

THE STATE BAR OF CALIFORNIA

180 Howard Street
San Francisco, Ca 94105
(415) 538-2000

TO: Members, Board of Trustees

FROM: Robert Hawley, Acting CEO

RE: Proposed 2015-17 Budget

DATE: January 24, 2015

The attached schedules represent the Proposed Budget for the State Bar of California for the years 2015-17. The budget incorporates both the resources necessary to finance the regular ongoing operations of the State Bar and the amounts required to implement the initiatives identified in the strategic plan.

The State Bar adopts a “rolling” three-year budget. This practice enables the bar plan its financial future more effectively than would be possible with traditional one-year budgeting. In January 2014, the Board adopted a budget covering 2015-16. This year’s proposal updates the previously adopted budgets for 2015 and 2016 and extends the budget through 2017. Operating budgets lapse at the end of each calendar year; capital project budgets are non-lapsing, so they are carried forward until the projects are completed.

Major Budget Assumptions

Employee Salaries: Employee salaries, totaling approximately \$53 million in 2015, are the largest single driver of the State Bar’s costs. As in past years, our budget assumptions conform to the terms of our existing MOU, which provides annual “step” increases for bargaining unit employees who have not reached the top of the salary range for their job classification, as well as a 2.75% across-the-board increase effective January 1, 2015. It also provides a 1.0% increase in 2016. Beyond the expiration of the current MOU at the end of 2016, the budget assumes no across-the-board increases. Regular step increases are assumed to continue throughout the 2015-17 period.

Other Personnel Costs: Payroll tax costs are assumed to rise along with salaries. CalPERS contribution rates are rising by about one percentage point per year, so total CalPERS costs are expected to grow correspondingly faster than salaries. Health insurance costs have been remarkably stable over the past few years, and the budget assumes that this will continue.

Non-Personnel Costs: In general, the budget “flat-lines” non-personnel costs. The major exception is in the area of Admissions, which faces substantial non-controllable non-personnel costs, such as renting space for the bar exam. Historically, the actual rate of increase has varied from year to year. For Admissions, the budget assumes a “middle-of-the-road” figure of 3.5% per year.

No Non-Mandatory/Non-Dues Support for the General Fund: In years past, the bar has drawn on non-mandatory and non-dues revenues to help make up gaps between General Fund revenues and expenditures. This budget assumes that no such support will be provided in the 2015-17 time period.

Overall Financial Condition

The State Bar’s General Fund dues have not been increased since 2007. (They have, on occasion, been decreased.) To date, the bar has maintained both its financial health and its core services within the constraints of available funding. Over the next three years, however, this will become increasingly challenging. While the proposed budget for the General Fund is balanced¹ in 2015, the budgets for 2016 and 2017 are not. For different reasons, discussed below, the proposed Admissions Fund budget is balanced in 2015 and 2016, but not in 2017. Proposed budgets for all other funds are balanced throughout the 2015-17 period.

General Fund

The proposed General Fund budget largely preserves current service and staffing levels. It assumes that activities in pursuit of the unauthorized practice of law (UPL) will continue to be performed by the Office of Chief Trial Counsel, allowing the elimination of six vacant positions in the Office of General Counsel, saving approximately \$1.0 million per year. The vacant Director of Public Policy position in the Office of the Executive Director has also been eliminated, saving approximately \$0.2 million per year. (No new programs or initiatives are included in the General Fund budget at this time.)

After accounting for these reductions, General Fund expenditures are still estimated to exceed revenues by \$8.1 million over the 2015-17 period: by \$1.6 million in 2015, by \$2.8 million in 2016, and by \$3.7 million in 2017.

The General Fund is expected to end 2014 with a balance of approximately \$3.6 million. Under current Board policy, the bar would earmark \$1.0 million of this balance for future building maintenance and improvements and for investments in technology. We are recommending that this practice be suspended, and that this \$1.0 million be made available to help pay for General Fund operations.

¹ Balanced in the sense that resources – including accumulated fund balance – are identified to support all authorized expenditures, so that the estimated ending fund balance for the year is greater than or equal to zero.

Even so, we estimate that the balance of the General Fund will be drawn down to below zero (to minus \$0.7 million) by the end of 2016. In 2017, the gap between revenues and expenditures leads to a projected negative balance of \$4.4 million.

Admissions Fund

At the request of the Committee of Bar Examiners, the Board of Trustees enacted a 5% increase in the fees charged by the Office of Admissions effective in 2015, with a further 5% increase effective in 2016. However, the balance in the fund is expected to be drawn down from an estimated \$3.3 million at the end of 2014 to approximately \$1.2 million by the end of 2016.

Assuming current activity levels continue, but that no further Admissions fee increases are imposed, the Admission Fund is expected to receive \$1.6 million less in revenues in 2017 than it is budgeted to spend. This would exceed the available balance in the fund by about \$0.4 million. Addressing costs, revenues, and potential alternative funding sources for the Office of Admissions will be areas of special focus over the next two years.

