4,485	-	-	-	-
59-Indirect Costs	\$1,593	-	-	-	-
Expenses Total	\$6,078	-	-	-	-
5430 - Admission System Surplus/(Deficit)	(\$6,078)	-	-	-	-

The State Bar of California

Budget-by Cost Center

Special Projects

<u>5440 - Case Management System</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
52-Services	\$824,663	\$1,580,000	\$1,014,000	\$190,000	\$200,800
56-Other Expenses	-	\$6,000	-	-	-
59-Indirect Costs	\$111,500	\$113,274	\$113,274	\$14,146	\$14,952
Expenses Total	\$936,163	\$1,699,274	\$1,127,274	\$204,146	\$215,752
5440 - Case Management System Surplus/(Deficit)	(\$936,163)	(\$1,699,274)	(\$1,127,274)	(\$204,146)	(\$215,752)

**The State Bar of California
Budget-by Cost Center
State Bar Court**

State Bar Court	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	\$4,239	\$4,000	\$3,375	-	-
Revenue Total	\$4,239	\$4,000	\$3,375	-	-
50-Personnel Costs	\$8,112,915	\$7,378,620	\$7,705,531	\$7,626,400	\$7,977,400
51-Building Operations	\$24,249	\$85,061	\$1,261	\$1,207	\$1,200
52-Services	\$143,827	\$334,300	\$353,826	\$62,334	\$65,800
54-Supplies	\$34,190	\$62,625	\$27,408	\$21,672	\$23,000
55-Equipment	\$14,256	\$46,900	\$12,622	\$12,139	\$12,800
56-Other Expenses	\$22,064	\$206,600	\$67,485	\$70,797	\$74,700
59-Indirect Costs	\$5,387,914	\$6,153,108	\$6,153,108	\$5,468,886	\$5,780,611
69-Transfers Out	\$5,673	-	\$5,412	-	-
Expenses Total	\$13,745,088	\$14,267,214	\$14,326,653	\$13,263,435	\$13,935,511
State Bar Court Surplus/(Deficit)	(\$13,740,849)	(\$14,263,214)	(\$14,323,278)	(\$13,263,435)	(\$13,935,511)

**The State Bar of California
Budget-by Cost Center
State Bar Court**

<u>7110 - Clerk of the Court</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	\$12,450	-	-	-	-
Revenue Total	\$12,450	-	-	-	-
50-Personnel Costs	\$491,866	\$471,000	\$587,608	\$494,900	\$506,800
51-Building Operations	\$811	\$3,500	\$662	\$607	\$600
52-Services	\$27,094	\$29,500	\$41,319	-	-
54-Supplies	\$10,483	\$16,600	\$9,153	\$3,667	\$3,900
55-Equipment	\$1,821	\$4,000	\$565	\$350	\$400
56-Other Expenses	\$19	\$64,000	\$16,128	\$24,787	\$26,200
59-Indirect Costs	\$340,688	\$322,501	\$322,501	\$281,381	\$297,420
69-Transfers Out	\$463	-	\$463	-	-
Expenses Total	\$873,245	\$911,101	\$978,399	\$805,692	\$835,320
7110 - Clerk of the Court Surplus/(Deficit)	(\$860,795)	(\$911,101)	(\$978,399)	(\$805,692)	(\$835,320)

**The State Bar of California
Budget-by Cost Center
State Bar Court**

<u>7120 - Hearing Administration SF</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,128,333	\$1,145,100	\$1,158,827	\$959,700	\$1,039,500
51-Building Operations	\$16,000	\$25,361	-	-	-
52-Services	\$8,723	\$132,400	\$224,221	\$2,363	\$2,500
54-Supplies	\$6,041	\$12,770	\$4,594	\$4,683	\$5,000
55-Equipment	\$5,721	\$17,500	\$5,230	\$5,030	\$5,300
56-Other Expenses	\$200	\$12,000	\$4,341	-	-
59-Indirect Costs	\$1,229,479	\$1,469,776	\$1,469,776	\$1,070,712	\$1,131,743
Expenses Total	\$2,394,496	\$2,814,907	\$2,866,988	\$2,042,488	\$2,184,043
7120 - Hearing Administration SF Surplus/(Deficit)	(\$2,394,496)	(\$2,814,907)	(\$2,866,988)	(\$2,042,488)	(\$2,184,043)

**The State Bar of California
Budget-by Cost Center
State Bar Court**

<u>7130 - Hearing Counsel LA/SF</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,624,241	\$1,442,790	\$1,529,453	\$1,692,700	\$1,771,000
51-Building Operations	\$603	\$3,300	\$599	\$600	\$600
52-Services	\$80	\$500	-	-	-
54-Supplies	\$1,744	\$2,000	\$1,053	\$1,133	\$1,200
55-Equipment	\$332	\$2,700	\$898	\$810	\$900
56-Other Expenses	-	\$13,600	\$2,504	\$4,700	\$4,900
59-Indirect Costs	\$787,553	\$991,621	\$991,621	\$1,010,137	\$1,067,714
69-Transfers Out	\$3,241	-	\$2,778	-	-
Expenses Total	\$2,417,794	\$2,456,511	\$2,528,906	\$2,710,080	\$2,846,314
7130 - Hearing Counsel LA/SF Surplus/(Deficit)	(\$2,417,794)	(\$2,456,511)	(\$2,528,906)	(\$2,710,080)	(\$2,846,314)

