

Candidacy Statement of Alan Steinbrecher

My Fellow Board Members:

I am submitting my name for your consideration as Treasurer of the State Bar of California for 2018. I do so humbly, since after a year working with each of you I appreciate what a talented and hardworking group this is, and I know that there are many of you who are well qualified for the position. I do so with excitement as well, however, because I believe that many of our decisions this coming year will involve financial considerations, and I would be honored to be part of the team that identifies, explains and illuminates the financial implications of those decisions.

My View of Treasurer's Role

The Treasurer is of course part of the Bar's leadership team. As such, I believe that the Treasurer can best contribute to that the Bar by (1) understanding the potential impact of the Board's policy decisions on the Bar's financial condition, (2) working with the COO and CFO to spot potential financial issues as they emerge and before they become problematic, (3) assisting them to appreciate which aspects of financial issues need to be highlighted for the Executive Committee and Board and (4) explaining to the Committee and Board the financial implications of their decisions. In short, I view the Treasurer's role as facilitative and informative concerning financial issues as the Board addresses decisions that affect the Bar's financial situation.

Potential 2018 Policy Decisions Involving Financial Considerations

Based on current initiatives, the Bar's responses to the State Audit Report 2017-030, the 2017 Moss-Adams external audit and the 2017 Governance in the Public Interest Task Force's recommendations, it appears likely that during the coming year the Board will be required to address some, if not all, of the following issues which will or may have significant financial implications:

- Potential changes to classification and compensation structure;
- Maintaining continued loyalty and morale of all employees during this period of change;
- Ensuring improved transparency of the Bar;
- Developing goals and metrics to present more persuasively the need for additional funding for the Bar's discipline functions;

- Managing the financial decisions that will arise as a result of the separation of the Sections from the Bar;
- Addressing ongoing lease and building improvements of the Bar's real property;
- Considering the financial implications of continuing capital improvements, including the Enterprise Resource Planning system; and
- Attorney fingerprinting.

In addition, it is probable that the Board will need to be aware of, if it is not required to act upon, some or all of the following, but which may require the Treasurer's attention insofar as they impact Bar finances:

- Realignment of sub-entities which may remain with the Bar after separation of the Sections;
- Continued improvement of internal financial controls;
- Further realignment of catering expenses with Executive Branch limits;
- Credit card issuance guidelines and limits; and
- Lobbyist contract issues.

It will be important for the Treasurer to work closely with the Bar's executive staff to provide early input on what information the Board will need to address each of these issues properly and, as for those that are not agenda items, ensuring that the Board is aware of progress on each matter and is given proper notice of impending issues. If elected, I will work hard to ensure that the Board is aware of all the financial implications of its decisions on these and other matters.

My Experience

I have been involved in three activities that may provide some experience relevant to serving as Treasurer:

- Polytechnic School – From 2001 to 2013 I served on the Board of Trustees, including for several years as Vice-President, of this K-12 college preparatory school in Pasadena, California. During that time I was the Chair of the Facilities Committee, and as such was intimately involved in the planning, design, contracting for and oversight of an \$89 million campus-wide building and renovation project. In that role I was part of the leadership group that: obtained governmental entitlements for the project; worked with residential neighbors and their representatives to ensure they were apprised of the plans at each stage; and prioritized projects and reconciled competing expense demands between the operating and construction budgets and revenue from the annual and capital campaigns.

- Los Angeles County Bar Association – I served on the LACBA Board of Trustees from the early 2000s until 2012, including as Chair of the Finance Committee, Chair of the Audit Committee and, during 2010-2011, as President of LACBA. During that time LACBA, like most other voluntary bar associations, and most other voluntary member associations of all types, faced declining membership due to the financial difficulties of 2008-2012, which forced LACBA leadership to deal with wage freezes, restructuring, and difficult issues of addressing acute capital needs necessary to continue providing services to its members and the public, including replacing outdated content management and association management systems, as well as a rudimentary website. This necessitated careful balancing of various concerns – such as employee morale and budget realities, and whether to draw down reserves in order to continue providing high quality service.
- Service on Bar Committees and Task Force – This past year I have been privileged to have served as Vice-Chair of the Budget and Planning Committee, and on the GIPI Task Force. As a result of service on the B&P committee I have begun to learn what issues are of primary importance to the Board, and therefore which questions to ask the staff to prepare and how to frame issues so that they will be understandable at first review by the Board. Service on the Task Force as forced me to understand not only the existing structure of the Bar, but to gain some acquaintance with the issues resulting from realignment going forward.

Conclusion

To borrow a well-crafted line from Rebecca Farmer in the Bar's response to the State Auditor's report, "The State Bar is committed to transforming itself into a well-managed and transparent organization that effectively carries out its public protection mission."

I would be privileged to be a part of that effort as Treasurer of the State Bar. Thank you for your consideration.