Administration of Justice Fund

The proposed 2015-17 budget maintains current service levels in the programs directly financed from this fund (including Elimination of Bias, Bar Relations, Legislative Activities, the bar's insurance sponsorship programs, and the CalBar Connect affinity program). The budget also continues the bar's commitment to provide financial support for legal services programs at the current level (\$400,000 per year). Finally, it includes the planned final year of support for the Annual Meeting fund (\$0.1 million in 2015). Projected revenues in this fund exceed budgeted expenditures and transfers by approximately \$1.1 million per year over the 2015-17 period.

Client Security Fund

At the end of 2010, the Client Security Fund had a balance of over \$14 million. Since that time, grants paid to applicants and program operating costs have significantly outpaced the fund's approximate \$7.5 million in annual revenue, drawing the fund's balance down to an estimated \$2.5 million at the end of 2014. Beginning in 2015, CSF grants will be constrained by the availability of cash in the fund, and the proposed budget reflects this. Grants are budgeted at \$6.0 million per year, with operating costs of about \$2.0 million per year. The budget shows small annual deficits, drawing the fund balance down to \$2.0 million by the end of 2017.

Interfund Loan Activity

The proposed budget incorporates all expected interest and principal payments on the two outstanding interfund loans. The loan from the Legal Specialization Fund to the 180 Howard Fund is budgeted to be repaid in 2016, as specified in the original resolution.

Major Capital Projects

The proposed budget allocates \$5.0 million for building improvement projects in the 180 Howard Fund (\$2.5 million in 2015, \$1.5 million in 2016, and \$1.0 million in 2017). In addition, it provides \$0.8 million in the LA Facilities Fund to complete projects already underway. Currently, no further projects are budgeted at the bar's 845 South Figueroa property. As needs emerge, however, staff may return to the Board to request that some spending authority be shifted from San Francisco to Los Angeles.

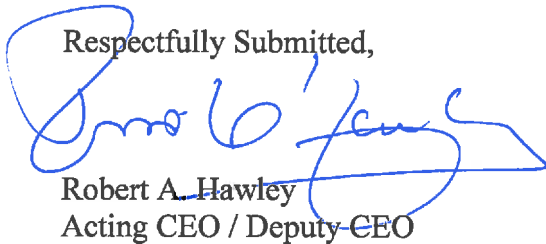
The proposed budget also includes funding for several information technology projects. For the completion of the case management system in the Office of Chief Trial Counsel, \$0.7 million is budgeted in 2015, with an additional \$0.2 million earmarked for the related work on the bar's new document management system. For the replacement of the Admissions system, \$0.1 million is budgeted in 2015 (primarily for conducting an RFP process), with another \$1.2 million budgeted over 2016-17 for system acquisition and implementation. Also in 2017, the budget includes \$0.2 million earmarked for re-launching the process of replacing the Case Management System in the State Bar Court. Finally, \$0.1 million is budgeted in 2015 for implementation of a system to support the Judicial Nominee Evaluation (JNE) Commission, and \$0.2 million is earmarked for replacing and improving audio-visual equipment in State Bar Court courtrooms in San Francisco over 2015-16.

Attachments

The following attachments are included:

1. *Proposed Budget for 2015-17*, Fiscal Year 2015
2. *Proposed Budget for 2015-17*, Fiscal Year 2016
3. *Proposed Budget for 2015-17*, Fiscal Year 2017
4. Schedule of Interfund Transfers
5. History, Estimated Revenues and Proposed Expenditures by Fund

Respectfully Submitted,



Robert A. Hawley
Acting CEO / Deputy CEO

Attachment "A"

Proposed Budget for 2015-17

Fiscal Year 2015

Fund	Beginning Balance	2015 Revenues	2015 Expenditures	Transfers In*	Transfers Out*	Ending Balance
General Fund	3,625,000	69,221,000	70,793,117	100,000	0	2,152,883
Admin of Justice Fund	1,692,000	4,030,900	2,397,520	0	500,000	2,825,380
Admissions Fund	3,250,000	20,256,168	21,386,333	0	0	2,119,835
Client Security Fund	2,525,836	7,713,350	7,962,910	0	0	2,276,276
Grants Fund	380,000	0	208,397	0	100,000	71,603
Justice Gap Fund	200,000	750,000	0	0	800,000	150,000
Lawyer Asst Program Fund	1,475,749	2,020,745	1,844,744	0	0	1,651,750
Legal Services Trust Fund	1,000,000	25,940,000	27,276,253	1,200,000	0	863,747
Legal Specializations Fund	1,664,600	2,457,679	2,045,807	0	0	2,076,472
180 Howard Street Fund	6,200,000	827,000	2,605,648	0	800,000	3,621,352
LA Facilities Fund	0	2,701,620	3,501,620	800,000	0	0
Technology Projects Fund	4,750,000	0	1,402,400	0	0	3,347,600
Annual Meeting Fund	0	849,171	863,484	100,000	0	85,687
Sections Funds	6,732,582	7,946,473	8,209,148	0	0	6,469,907
Public Protection Fund	6,493,548	0	0	0	0	6,493,548
Totals	39,989,315	144,714,106	150,497,381	2,200,000	2,200,000	34,206,040

* See attached Schedule of Interfund Transfers for detail.