**The State Bar of California
Budget-by Cost Center
State Bar Court**

<u>7140 - Hearing Judges</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,483,963	\$1,178,500	\$1,401,815	\$1,226,000	\$1,256,900
51-Building Operations	-	\$15,000	-	-	-
52-Services	\$100,381	\$137,700	\$74,388	\$44,010	\$46,500
54-Supplies	\$4,664	\$6,500	\$2,826	\$3,602	\$3,800
55-Equipment	(\$88)	\$5,200	\$65	\$29	-
56-Other Expenses	\$9,495	\$51,800	\$15,208	\$18,859	\$19,900
59-Indirect Costs	\$685,256	\$769,226	\$769,226	\$680,672	\$719,471
69-Transfers Out	\$652	-	\$522	-	-
Expenses Total	\$2,284,323	\$2,163,926	\$2,264,050	\$1,973,172	\$2,046,571
7140 - Hearing Judges Surplus/(Deficit)	(\$2,284,323)	(\$2,163,926)	(\$2,264,050)	(\$1,973,172)	(\$2,046,571)

**The State Bar of California
Budget-by Cost Center
State Bar Court**

<u>7150 - Hearing/Effec/Admin LA</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
45-Other Revenues	(\$8,211)	\$4,000	\$3,375	-	-
Revenue Total	(\$8,211)	\$4,000	\$3,375	-	-
50-Personnel Costs	\$1,331,343	\$1,238,800	\$1,229,522	\$1,204,000	\$1,272,600
51-Building Operations	\$6,835	\$21,400	-	-	-
52-Services	\$7,398	\$31,500	\$10,793	\$5,761	\$6,000
54-Supplies	\$9,277	\$20,635	\$8,504	\$6,185	\$6,500
55-Equipment	\$4,812	\$11,500	\$3,674	\$3,913	\$4,100
56-Other Expenses	\$614	\$2,200	\$2,679	-	-
59-Indirect Costs	\$1,047,579	\$1,181,536	\$1,181,536	\$1,087,894	\$1,149,903
Expenses Total	\$2,407,859	\$2,507,571	\$2,436,708	\$2,307,753	\$2,439,103
7150 - Hearing/Effec/Admin LA Surplus/(Deficit)	(\$2,416,070)	(\$2,503,571)	(\$2,433,333)	(\$2,307,753)	(\$2,439,103)

The State Bar of California
Budget-by Cost Center
State Bar Court

<u>7160 - Presiding/Review Judges</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$933,231	\$765,400	\$692,293	\$806,600	\$827,000
51-Building Operations	-	\$6,500	-	-	-
52-Services	\$33	\$1,100	\$398	\$5,000	\$5,300
54-Supplies	\$1,786	\$3,750	\$1,139	\$2,284	\$2,500
55-Equipment	\$21	\$1,000	\$18	-	-
56-Other Expenses	\$11,377	\$58,000	\$24,746	\$19,208	\$20,300
59-Indirect Costs	\$402,780	\$448,795	\$448,795	\$361,225	\$381,814
69-Transfers Out	\$391	-	\$261	-	-
Expenses Total	\$1,349,619	\$1,284,545	\$1,167,650	\$1,194,317	\$1,236,914
7160 - Presiding/Review Judges Surplus/(Deficit)	(\$1,349,619)	(\$1,284,545)	(\$1,167,650)	(\$1,194,317)	(\$1,236,914)

**The State Bar of California
Budget-by Cost Center
State Bar Court**

<u>7170 - Review Counsel/Clerk</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,119,939	\$1,137,030	\$1,106,013	\$1,242,500	\$1,303,600
51-Building Operations	-	\$10,000	-	-	-
52-Services	\$119	\$1,600	\$2,707	\$5,200	\$5,500
54-Supplies	\$193	\$370	\$140	\$118	\$100
55-Equipment	\$1,637	\$5,000	\$2,172	\$2,007	\$2,100
56-Other Expenses	\$360	\$5,000	\$1,879	\$3,243	\$3,400
59-Indirect Costs	\$894,579	\$969,653	\$969,653	\$976,865	\$1,032,546
69-Transfers Out	\$926	-	\$1,389	-	-
Expenses Total	\$2,017,752	\$2,128,653	\$2,083,952	\$2,229,933	\$2,347,246
7170 - Review Counsel/Clerk Surplus/(Deficit)	(\$2,017,752)	(\$2,128,653)	(\$2,083,952)	(\$2,229,933)	(\$2,347,246)

The State Bar of California
Budget-by Cost Center
Public Trust Liaison

<u>Public Trust Liaison</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	-	-	-	\$1,205,700	\$1,266,700
59-Indirect Costs	-	-	-	\$725,399	\$766,747
Expenses Total	-	-	-	\$1,931,099	\$2,033,447
Public Trust Liaison Surplus/(Deficit)	-	-	-	(\$1,931,099)	(\$2,033,447)

The State Bar of California
Budget-by Cost Center
Public Trust Liaison

<u>1310 - Public Trust Liaison</u>	2021	2022	2022	2023	2024
	Actual	Budget	Projection	Budget	Forecast
50-Personnel Costs	-	-	-	\$1,205,700	\$1,266,700
59-Indirect Costs	-	-	-	\$725,399	\$766,747
Expenses Total	-	-	-	\$1,931,099	\$2,033,447
1310 - Public Trust Liaison Surplus/(Deficit)	-	-	-	(\$1,931,099)	(\$2,033,447)