Attachment "A"

Proposed Budget for 2015-17

Fiscal Year 2016

Fund	Beginning Balance	2016 Revenues	2016 Expenditures	Transfers In*	Transfers Out*	Ending Balance
General Fund	2,152,883	70,347,000	73,182,976	0	0	(683,093)
Admin of Justice Fund	2,825,380	4,030,900	2,453,034	0	400,000	4,003,246
Admissions Fund	2,119,835	21,231,487	22,108,429	0	0	1,242,893
Client Security Fund	2,276,276	7,843,882	8,016,582	0	0	2,103,576
Grants Fund	71,603	0	0	0	0	71,603
Justice Gap Fund	150,000	750,000	0	0	800,000	100,000
Lawyer Asst Program Fund	1,651,750	2,055,064	1,907,784	0	0	1,799,030
Legal Services Trust Fund	863,747	25,940,000	27,258,871	1,200,000	0	744,876
Legal Specializations Fund	2,076,472	4,602,679	1,984,145	0	0	4,695,006
180 Howard Street Fund	3,621,352	827,000	4,085,648	0	0	362,704
LA Facilities Fund	0	2,701,620	2,701,620	0	0	0
Technology Projects Fund	3,347,600	0	1,030,000	0	0	2,317,600
Annual Meeting Fund	85,687	864,171	871,912	0	0	77,946
Sections Funds	6,469,907	7,931,473	8,320,309	0	0	6,081,071
Public Protection Fund	6,493,548	0	0	0	0	6,493,548
Totals	34,206,040	149,125,276	153,921,310	1,200,000	1,200,000	29,410,006

* See attached Schedule of Interfund Transfers for detail.

Attachment "A"

Proposed Budget for 2015-17

Fiscal Year 2017

Fund	Beginning Balance	2017 Revenues	2017 Expenditures	Transfers In*	Transfers Out*	Ending Balance
General Fund	(683,093)	71,469,000	75,217,563	0	0	(4,431,656)
Admin of Justice Fund	4,003,246	4,030,900	2,502,972	0	400,000	5,131,174
Admissions Fund	1,242,893	21,231,487	22,886,030	0	0	(411,650)
Client Security Fund	2,103,576	7,976,633	8,065,720	0	0	2,014,489
Grants Fund	71,603	0	0	0	0	71,603
Justice Gap Fund	100,000	750,000	0	0	800,000	50,000
Lawyer Asst Program Fund	1,799,030	2,089,966	1,965,048	0	0	1,923,948
Legal Services Trust Fund	744,876	25,940,000	27,311,566	1,200,000	0	573,310
Legal Specializations Fund	4,695,006	2,352,031	2,154,937	0	0	4,892,100
180 Howard Street Fund	362,704	827,000	1,000,000	0	0	189,704
LA Facilities Fund	0	2,701,620	2,701,620	0	0	0
Technology Projects Fund	2,317,600	0	325,000	0	0	1,992,600
Annual Meeting Fund	77,946	874,171	884,376	0	0	67,741
Sections Funds	6,081,071	7,921,473	8,453,263	0	0	5,549,281
Public Protection Fund	6,493,548	0	0	0	0	6,493,548
Totals	29,410,006	148,164,281	153,468,095	1,200,000	1,200,000	24,106,192

* See attached Schedule of Interfund Transfers for detail.

Schedule of Interfund Transfers

2015	Transfer To				
Transfer From	General Fund	Legal Services Trust Fund	LA Facilities Fund	Annual Meeting Fund	Total
Administration of Justice Fund		400,000 (2)		100,000 (5)	500,000
Grants Fund	100,000 (1)				100,000
Justice Gap Fund		800,000 (3)			800,000
180 Howard Street Fund			<u>800,000</u> (4)		<u>800,000</u>
Total	100,000	1,200,000	800,000	100,000	2,200,000

2016	Transfer To				
Transfer From	General Fund	Legal Services Trust Fund	LA Facilities Fund	Annual Meeting Fund	Total
Administration of Justice Fund		400,000 (2)			400,000
Justice Gap Fund		<u>800,000</u> (3)			<u>800,000</u>
Total		1,200,000			1,200,000

2017	Transfer To				
Transfer From	General Fund	Legal Services Trust Fund	LA Facilities Fund	Annual Meeting Fund	Total
Administration of Justice Fund		400,000 (2)			400,000
Justice Gap Fund		<u>800,000</u> (3)			<u>800,000</u>
Total		1,200,000			1,200,000

(1) Reimbursement to General Fund for costs of printing the State Bar's guides (When You Turn 18, Kids & the Law, Seniors & the Law) in 2012-13 from grants received from the CalBar Foundation over the same period.

(2) Ongoing support for legal services programs from State Bar non-mandatory / non-dues revenue, per Board of Trustees policy.

(3) Transfer of Justice Gap Fund donations collected to the Legal Services Trust Fund for expenditure.

(4) Transfer of cash from 180 Howard Fund to LA Facilities fund to complete building improvement projects in progress.

(5) Temporary support for the Annual Meeting. Reduced from \$250,000 in 2014, slated to go to zero in 2016-17.

General Fund

Revenues	2012 Actual	2013 Actual	2014 Budget	2015 Proposed	2016 Proposed	2017 Proposed
Mandatory Dues	54,081,851	57,276,742	61,750,000	63,875,000	64,925,000	66,025,000
Administrative Fees	1,960,693	2,061,561	2,010,000	2,082,500	2,082,500	2,082,500
Penalties and Late Fees	2,583,315	2,552,768	2,530,000	2,235,000	2,311,000	2,333,000
Lease Revenues	0	0	0	408,000	408,000	408,000
Other Fees and Charges	220,908	196,185	160,000	189,500	189,500	189,500
Grants	27,000	19,500	0	0	0	0
Interest Income	96,984	54,436	40,000	60,000	60,000	60,000
Other Revenues	509,932	377,835	331,000	371,000	371,000	371,000
Interfund Transfers	0	0	500,000	100,000	0	0
Total Revenues	59,480,683	62,539,027	67,321,000	69,321,000	70,347,000	71,469,000
Expenditures	2012 Actual	2013 Actual	2014 Budget	2015 Proposed	2016 Proposed	2017 Proposed
Regular Salary & Benefits	49,534,766	51,896,096	55,472,623	58,761,687	61,794,383	63,837,017
Supplemental Staffing	3,509,821	3,033,396	2,252,408	2,540,802	2,540,802	2,540,802
Travel & Training	1,258,405	1,271,821	1,416,382	1,563,593	1,562,093	1,562,093
Supplies and Postage	1,176,082	1,218,164	1,733,580	1,593,068	1,593,068	1,593,068
Professional Services	1,540,302	1,972,299	2,582,126	2,849,381	2,324,381	2,574,381
Occupancy	7,338,458	7,093,052	5,576,403	4,892,946	4,892,946	4,892,946
Telecommunications	305,385	246,716	389,378	429,917	429,917	429,917
Other Outside Services	1,882,067	1,919,531	2,644,553	2,373,016	2,373,016	2,373,016
Computers & Software	586,997	1,081,822	1,066,327	1,271,531	1,176,531	1,176,531
Buildings & Equipment	183,476	139,490	62,718	169,117	169,117	169,117
Retiree Medical Funding	906,712	1,103,652	909,677	1,400,001	1,400,001	1,400,001
Other Expenditures	50,584	51,926	27,452	37,378	37,378	37,378
Indirect Costs	-6,983,185	-7,205,168	-5,318,549	-6,070,409	-6,091,746	-6,349,793
Reimbursements	-1,015,379	-996,935	-1,455,585	-1,018,911	-1,018,911	-1,018,911
Interfund Transfers	3,144,000	775,903	0	0	0	0
Total Expenditures	63,418,491	63,601,765	67,359,493	70,793,117	73,182,976	75,217,563
Surplus (Deficit)				-1,472,117	-2,835,976	-3,748,563
Ending Fund Balance			3,625,000	2,152,883	-683,093	-4,431,656

Admin of Justice Fund

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Voluntary Dues & Donations	1,587,690	1,570,960	1,540,000	1,540,000	1,540,000	1,540,000
Insurance Commissions	1,784,672	1,866,528	1,775,000	1,994,900	1,994,900	1,994,900
Other Fees and Charges	380	0	0	0	0	0
Interest Income	12,831	9,349	6,000	6,000	6,000	6,000
Other Revenues	20,969	248,496	120,000	490,000	490,000	490,000
Interfund Transfers	1,250,000	0	400,000	0	0	0
Total Revenues	4,656,542	3,695,333	3,841,000	4,030,900	4,030,900	4,030,900
Expenditures	2012 Actual	2013 Actual	2014 Budget	2015 Proposed	2016 Proposed	2017 Proposed
Regular Salary & Benefits	912,795	968,689	1,095,611	1,153,427	1,208,052	1,244,014
Supplemental Staffing	18,462	2,308	279	279	279	279
Travel & Training	241,749	261,009	338,406	342,312	342,312	342,312
Supplies and Postage	30,327	33,055	30,320	30,741	30,741	30,741
Professional Services	264,157	229,564	311,005	319,951	319,951	319,951
Occupancy	884	254	1,032	1,032	1,032	1,032
Telecommunications	10,406	10,069	15,813	16,313	16,313	16,313
Other Outside Services	158,922	110,480	219,861	159,869	159,869	159,869
Legal Services Grants	10,000	0	0	0	0	0
Computers & Software	77	0	223	223	223	223
Buildings & Equipment	1,996	-17	0	0	0	0
Retiree Medical Funding	50,373	56,928	38,710	66,667	66,667	66,667
Other Expenditures	8,634	13,940	597	597	597	597
Indirect Costs	212,785	224,518	196,883	306,109	306,998	320,974
Interfund Transfers	2,000,000	6,331,068	1,150,000	500,000	400,000	400,000
Total Expenditures	3,921,567	8,241,865	3,398,740	2,897,520	2,853,034	2,902,972
Surplus (Deficit)				1,133,380	1,177,866	1,127,928
Ending Fund Balance			1,692,000	2,825,380	4,003,246	5,131,174

Admissions Fund

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Administrative Fees	638,507	678,850	610,140	626,569	635,986	635,986
Penalties and Late Fees	462,207	507,963	509,800	476,354	488,773	488,773
Student Registration Fees	1,204,832	1,193,987	1,080,000	1,131,360	1,185,170	1,185,170
Exam Fees	12,812,003	13,113,145	13,130,709	13,573,538	14,250,876	14,250,876
Moral Character Fees	4,083,383	4,242,141	3,887,500	4,191,750	4,401,213	4,401,213
Other Fees and Charges	298,993	290,019	259,575	236,517	249,389	249,389
Interest Income	28,275	21,474	32,000	20,000	20,000	20,000
Other Revenues	88	100	100	80	80	80
Total Revenues	19,528,288	20,047,679	19,509,824	20,256,168	21,231,487	21,231,487
	2012	2013	2014	2015	2016	2017
Expenditures	Actual	Actual	Budget	Proposed	Proposed	Proposed
Regular Salary & Benefits	5,333,227	5,828,844	6,547,782	6,868,506	7,232,746	7,518,976
Supplemental Staffing	516,288	797,867	537,000	644,000	666,540	689,856
Travel & Training	378,244	378,200	397,000	404,500	418,658	433,301
Supplies and Postage	391,984	332,740	415,904	409,204	423,530	438,344
Professional Services	425,515	381,477	490,000	540,000	558,900	578,449
Exam & Software Licensing	1,405,158	1,495,692	1,495,000	1,553,000	1,607,355	1,663,576
Exam Room Rental	1,663,822	1,626,472	1,685,000	1,684,000	1,742,940	1,803,900
Exam Proctors	1,416,636	1,594,629	1,628,000	1,641,000	1,698,435	1,757,841
Exam Graders	873,230	890,686	919,000	917,000	949,095	982,292
Occupancy	152,524	159,548	196,218	187,218	193,774	200,551
Telecommunications	85,256	91,572	97,953	97,667	101,087	104,624
Other Outside Services	1,622,018	1,535,448	1,816,200	1,752,400	1,813,737	1,877,174
Computers & Software	925	0	0	0	0	0
Buildings & Equipment	4,427	24,845	44,000	134,400	139,104	143,970
Retiree Medical Funding	125,932	168,636	135,484	233,333	233,333	233,333
Other Expenditures	19,420	14,361	26,185	25,185	26,067	26,978
Indirect Costs	3,655,478	3,778,177	4,236,953	4,294,920	4,303,128	4,432,865
Interfund Transfers	2,500,000	0	0	0	0	0
Total Expenditures	20,570,084	19,099,194	20,667,679	21,386,333	22,108,429	22,886,030
Surplus (Deficit)				-1,130,165	-876,942	-1,654,543
Ending Fund Balance			3,250,000	2,119,835	1,242,893	-411,650

Client Security Fund

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Mandatory Dues	7,298,953	7,440,360	7,580,000	7,708,350	7,838,882	7,971,633
Interest Income	34,415	28,596	0	5,000	5,000	5,000
Other Revenues	19,739	20,289	0	0	0	0
Total Revenues	7,353,107	7,489,245	7,580,000	7,713,350	7,843,882	7,976,633
	2012	2013	2014	2015	2016	2017
Expenditures	Actual	Actual	Budget	Proposed	Proposed	Proposed
Regular Salary & Benefits	1,146,775	1,332,091	1,405,339	1,470,030	1,519,052	1,548,669
Supplemental Staffing	40,646	310,294	50,000	50,000	50,000	50,000
Travel & Training	9,838	8,855	16,500	16,500	16,500	16,500
Supplies and Postage	20,429	17,761	25,300	23,600	23,600	23,600
Professional Services	0	239	25,000	23,500	23,500	23,500
Telecommunications	8,201	10,012	7,300	8,850	8,850	8,850
Other Outside Services	15,709	13,312	15,750	17,900	17,900	17,900
CSF Applications	6,870,643	11,016,657	9,000,000	6,000,000	6,000,000	6,000,000
Computers & Software	1,128	621	3,000	2,500	2,500	2,500
Buildings & Equipment	538	276	0	0	0	0
Retiree Medical Funding	25,186	28,464	19,355	33,333	33,333	33,333
Other Expenditures	-4,020	-5,310	-1,051	-1,051	-1,051	-1,051
Indirect Costs	515,918	580,355	462,342	716,877	721,527	741,048
Reimbursements	-481,084	-294,901	-399,129	-399,129	-399,129	-399,129
Total Expenditures	8,169,907	13,018,726	10,629,706	7,962,910	8,016,582	8,065,720
Surplus (Deficit)				-249,560	-172,700	-89,087
Ending Fund Balance			2,525,836	2,276,276	2,103,576	2,014,489

Grants Fund

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Grants	56,000	56,000	0	0	0	0
Other Revenues	15,196	58,000	0	0	0	0
Total Revenues	71,196	114,000	0	0	0	0
	2012	2013	2014	2015	2016	2017
Expenditures	Actual	Actual	Budget	Proposed	Proposed	Proposed
Travel & Training	5,778	3,012	0	8,149	0	0
Supplies and Postage	0	0	0	238	0	0
Professional Services	13,368	123,440	0	15,000	0	0
Other Outside Services	0	10,540	0	10	0	0
Legal Services Grants	0	0	0	185,000	0	0
Other Expenditures	0	0	0	0	0	0
Interfund Transfers	0	0	0	100,000	0	0
Total Expenditures	19,146	136,992	0	308,397	0	0
Surplus (Deficit)				-308,397	0	0
Ending Fund Balance			380,000	71,603	71,603	71,603

Justice Gap Fund

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Voluntary Dues & Donations	2,214,528	1,041,706	750,000	750,000	750,000	750,000
Interest Income	3,821	1,298	0	0	0	0
Other Revenues	630	0	0	0	0	0
Total Revenues	2,218,979	1,043,004	750,000	750,000	750,000	750,000
	2012	2013	2014	2015	2016	2017
Expenditures	Actual	Actual	Budget	Proposed	Proposed	Proposed
Supplies and Postage	0	0	0	0	0	0
Indirect Costs	0	18,904	67,360	0	0	0
Interfund Transfers	2,208,820	933,543	680,000	800,000	800,000	800,000
Total Expenditures	2,208,820	952,447	747,360	800,000	800,000	800,000
Surplus (Deficit)				-50,000	-50,000	-50,000
Ending Fund Balance			200,000	150,000	100,000	50,000

Lawyer Asst Program Fund

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Mandatory Dues	1,922,210	1,958,800	1,983,000	2,016,745	2,051,064	2,085,966
Interest Income	3,571	4,951	0	4,000	4,000	4,000
Other Revenues	1,074	1,015	0	0	0	0
Total Revenues	1,926,855	1,964,766	1,983,000	2,020,745	2,055,064	2,089,966
	2012	2013	2014	2015	2016	2017
Expenditures	Actual	Actual	Budget	Proposed	Proposed	Proposed
Regular Salary & Benefits	804,433	844,707	1,003,749	999,801	1,060,696	1,105,514
Supplemental Staffing	75,501	0	21,407	21,407	21,407	21,407
Travel & Training	89,030	75,523	85,265	85,265	85,265	85,265
Supplies and Postage	5,237	6,406	15,910	15,910	15,910	15,910
Professional Services	47,025	129,399	188,293	188,293	188,293	188,293
Occupancy	901	599	522	522	522	522
Telecommunications	17,167	17,156	25,815	25,815	25,815	25,815
Other Outside Services	-55,961	-39,445	10,207	10,207	10,207	10,207
Computers & Software	0	0	0	0	0	0
Buildings & Equipment	755	0	777	777	777	777
Retiree Medical Funding	25,186	28,464	19,355	33,333	33,333	33,333
Other Expenditures	2,796	1,521	1,075	1,075	1,075	1,075
Indirect Costs	366,971	373,344	535,976	462,339	464,484	476,930
Interfund Transfers	1,250,000	0	0	0	0	0
Total Expenditures	2,629,041	1,437,674	1,908,351	1,844,744	1,907,784	1,965,048
Surplus (Deficit)				176,001	147,280	124,918
Ending Fund Balance			1,475,749	1,651,750	1,799,030	1,923,948

Legal Services Trust Fund

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Mandatory Dues	0	0	0	50,000	50,000	50,000
Voluntary Dues & Donations	3,304,600	3,280,250	4,800,000	5,800,000	5,800,000	5,800,000
Administrative Fees	527,199	525,120	500,000	475,000	475,000	475,000
Grants	15,708,495	16,009,106	15,600,000	14,600,000	14,600,000	14,600,000
IOLTA	5,007,709	4,988,548	4,800,000	5,000,000	5,000,000	5,000,000
Interest Income	8,907	6,019	15,000	15,000	15,000	15,000
Other Revenues	63,602	12,472	0	0	0	0
Interfund Transfers	4,208,820	2,933,543	1,080,000	1,200,000	1,200,000	1,200,000
Total Revenues	28,829,332	27,755,058	26,795,000	27,140,000	27,140,000	27,140,000
Expenditures	2012 Actual	2013 Actual	2014 Budget	2015 Proposed	2016 Proposed	2017 Proposed
Regular Salary & Benefits	1,042,098	1,092,258	1,173,570	1,202,901	1,257,465	1,293,755
Supplemental Staffing	69	214	1,000	76,000	76,000	76,000
Travel & Training	28,315	27,343	38,550	26,500	26,500	26,500
Supplies and Postage	17,504	16,328	22,700	19,450	19,450	19,450
Professional Services	189,558	245,648	215,000	245,000	245,000	245,000
Telecommunications	11,193	12,209	10,500	10,500	10,500	10,500
Other Outside Services	1,800	1,069	7,400	5,200	5,200	5,200
Legal Services Grants	26,828,463	25,881,532	24,807,000	25,004,000	25,004,000	25,004,000
Computers & Software	960	275	75,000	75,000	0	0
Buildings & Equipment	0	0	3,000	0	0	0
Retiree Medical Funding	25,186	28,464	19,355	33,333	33,333	33,333
Other Expenditures	1,160	654	1,600	1,600	1,600	1,600
Indirect Costs	493,917	450,802	339,415	576,769	579,823	596,228
Total Expenditures	28,640,223	27,756,796	26,714,090	27,276,253	27,258,871	27,311,566
Surplus (Deficit)				-136,253	-118,871	-171,566
Ending Fund Balance			1,000,000	863,747	744,876	573,310

Legal Specializations Fund

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Administrative Fees	1,935,191	1,907,197	1,935,191	1,935,191	1,935,191	1,935,191
Penalties and Late Fees	0	750	0	0	0	0
Exam Fees	76,700	489,600	76,700	394,700	59,700	394,700
Other Fees and Charges	11,400	8,475	11,400	11,400	11,400	11,400
Interest Income	7,370	6,523	7,369	7,369	7,369	7,369
Other Revenues	3,370	54,979	3,371	109,019	2,589,019	3,371
Interfund Transfers	0	0	105,648	0	0	0
Total Revenues	2,034,031	2,467,524	2,139,679	2,457,679	4,602,679	2,352,031
	2012	2013	2014	2015	2016	2017
Expenditures	Actual	Actual	Budget	Proposed	Proposed	Proposed
Regular Salary & Benefits	590,739	642,383	762,068	778,420	829,200	872,966
Supplemental Staffing	21,286	59,083	30,000	47,500	47,500	47,500
Travel & Training	126,637	146,957	281,000	259,000	259,000	259,000
Supplies and Postage	19,808	24,495	39,200	39,200	39,200	39,200
Professional Services	16,366	45,622	60,000	80,000	80,000	80,000
Exam & Software Licensing	0	25,000	0	34,800	0	34,800
Exam Room Rental	0	36,777	0	50,000	0	50,000
Exam Proctors	0	30,187	0	36,224	36,224	36,224
Occupancy	0	2,792	0	10,000	0	10,000
Telecommunications	6,409	7,817	10,000	10,000	10,000	10,000
Other Outside Services	5,312	50,494	232,174	161,174	141,174	161,174
Computers & Software	1,912	0	26,000	30,000	30,000	30,000
Buildings & Equipment	28	4,049	1,000	1,000	1,000	1,000
Retiree Medical Funding	25,186	28,464	19,355	33,333	33,333	33,333
Other Expenditures	5,026	3,355	8,280	8,280	8,280	8,280
Indirect Costs	449,669	441,333	250,193	466,876	469,234	481,460
Interfund Transfers	0	2,480,000	0	0	0	0
Total Expenditures	1,268,378	4,028,808	1,719,270	2,045,807	1,984,145	2,154,937
Surplus (Deficit)				411,872	2,618,534	197,094
Ending Fund Balance			1,664,600	2,076,472	4,695,006	4,892,100

180 Howard Street Fund

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Mandatory Dues	2,760	2,530	0	0	0	0
Penalties and Late Fees	923	0	0	0	0	0
Lease Revenues	795,948	925,488	835,742	827,000	827,000	827,000
Interest Income	20,600	24,974	0	0	0	0
Other Revenues	14,874	2,378	0	0	0	0
Interfund Transfers	0	2,997,268	0	0	0	0
Total Revenues	835,105	3,952,638	835,742	827,000	827,000	827,000
Expenditures	2012 Actual	2013 Actual	2014 Budget	2015 Proposed	2016 Proposed	2017 Proposed
Travel & Training	0	0	0	0	0	0
Supplies and Postage	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0
Occupancy	0	0	0	0	0	0
Telecommunications	0	0	0	0	0	0
Other Outside Services	0	0	0	0	0	0
Buildings & Equipment	0	3,038,464	6,475,000	2,500,000	1,500,000	1,000,000
Other Expenditures	0	52,824	0	105,648	2,585,648	0
Indirect Costs	0	0	0	0	0	0
Interfund Transfers	0	1,600,000	805,648	800,000	0	0
Total Expenditures	0	4,691,288	7,280,648	3,405,648	4,085,648	1,000,000
Surplus (Deficit)				-2,578,648	-3,258,648	-173,000
Ending Fund Balance			6,200,000	3,621,352	362,704	189,704

LA Facilities Fund

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Lease Revenues	0	92,769	400,000	400,000	400,000	400,000
Interest Income	-30	25,174	0	0	0	0
Other Revenues	24,561,040	13,598	2,301,620	2,301,620	2,301,620	2,301,620
Interfund Transfers	3,700,000	18,546,642	700,000	800,000	0	0
Total Revenues	28,261,010	18,678,183	3,401,620	3,501,620	2,701,620	2,701,620
Expenditures	2012 Actual	2013 Actual	2014 Budget	2015 Proposed	2016 Proposed	2017 Proposed
Travel & Training	0	0	0	0	0	0
Professional Services	264,308	0	0	0	0	0
Occupancy	0	0	0	0	0	0
Buildings & Equipment	0	0	700,000	800,000	0	0
Debt Service	159,493	0	2,301,620	2,301,620	2,301,620	2,301,620
Other Expenditures	0	91,233	0	400,000	400,000	400,000
Indirect Costs	0	0	0	0	0	0
Interfund Transfers	0	0	400,000	0	0	0
Total Expenditures	423,801	91,233	3,401,620	3,501,620	2,701,620	2,701,620
Surplus (Deficit)				0	0	0
Ending Fund Balance			0	0	0	0

Technology Projects Fund

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Interest Income	-493	7,659	0	0	0	0
Interfund Transfers	3,102,524	4,112,770	3,500,000	0	0	0
Total Revenues	3,102,031	4,120,429	3,500,000	0	0	0
	2012	2013	2014	2015	2016	2017
Expenditures	Actual	Actual	Budget	Proposed	Proposed	Proposed
Supplemental Staffing	41,080	125,276	0	211,000	0	0
Travel & Training	20,730	44,684	0	61,000	0	25,000
Supplies and Postage	0	1,000	0	0	0	0
Professional Services	227,646	65,387	500,000	750,400	450,000	300,000
Telecommunications	0	0	0	0	0	0
Other Outside Services	1,314	745	0	50,000	0	0
Computers & Software	43,744	901,045	1,009,000	330,000	580,000	0
Buildings & Equipment	363	1,222	0	0	0	0
Interfund Transfers	0	2,400,000	0	0	0	0
Total Expenditures	334,877	3,539,359	1,509,000	1,402,400	1,030,000	325,000
Surplus (Deficit)				-1,402,400	-1,030,000	-325,000
Ending Fund Balance			4,750,000	3,347,600	2,317,600	1,992,600

Annual Meeting Fund

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Other Fees and Charges	481,553	420,339	481,553	481,553	481,553	481,553
Interest Income	1,205	7,011	1,206	8,000	8,000	8,000
Other Revenues	303,256	269,646	303,256	359,618	374,618	384,618
Interfund Transfers	0	47,822	250,000	100,000	0	0
Total Revenues	786,014	744,818	1,036,015	949,171	864,171	874,171
	2012	2013	2014	2015	2016	2017
Expenditures	Actual	Actual	Budget	Proposed	Proposed	Proposed
Regular Salary & Benefits	288,450	298,842	331,413	165,714	174,936	182,798
Supplemental Staffing	13,968	17,845	19,874	19,874	19,874	19,874
Travel & Training	153,939	254,100	236,910	243,103	243,103	243,103
Supplies and Postage	27,341	20,717	33,139	33,139	33,139	33,139
Professional Services	73,550	79,839	35,396	92,000	92,000	92,000
Telecommunications	16,006	7,445	16,353	10,203	10,203	10,203
Other Outside Services	185,098	166,775	242,496	202,038	202,038	202,038
Retiree Medical Funding	0	8,539	5,806	0	0	0
Other Expenditures	10,607	1,775	6,058	6,058	6,058	6,058
Indirect Costs	58,190	75,836	107,837	91,355	90,561	95,163
Total Expenditures	827,149	931,713	1,035,282	863,484	871,912	884,376
Surplus (Deficit)				85,687	-7,741	-10,205
Ending Fund Balance			0	85,687	77,946	67,741

Sections Funds

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Sections Member Dues	4,875,667	4,951,435	4,875,668	5,394,165	5,394,165	5,394,165
Grants	5,000	4,500	5,000	0	0	0
Interest Income	22,536	24,847	23,706	27,525	27,525	27,525
Other Revenues	2,566,549	2,777,986	2,566,197	2,524,783	2,509,783	2,499,783
Total Revenues	7,469,752	7,758,768	7,470,571	7,946,473	7,931,473	7,921,473
	2012	2013	2014	2015	2016	2017
Expenditures	Actual	Actual	Budget	Proposed	Proposed	Proposed
Regular Salary & Benefits	1,716,077	1,692,976	1,782,312	2,061,397	2,171,731	2,255,551
Supplemental Staffing	47,471	141,540	50,794	125,000	125,000	125,000
Travel & Training	2,713,803	2,459,791	2,892,437	2,708,942	2,708,942	2,708,942
Supplies and Postage	311,495	271,205	302,691	261,561	261,561	261,561
Professional Services	346,250	483,864	362,541	552,875	552,875	552,875
Occupancy	899	756	0	0	0	0
Telecommunications	56,370	56,822	59,647	36,000	36,000	36,000
Other Outside Services	1,143,063	934,735	1,214,683	820,228	820,228	820,228
Computers & Software	8	7,703	0	500	500	500
Buildings & Equipment	376	1,191	402	0	0	0
Retiree Medical Funding	50,373	48,389	32,903	66,667	66,667	66,667
Other Expenditures	123,030	132,624	150,858	119,194	119,194	119,194
Indirect Costs	1,160,908	1,190,867	1,323,210	1,456,784	1,457,611	1,506,745
Total Expenditures	7,670,123	7,422,463	8,172,478	8,209,148	8,320,309	8,453,263
Surplus (Deficit)				-262,675	-388,836	-531,790
Ending Fund Balance			6,732,582	6,469,907	6,081,071	5,549,281

Public Protection Fund

	2012	2013	2014	2015	2016	2017
Revenues	Actual	Actual	Budget	Proposed	Proposed	Proposed
Interest Income	16,393	8,114	0	0	0	0
Total Revenues	16,393	8,114	0	0	0	0
Surplus (Deficit)				0	0	0
Ending Fund Balance			6,493,548	6,493,548	6,493,548	6,493,548